

# Public Document Pack



Notice of Meeting:

## Cabinet

**Meeting Location:**

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

**Date and Time:**

Wednesday, 17 April 2024 at 5.00 pm

**Contact for Enquiries:**

**Email:** [democraticservices@ealing.gov.uk](mailto:democraticservices@ealing.gov.uk)

**Telephone:** 020 8825 6302

**Chief Executive:**

Tony Clements

### Members:

### Portfolio

J Anand	Cabinet Member for Tackling Inequality
J Blacker	Cabinet Member for Healthy Lives
L Brett	Deputy Leader and Cabinet Member for Climate Action
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 5 - 16)**

To approve as a correct record the minutes of the meeting held on Wednesday 6 March 2024.
- 6 Appointments to Sub Committees and Outside Bodies**

To appoint Peter George, Strategic Director for Economy & Sustainability, as the Shareholder Representative for Broadway Living Ltd.
- 7 Council Plan Performance Report Quarter 3 2023/24** **(Pages 17 - 54)**
- 8 Reclaim and Repurpose - Ealing Transport and Highways Programme 2024-25** **(Pages 55 - 94)**
- 9 Male Violence Against Women and Girls Action Plan** **(Pages 95 - 134)**
- 10 Tri-Borough Leisure Contract** **(Pages 135 - 146)**

**11 FOR INFORMATION: Urgent key decision exempted from call-in (Pages 147 - 160)**

The following Urgent Individual Cabinet Member Decision was taken on Wednesday 27 March 2024.

**Approval of one year lease for temporary accommodation**

Urgent, pursuant to the following procedures:

- Rule 16 of the Access to Information Procedure Rules (impractical to comply with Forward Plan requirements)
- Rule 5 of appendix to the Access to Information Procedure Rules (urgent ICMD)
- Rule 16 of the Scrutiny Procedure Rules (special urgency and exemption from call-in)

The reason for urgency was that by reason of the current housing crisis, the council was spending huge sums of money accommodating homeless families and individuals in emergency accommodation. The report proposal represented an opportunity to provide 72 units of dedicated hotel accommodation at a fixed rate. The council needed to move quickly to secure this rare opportunity.

The reason for lateness was that this opportunity had only become available very recently; officers were bringing it forward for decision as soon as possible after becoming aware of it.

**12 Date of the next meeting**

The next Cabinet meeting is scheduled for Thursday 16 May 2024.

*Exclusion of the Public and Press*

**Published:** Tuesday, 9 April 2024

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

**Date:** Wednesday, 6 March 2024

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

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

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

### **Also present (in person): Councillors**

J Gallant, G Malcolm

## **1 Apologies for Absence**

Apologies were received from Cllr J Anand.

Apologies were also received from Tony Clements, Chief Executive. Kerry Stevens, Strategic Director of Adults and Public Health attended the meeting in his place.

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 8 – Ealing Serious Violence Strategy

- Cllr Gallant

Agenda item 9 – Greener Ealing Business Plan

- Cllr Malcolm

Agenda item 10 – Update on the future of Warren Farm Sports Ground

- Cllr Malcolm
- Cllr Gallant

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 7 and 10 both contained a confidential appendix but were not taken in private as it was not necessary to discuss the confidential information provided.

#### **4 Declarations of Interest**

Agenda item 10 – Update on the future of Warren Farm Sports Ground

- Cllr Blacker declared a non-pecuniary interest.

#### **5 Minutes**

##### **RESOLVED:**

That the minutes of the Cabinet meeting held on Wednesday 7 February 2024 be agreed and signed as a true and correct record.

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

There were none.

#### **7 Adults and Children’s domiciliary care and adult day opportunities DPS procurement**

##### **RESOLVED:**

That Cabinet:

- I. Authorised 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 was intended that the new DPS would commence from 1 April 2025 for a period of four years, with an option to extend for a further four years (2 + 2) years, expiring in March 2033.
- II. Delegated 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 had applied and successfully met the DPS entry requirements.
- III. Authorised 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 3 March 2025 to 1 March 2026 at a cost of £695,620.
- IV. Authorised 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 23 February 2025 to 1 March 2026 at a cost of £504,370.
- V. Noted that the direct award of the contracts for domiciliary care services at Turnberry Court and Moorlands Court respectively would expire on the same date to enable the re-procurement of these contracts via a mini competition under the proposed new DPS referred to above.
- VI. Delegated 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 could be sourced via the DPS.

### **REASON FOR DECISION AND OPTIONS CONSIDERED:**

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.
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 would 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. The current DPS for domiciliary care services (known as the Ealing Homecare DPS) had commenced 1 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 had been varied in 2021 to include the provision of children's domiciliary care services. There were no further options to extend the current DPS which was due to expire on 31 March 2025.
4. The proposed new DPS would 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
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 had ensured that 99% of council funded care packages were procured via a formal contractual arrangement. The level of sufficiency achieved was significant enough to allow the council (since 2020) to move to a quality-based approach whereby all new care packages were only placed with care agencies rated either Good or Outstanding by the Care Quality Commission (CQC). Care agencies that fell below this quality threshold were suspended from bidding for new care packages until their CQC rating had improved to Good or above. The consolidating of the children's domiciliary care categories within the Ealing Homecare DPS had 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.

6. Extra-Care:

Extra care housing was a cost-effective alternative to residential care and offered individuals housing with care and support, which meant they could 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) were 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 31 March 2026 would enable both contracts to be reprocured using the new DPS once it is in place. This would ensure that the procurement of these services contracts are fully aligned to the domiciliary care contracts.

7. Adult Day Opportunities:

For 2023-24 it was estimated that over 230 adults would 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. All these external placements were commissioned on a spot purchase basis; the value of which was projected to be in the region of £5.5m. There were currently in the region of 20 external providers operating in the adult day opportunities sector, most of which were not-for-profit or charitable organisations. In addition to the external services there were council-run services operating at the Cowgate Centre which catered for adults with learning disabilities who had complex / higher needs, and the Michael Flanders Centre supporting vulnerable adults with dementia care and support needs.

Both day centre activities and outreach services were non-regulated provision which meant they were not covered by the CQC regulatory framework(s). This had presented a significant gap in ensuring quality (and safety) within these service settings. Consequently, it was 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 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 had 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 was proposed that this be reflected in the new proposed DPS as an explicit category of care.

8. Floating Support Services:

Floating support services were 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 was 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 were seven existing floating support schemes in operation across the borough that are directly commissioned by the council. The schemes were projected to support a combined total of 429 vulnerable adults and / or young people over the course of 2023-24. Floating support services were non-statutory services and typically provided by non-regulated providers to vulnerable adults who reside in their own accommodation. The focus was 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 31 March 2025.

9. Following a review of the below contract models, the preferred option was 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).

The following alternative procurement models had been considered:

Model	Description	Pros	Cons
<b>Block</b>	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"> <li>• If demand is known, then this can be a good way to seek best value.</li> <li>• Cost per unit will be more competitive than spot purchase.</li> <li>• Allows provider to invest in services with a guaranteed contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Could challenge quality as lack of financial incentives.</li> <li>• No new providers can be added during lifetime of contract.</li> <li>• Unresponsive to changes in demand in terms of up or down potentially leaving local authority or</li> </ul>

			<p>provider in the lurch.</p> <ul style="list-style-type: none"> <li>• Risks born by Commissioner.</li> </ul>
<b>Block and Volume</b>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Block portion of contract allows for investment in staff, systems, and training for service provider.</li> <li>• Variation by volume allows for flexible, reactive approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Depending on the ratio of total contract worth between block and volume, it may be more or less responsive to variations.</li> <li>• Inherent incentives for providers to drive volume upwards to maximise contract value.</li> <li>• No new providers can access contract during lifetime of contract.</li> </ul>
<b>Spot Purchase</b>	<p>Services purchased by Commissioners on a per-case basis. Can be with one or multiple providers.</p>	<ul style="list-style-type: none"> <li>• May fill in gaps for a provider and work around other existing contracts.</li> <li>• Works where there are high fluctuations in demand and a robust existing marketplace that has enough excess supply to meet changes in demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Without committed investment services unlikely to be well developed</li> <li>• Can be less responsive to changes in demand.</li> <li>• Poor model on which to base new service where significant up-front costs/investment required.</li> <li>• Quality of service may suffer as providers do not have contract security on</li> </ul>

			<p>which to base longer term relationships or development.</p> <ul style="list-style-type: none"> <li>• Doesn't always offer economies of scale.</li> <li>• Risk born by provider(s).</li> </ul>
<b>Framework</b>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Framework Agreements offer Commissioners and individuals choice.</li> <li>• Works well there is a strong marketplace with multiple, financially robust providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Can add complexity to Commissioning relationship with multiple, and not always aligned strategic priorities.</li> <li>• Can add complexity to contract management arrangements where parties want different data, outputs, and outcomes, or approach the contract from different perspectives.</li> <li>• Providers cannot be added to Framework for duration of</li> </ul>

			arrangement.
<b>Dynamic Purchasing System (DPS)</b>	Completely electronic model. Multiple providers are commissioned on a per case basis, via an e-auction model, without any undertaking on either side to commission, or provide a set amount of service.	<ul style="list-style-type: none"> <li>• DPS offers Commissioners and individuals choice.</li> <li>• Builds market capacity as no limit on providers accessing the scheme.</li> <li>• Prices achieved based on market prices.</li> <li>• Fits well with Care Act duties</li> </ul>	<ul style="list-style-type: none"> <li>• No limit on the number of providers who can access the scheme.</li> <li>• Difficult to forecast spend as prices based on bidding process.</li> <li>• Scrutiny of providers can be seen as light touch.</li> </ul>

## 8 Ealing Serious Violence Strategy

### RESOLVED:

That Cabinet:

- I. Noted the contents of the Serious Violence Strategy 2024.
- II. Noted the outcome of needs assessment undertaken as part of the development of strategy.
- III. Noted the Safer Ealing Partnerships' compliance with the Serious Violence Duty.

### REASON FOR DECISION AND OPTIONS CONSIDERED:

1. To continue the cabinet's engagement with the Safer Ealing Partnership on its key duties as the Borough's Community Safety Partnership, in this case, the serious violence strategy.

## 9 Greener Ealing Business Plan

### RESOLVED:

That Cabinet:

- I. Agreed the appended Greener Ealing Business Plan for 2024/25.
- II. Noted 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.

## **REASON FOR DECISION AND OPTIONS CONSIDERED:**

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. 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.
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.
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.
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.
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.

## **10 Update on the Future of Warren Farm Sports Ground**

### **RESOLVED:**

That Cabinet:

- I. Agreed that the entirety of the existing green space at Warren Farm Sports Ground is retained and enhanced for the purposes of nature,

- rewilding and biodiversity.
- II. Delegated 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.
  - III. Delegated 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 land 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 Inclusive Economy, to approve the capital budget and financing.
  - IV. Delegated 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, and to agree any balancing payment if required.
  - V. Delegated authority to the Strategic Director of Economy and Sustainability to determine the exact location of the sports facilities following consultation with local interest groups.
  - VI. Noted 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.

**REASON FOR DECISION AND OPTIONS CONSIDERED:**

1. Climate Action was one of the three cross cutting strategic objectives set out in the Council Plan. The Council was taking significant steps to fulfil its 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 its strategic target of achieving a net zero Borough by 2030.
2. The Council had already taken decisive action by announcing plans in 2023 to create the Ealing Regional Park which would be central to the Council's climate resilience strategy going forward.
3. Warren Farm had 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.
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 (as shown in the

- report) which included council and Imperial land, whilst sports facilities could be accommodated on the balance of the council-owned land.
5. Since that report went to Cabinet the Council had 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.
  6. From a climate action and climate resilience perspective our ambition had always been to safeguard as much of the existing green space at the former Warren Farm Sports Ground 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 was convinced that this approach would best achieve our ambitions to create the largest rewilding scheme in London at Warren Farm Sports Ground.
  7. Warren Farm Sports Ground had 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 recommended 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.
  8. As set out in 4.10 of the January 2023 Cabinet report, the Council was in the process of undertaking a phase 1 ecological survey on the Warren Farm Sports Ground. The initial results had identified that the optimum approach to protecting land for the local wildlife and enhancing biodiversity was for the Warren Farm Sports Ground to be enhanced for wildlife and biodiversity. This work, subject to final recommendations, therefore supported the Council's decision to enhance and protect all of the Warren Farm Sports Ground for nature and biodiversity.
  9. Over the last twelve months the Council had 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.
  10. The Council had 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 was 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.
  11. The Council had 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 was currently used for equestrian use. The Council was clear that this outcome best balanced the imperative needs of nature with local needs for new sports facilities.

12. The Council now hoped that all key stakeholders were 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.
13. The provision of sports facilities within the land adjacent to Warren Farm Sports Ground remained a strategic priority to meet the needs of the local community of Southall. The previous report provided the Council with the authority to carry out a marketing exercise to identify a preferred partner to develop and operate sports facilities. This report was therefore updating Cabinet that following the recommendation in this report to allocate the land in blue for sports facilities that the Council would shortly commence the marketing exercise prior to bringing a report back to Cabinet recommending the appointment of a development partner / operator.
14. The Plan showing how the new sports facilities could be configured within the blue land was included within the report. This indicative masterplan assumed a mix of uses but the exact provision of sporting facilities would 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.

## **11 Date of the next meeting**

The date of the next meeting was scheduled for Wednesday 17 April 2024.

Meeting commenced: 5.00 pm

Meeting finished: 5.32 pm

Signed:

Dated: Wednesday, 17 April 2024

P Mason (Chair)





<b>Report for:</b> <b>INFORMATION</b>
<b>Item Number:</b>

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	<b>Council Plan Performance Report Quarter 3 2023/24</b>
<b>Responsible Officer(s)</b>	<b>Amanda Askham</b> Strategic Director of Strategy & Change 020 8825 5005 Email: <a href="mailto:AskhamA@ealing.gov.uk">AskhamA@ealing.gov.uk</a>
<b>Author(s)</b>	<b>Maria Gull</b> Research and Performance Officer 0208 825 6430 Email: <a href="mailto:GullMa@ealing.gov.uk">GullMa@ealing.gov.uk</a>  <b>Rajiv Ahlawat</b> Strategic Intelligence & Corporate Performance Manager 0208 825 6380 Email: <a href="mailto:AhlawatR@ealing.gov.uk">AhlawatR@ealing.gov.uk</a>
<b>Portfolio(s)</b>	Cllr. Mason, Leader of the Council
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	17 April 2024
<b>Implementation Date if Not Called In</b>	N/A – Information only
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Key performance indicators, priorities, corporate performance, council plan, delivery plan
<b>Purpose of Report:</b> This report presents progress on the delivery of the council plan 2022-26, with specific reference to quarter 3 (Q3) performance against the 2023/24 delivery plan. It also updates on the operational effectiveness of the council.	

## **1. Recommendations for DECISION**

None

## **2. Recommendations for NOTING**

That Cabinet notes the:

- i) key performance highlights against the 2023/24 council plan delivery plan
- ii) progress on the council plan numeric targets
- iii) progress against the corporate health check indicators at Q3 2023/24

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

Performance management is an essential part of a high performing organisation and therefore not providing a performance report was discounted as an option. This report presents progress on the delivery of the council plan 2022-26, with specific reference to Q3 performance against the 2023/24 delivery plan.

## **4. Council Plan Performance Framework**

The council plan 2022-26 was agreed in July 2022. Annual delivery plans show the actions to be taken to work towards the council plan commitments. The 2023/24 council plan delivery plan was agreed in September 2023. Progress on council plan delivery is reported in the following three ways:

- a) Narrative updates on key achievements against the 2023/24 council plan delivery plan.
- b) Progress against numeric, quantifiable, targets under the '4-year commitments' contained within the council plan 2022-26.
- c) Performance against target on the key performance indicators that enable a 'corporate health check' of the organisation in terms of its operational effectiveness.

## 4.1 Council Plan delivery highlights

This section presents key highlights of the council's 2023/24 delivery plan. These deliverables are designed to contribute towards the achievement of our overall 4-year goals contained within the council plan 2022-26. Highlights are presented by the nine council priorities, outlining what we said we would do as part of the 2023/24 delivery plan and what we have achieved by quarter 3 this year (April – December 2023).

### 4.1.1 Tacking Inequality and Crime

A borough-wide Faith Forum is one of the council's initiatives to address the inequalities that people and communities in the borough face due to ongoing discrimination. 22 faith organisations representing Christianity, Hinduism, Islam, Judaism, and Sikhism came together in November. The forum discussed the situation in the middle east and how it increased the local community tension for residents from different religious backgrounds. Safer communities presented their work to protect communities in collaboration with local fire and police services, with the goal of providing reassurance, evaluating risk and responding to hate crime or any other issues raised by religious leaders. The purpose of the Forum and themes were revised to include education and social justice, health and wellbeing, support and empowerment, and environment. A draft vision was developed and activities planned to engage with the council's workstreams and support agencies.

The community safety team have maintained high levels of enforcement, including more than 70 community protection notices and 25 injunctions against individuals involved in serious or repeated anti-social behaviour (ASB) in the borough. The number of complex and high-risk cases resolved via the community multi-agency risk assessment conference (MARAC) has also continued to increase, with over 60 complex cases heard this year, resulting in 22 enforcement outcomes and 23 targeted interventions. We have also completed the next round of [dialogue with local women](#) about their safety in public, which will inform a new Male Violence against Women and Girls action plan in April 2024. We are currently consulting on the renewal of [Ealing's Mattock Lane Safe Zone public spaces protection order \(PSPO\)](#), which aims to prevent the harassment of women who access health provision in the borough.

The community protection team has continued to work with the police at a strategic level to tackle ASB. The borough-wide PSPO, with specific provision to address alcohol-related ASB continues to be enforced by police and the council's authorised officers. The number of fixed penalty notices issued by the council for breach of the PSPO has went up over the last rolling year by 30% to 103. We have continued to expand the public safety CCTV network to detect and prevent crime, with 47 new CCTV cameras installed and an additional 24 cameras upgraded to high definition. The number of proactive patrols utilising CCTV has increased and the incidents captured by cameras went up by 11% to 10,927. The council's parks and estates patrol, parkguard, have also enhanced their proactive patrolling, with a 6% rise in police arrests for drug offences and a 19% rise in PSPO enforcements. Parkguard have continued to strengthen relationship with the local police teams, expanding the number of joint patrols.

The council has invested £403,000 this year in various programmes to reduce the number of young people entering the criminal justice system. The Turnaround Programme and Your Choice initiative deliver interventions at the earliest stage when ASB, difficulties at school or at home are first highlighted, and when children are identified to be at risk of offending behaviours. Support activities include sport, tutorials, mentoring, parenting support, cooking/ dietary advice, work experience, etc. The violence reduction unit-funded programme in Northolt is providing diversionary activities after school in an area with a higher level of serious youth violence. The LION programme has delivered its latest session in Ark Acton aiming to support the school to reduce exclusions, which in turn have a strong correlation to exploitation. Another initiative is delivered with the police in primary schools to make children aware of the risks related to exploitation, and we are training a group of community-based practitioners in cognitive behavioural therapeutic approaches to divert children away from crime.

We have introduced therapeutic thinking, a new way of developing whole-school approaches to managing behaviour. The February and March courses for therapeutic thinking were both oversubscribed. Schools where this method has been introduced are showing positive trends in both attendance and suspension data compared to those without the training. We are also carrying out inclusion visits to schools with a focus on suspension and exclusion rates, particularly in vulnerable groups.

We continue to develop the “Ealing for Everyone” pledge to ensure that all public spaces, businesses, and services are welcoming and accessible to all. A co-design team has been established to reflect expertise in physical, mental, learning and sensory disabilities, representing Mencap, Deaf Plus, MIND, GOSAD, Ealing Parent and Carer Forum, Wheelchair Users Group, and other services. Terms of reference, key themes and engagement activities will be agreed in the coming months.

#### **4.1.2 Climate Action**

As part of our [Climate and Ecological Emergency Strategy 2021-2030](#), we have committed to increasing active and sustainable travel and reducing carbon emissions. We have delivered 98 bike hangars and increased the number of new electric vehicle charge points (EVCPs) across the borough to 658. Over 640 free bicycles were distributed among residents as part of Let’s Ride Southall project which has already generated a reduction of 10,000kg in CO2. Three new school streets (Ark Priory, Blair Peach, Ravenor schools) have been delivered this year, making a total of 24 School Streets in the borough. The council has installed solar panels in Khalsa and Brentside primary schools, as well as in St Paul’s Church, and provided replacement boilers to St Mary’s Church as part of a wider project of improving energy efficiency. We have retrofitted 206 council homes this year, supporting residents to insulate, heat and cool their homes sustainably, reducing their energy bills.

We will continue investing into our green and open spaces to make them beautiful and resilient, and ensuring our parks and nature are enhanced and protected. We have planted 16,000 more trees, and another 3,000 are scheduled by March 2024. Our plans for a new regional park which would extend to circa 580 acres will allow for an expansive tree planting project, more rewilding and a greener borough. [A public consultation](#) on the

creation of the park ran between 31 October and 19 December 2023 confirming that a majority of residents support our ambition. Due to its scale, the project is anticipated to have transformative benefits not just for the borough of Ealing, but the whole of West London. We also continued discussions with Imperial College London and Imperial College Healthcare NHS Trust about the land in their ownership that adjoins Warren Farm to the northwest. Both organisations confirmed they support the council's intentions to create a nature reserve and have agreed to the idea of the council acquiring it.

Our recycling rate remains to be in the top 3 in London (49.17%). The [Council Reduction and Recycling Plan](#) and work around the circular economy is expected to improve performance around waste reduction and increased reuse and recycling. Work on repurposing the former recycling site at Stirling Road and creating a sub-regional circular economy hub has commenced, scheduled to open mid- 2024. We are also working to deliver the borough's first ultra- low waste zone trial. In September 2023, ReLondon facilitated a workshop to refine the aspiration for an Acton circular neighbourhood, drawing on the experience and learnings from other projects across London and nationally, and scope a project plan and delivery roadmap. The pilot area will be initiated by year end and will include interventions such as digital and physical communications, pop up events, or working with relevant community groups.

We have implemented a borough-wide traffic management order from 4 September 2023 which prohibits vehicle engine idling in the borough. Our civil enforcement officers now approach drivers where they observe engine idling and request that they switch the engine off whilst stationary. If the driver refuses to do so, a Penalty Charge Notice (PCN) will be issued. Idling enforcement is carried out at 29 locations in the borough. New idling signage has been installed and a media campaign is held to underpin engagement and enforcement.

#### **4.1.3 Healthy Lives**

At the council, we promote independence for local people and work towards improving their quality of life at home. 3,131 vulnerable people receiving social care are currently being supported within the community. As of Q3, we have invested over £2.4m into home adaptations, including work in private and council properties. More than £19m has been invested to enable people to live healthy, active and independent lives, and this spend includes the Public Health Inequalities fund for innovation projects across the council to help reduce inequalities.

We aim to empower people who receive financial support for social care and their families to have greater freedom and control over how that money is spent, bringing families and communities together through a mutual and cooperative approach to commissioning care. Work is underway to improve the partnership board structures and the links between social work and integrated care board network teams. We have now issued 2 newsletters for users and carers of adult social care, having received multiple requests from residents 'to get involved'. We have directed them to community champions initiatives and are also meeting with residents to discuss involvement in our partnership boards. Communications are sent out to raise awareness of the carers one-off payment which saw an additional investment of £90,000 through the joint investment fund and the carers emergency card. There have been improvements and sustained performance on our carer survey as we further strengthen the coordination of user and carer feedback.

We have committed to increasing the choice and quality of services available to local people and communities. Care home and domiciliary care day service procurements are live and on track for 2024 and 2025. A deep dive into Direct Payments (DP) has resulted in two workstreams that are being scoped into tangible projects. One project is to improve promotion and accessibility of the statutory DP offer within adult social care, with a view to enhance performance. The other is a more ambitious programme of promoting the choice and control agenda within localities to stimulate a broader market for community-based support for residents and users of DP.

Market quality assurance framework includes ongoing monitoring of quality and provider risk, with a fortnightly risk review led by strategic director of adults and public health overseeing compliance, Care Quality Commission (CQC) inspection and concern-related risks. We undertake targeted work with care homes while also work in partnership with the NHS to shape a more coordinated care home quality arrangements and increase the clinical support to homes managing complex behaviour. Additional training for care home managers who are key to service quality has been implemented. We are seeing sustained and steady performance on the CQC ratings of local providers, currently at 73% of regulated care agencies rated Good or above. The service continues to effectively manage demand, which includes routinely exploring local and community-based alternatives to commissioned care.

#### **4.1.4 A Fairer Start**

The council has started a new staff learning programme to help recruit and retain the very best social workers and social care practitioners. The social care academy will bring together a range of learning and development opportunities in one place, helping council staff to better connect and collaborate with partners and service users. The academy will build on the council's proven track record of providing career development opportunities for its adult and children services workforce. In a highly competitive employment sector, offering continuous professional development has played a central role in the council's staff retention strategy. This is reflected in the opportunities it already provides with fast-track social work qualification programmes like apprenticeships, and the Step Up and Think Ahead programmes. The work of the academy, its impact on vacancy rates and the stability of the workforce will be monitored in the monthly workforce board which was established in November 2023.

We are investing in schools to improve facilities and accommodation, including improved energy efficiency, benefitting children at more than 20 schools across 39 projects. 32 projects valued at £5.75m have been completed, and a further 7 projects valued at £3.5m are on a programme for completion by the year end. Planning application has been approved for a new build teaching block at Villiers High School in Southall to address an existing shortfall in sufficiency of accommodation and enable a student intake of up to 9 forms of entry as well as a sixth form, totalling 1,550 places. There is a planning application pending decision for a new build of the majority of Northolt High School's accommodation, which would see the school rebuilt at 6 forms of entry as well as a sixth form and a new additionally resourced provision (ARP), totalling 1,130 places. Stanhope Primary School in Greenford has been provisionally allocated a place in Department for Education's (DfE) school rebuilding programme, which would see the school rebuilt at 2 forms of entry, 420 places as well as nursery.

We continue to deliver the Holiday Activities and Food (HAF) programme providing enriching activities and nutritious food, supporting children in receipt of free school meals, and a targeted group of vulnerable children. Throughout Easter, summer and Christmas school holidays last year, the HAF Programme was delivered by 56 providers at 81 venues across the borough, where 4,371 children attended a total of 31,606 sessions, with 26% of participants stating that they had special educational needs and disabilities. 28,940 nutritious meals were provided to families across the sessions. 886 'Happiness Boxes' were distributed to families who attended on 22 December - these contained food staples and recipe ideas for an additional 8 meals over the festive period. The programme will continue into 2024, with 46 providers delivering HAF during the Easter holidays at 74 venues.

The council has made multiple commitments to care leavers at the Care Leavers Summit 2023. For instance, 33 care leavers have secured social housing tenancies this year, with 65 tenancies to be provided by housing by year end. The successful Takeover Day on 17 November will become an annual event and a health takeover day for younger care leavers is planned for summer 2024. We commissioned the Mind of My Own (MOMO) application for care leavers in October 2023 and are embedding this across children's services. MOMO collects the thoughts of young people in real time and gives us a great opportunity to get their feedback to aid our understanding of their identity, wellbeing, and safety and apply this to decision making. Furthermore, a joint work with West London Alliance, access to resources and leaving care teams resulted in all providers for 16-17 year olds having now submitted their registrations with Ofsted.

#### **4.1.5 Decent Living Incomes**

We have committed to secure 10,000 new jobs in the borough during 2022-26 to ensure that our residents can access a well-paid job locally. As of quarter 3, 2,001 residents have been supported into employment by Work Ealing and its partners, and another 262 apprenticeship vacancies have been created. 30 young people have been enrolled into SEND Supported Internship Programme. 2,271 qualifications and training programme graduations have been achieved by residents as part of Learn Ealing programme and we are on track to the 4-year target of 12,000. We are progressing towards the borough becoming a Living Wage Place in 2024, with a Living Wage Action Group meeting monthly to co-produce a Living Wage action plan. Ealing jobs and skills forum was held in October 2023, with terms of reference for regular meetings established. This will allow recalibrating the strategic relationships with key partners to focus more on learner pathways and job creation for our residents and co-draft a new Ealing's jobs and skills action plan. We also continue to have presence in the Old Oak and Park Royal Development Corporation (OPDC) employment and skills board on a regular basis.

We are supporting residents with the toughest barriers to employment to get good quality work and regain their independence. Specialist targeted support for rough sleepers, homeless people and those at risk of becoming homeless has been commissioned and will run into the next year, with 9 people joining the programme in the first few months. Ealing Soup Kitchen charity delivers communication, English for Speakers of Other Languages (ESOL) and confidence building courses to those who are homeless. We are implementing a pilot programme to support young offenders - recruitment of 20 individuals aged 16-18 will commence by year end, with our partners Hanwell Zoo providing the work experience and West London College delivering the training. Funding has also been secured to create Our Horizons Pathways, a work experience programme

with priority for care leavers, with 9 young people already enrolled. 11 residents from our borough who were unemployed participated in a Green Skills Bootcamp in partnership with Hounslow and Maydecroft, 2 of them have already secured employment.

We continue to support residents impacted by the cost-of-living crisis through localised access to council services, training, and cost-of-living programme. We have now delivered learning zones in Northolt, Southall and Acton, and the fourth zone in Hanwell Community Centre launched in January 2024. We have submitted a bid for capital grant funding to improve access to training and employability support at Perceval House, with outcome expected by the end of the year. Bespoke courses on financial literacy, managing finances, and cooking on a budget have been delivered at the welcome centre for the Ukrainian community, across west Ealing and to the council staff as part of the Cost-of-Living week. The team continues to communicate the support available to residents through Around Ealing articles and social media.

The council is committed to getting tough on counterfeiters, fraudsters and bad businesses who break the rules and take advantage of consumers. Over the autumn and winter months, the trading standards team ensured that all premises supplying explosives had a licence and stored fireworks safely. Nearly 50 premises received pre- and post-licence grant inspection which resulted in substantial reduction of amounts that premises in the borough were licensed to supply. The food safety team continues to close food premises that pose an imminent risk to public and issued 7 Hygiene Emergency Prohibition Notices in this period. 4 out of 7 closures occurred during October enforcement action day, where 11 premises in Acton received a random enforcement check. The council prosecuted several businesses for breaches of food safety, smoke free non-compliance, licensing breaches, vape supply to a minor and counterfeit goods, with over £65,000 in fines issued by court.

#### **4.1.6 Inclusive Economy**

We continue all the workstreams in our Cost-of-Living programme. There are 33 funded warm spaces in operation due to run until the end of March 2024. Returns from just 18 spaces indicate almost 4,500 visits to warm spaces in November and December alone. In Q3, over 35,000 vouchers were issued to families on free school meals, families with children under 5 on housing benefit or council tax reduction, care leavers, residents receiving care and other residents identified as vulnerable. We continue proactive check-in calls to identify vulnerable groups which allows us to provide advice on benefits and signpost people to appropriate services. In collaboration with the University of West London, the Ealing Food Partnership is building a website that will serve as a central information hub providing details about surplus food availability, collection points, and distribution channels. The platform will streamline the process of food distribution to those in need.

As part of our pledge, we continue implementation of the digital inclusion programme. All four of our community hubs are now registered as data banks and are issuing free data SIM cards to eligible residents. Since the scheme started in May 2023, we have handed out 170 free data SIMs. 240 laptops have been distributed to unemployed, digitally excluded residents, with another 45 to be distributed by the end of the year. There has been further progress on device access including partnering with the Good Things Foundation who will recycle our retired, unused council devices and redistribute via device banks across the borough. We are looking at opportunities to establish an



ongoing device donation and recycling programme with the potential of setting up a facility in the new Stirling Road circular economy hub. The council is supporting a project funded by Pay By Phone and the Digital Poverty Alliance to collect unused devices from the community and local businesses, have them securely recycled and distributed back out to residents. Specific focus will be on providing devices to families without access, using schools as a distribution mechanism.

We are promoting new ways of working at the council, encouraging collaboration, creativity and work-life balance, boosting morale and productivity. Our Ealing Experience programme co-creates inspiring experiences and workplaces for staff to support recruitment and retention. A range of research and design activities have taken place with staff, with initial design concepts now translating into design specifications for future workspaces. The Future of Work programme is testing the use of emerging technologies, such as Artificial Intelligence (AI), across a range of council services to establish the opportunities these can offer to the organisation and the residents. The council has launched an inclusive mentoring scheme to ensure that employees can maximise their potential, and multiple development programmes are offered to staff at all levels. A comprehensive Equality, Diversity and Inclusion (EDI) programme has been developed to ensure that the workforce have an understanding of the diverse communities we serve. We have created a new employee data dashboard that will inform our EDI action plans.

#### **4.1.7 Safe and Genuinely Affordable Homes**

The new draft Housing Strategy for Ealing's Residents 2024-29 has been approved at Cabinet in January 2024 and will undergo a public consultation in the coming months. As part of ensuring the strategy reflects the breadth of the borough's needs, we have completed the Local Housing Needs Assessment update and affordability review at ward level, including property market review, household incomes and affordability analysis. We have also conducted a comprehensive review of key council strategies, plans and policies, interviewed council officers across housing and related service areas, engaged with external stakeholders such as registered providers, housing developers and homelessness charities.

We have also worked to ensure that the borough's housing need is reflected in the updated Regulation 19 Local Plan, which is now available for a 6-week [consultation](#), with the final version to be available by summer 2024. The Local Plan will include the 40% affordable housing threshold for applicants to follow the fast-track route. Of this, 70% should be social rent and 30% intermediate. More detailed guidance on intermediate products and overall housing size mix will sit in the Housing Strategy and will be set out in a guidance note to accompany the plan. This is to ensure the approach on a site-by-site basis can flexibly respond to identified local need, taking account previous permissions and delivery in the local area. S106 policies will continue to secure new affordable housing (volume, mix and tenure) via private sector residential consents, as guided by evidence emerged through the housing strategy.

The government rough sleeping initiative funding is available to meet our need for securing emergency accommodation for all rough sleepers with recourse to public funds, as well as to fund our Resettlement, Move-On and Housing Led initiatives helping this cohort to access more appropriate accommodation. In conditions of low supply and high demand, we have procured additional Housing of Multiple Occupation (HMO) spaces to

help meet the need, and our support services continue to help people access emergency accommodation. The council's rough sleeping prevention team intervenes early to prevent rough sleeping and has extended its role to assist with the initial part of the statutory assessment of those at risk of sleeping rough. Outreach surgeries take place regularly at the 2 local Job Centres and more recently at a day centre where Home Office hotel clients attended. The Severe Weather Emergency Protocol (SWEP) facility has been provided as emergency shelter to assist with the lower temperatures this winter for those with no-recourse-to- public funds. The new homelessness and rough sleeping strategy development is also in progress.

We continue helping residents with no recourse to public funds to access immigration advice to help them establish their legal status in the UK. Our commissioned Street Legal Worker has successfully set up an immigration advice drop-in service and a number of vulnerable clients were empowered to receive help that they otherwise were unable to access as a result of their complex support needs. We have also worked collaboratively with the charity Hope for Southall Street Homeless, who have their own funding to accommodate those who are attaining status and travel documents for a voluntary return to a home country. They have had over 12 successes in assisting a return, with dignity and support, for their clients. The team were also able to assist clients into the National Asylum Support Service (NASS) accommodation that they had initially been unsuccessful securing, being placed in neighbouring boroughs and receiving support from our resettlement team during a short period to settle in.

#### **4.1.8 Good Growth and New Housing**

The council has established a community-led placemaking approach to regeneration and planning. The new Regulation 19 Local Plan includes spatial plans for Ealing's 7 Towns prepared collaboratively between regeneration and strategic planning policy teams. Community-led regeneration programmes in Ealing and Hanwell towns are in progress, with phase 1 engagement completed in October 2023 resulting in circa 1,000 responses, and phase 2 engagement launched in December. We are also working to pilot a new Community Land Trust (CLT) within the borough, with several sites under consideration. All council-owned sites suitable for residential accommodation are now automatically considered and assessed for possible CLT opportunities. This approach is being formally adopted into development site assessment procedures and governance. The council continues to meet regularly with the West London Citizens and the London Community Land Trust to facilitate ongoing collaboration and provide mutual progress updates.

To make our borough greener, we committed to institute a 'retrofit- first' principle for council buildings and deliver zero-carbon development as standard. [Guidance on retrofit and energy efficiency](#) has been published. We have completed stock options appraisal of council-owned housing stock and are planning our future works to improve green infrastructure. These will be informed with a new stock condition survey currently being undertaken to improve data confidence and research on the most suitable funding streams to facilitate the works. 206 council homes have been retrofitted this year, including 3 sheltered blocks updated with ground or air source heat pumps. Decarbonisation and energy assessment survey of schools are due for completion in summer 2024, which will inform decisions on future energy strategy and decarbonisation works. 4 community-led projects including replacement boilers and solar photovoltaic panels further support our ambition by making energy efficiency improvements. We will

continue working on 'retrofit-first' principle with a presumption against demolition and loss of embodied carbon.

The council has committed to contain the spread of tall buildings and encourage greater levels of open green space and biodiversity. Our [borough-wide strategy for tall buildings](#) and their preferred locations has now been published and informed the Regulation 19 draft Local Plan. The Local Plan process will test and reaffirm appropriate designations for Metropolitan Open Land and Green Belt, alongside other existing environmental designations, to ensure the best set of policy provisions are in place to secure and enhance quality open space in location and scale. This will include broad provision for a proposed new regional park. Provision of new spaces will take account of other council strategies across leisure services, climate and sustainability. Development management decision-making will continue to ensure we mitigate and respond positively to the impacts of growth and need for accessible green spaces.

#### **4.1.9 Thriving Communities**

A key action arising from the [Cultural Manifesto](#) agreed in March 2023 was the commissioning of the Cultural Infrastructure Plan (CIP) which will become the borough's blueprint for what cultural spaces are needed for its diverse communities. CIP is now nearing completion. As part of the plan development, we have engaged with local change makers, film and music sector to support mapped evidence base and benchmarking, to identify opportunities and demand for cultural infrastructure across the borough's 7 towns. Furthermore, we are engaging with our communities to identify potential sites for a new major cultural space in the borough. As part of the Regional Park consultation, more than 71% of the respondents supported a new outdoor cultural venue in the park. Residents want to see activities such as an open-air theatres and cinemas (29%), music festivals and concerts (20%), and general cultural events (28%). We are also seeking to complete a music strategy to further support this objective, with a soft-market testing to include operators and specialists within the sectors.

We continue to deliver and support a diverse and inclusive programme of festivals and events across the borough. A 'Martinware' event is planned for spring 2024 and will celebrate Southall's pottery heritage at the Dominion Centre, Southall Manor House. The Ealing Library Festival in September 2024 aims to get Arts Council England (ACE) funding for a range of events focussing on universal library outcomes. A New Gen programme for young people will provide continuing professional development (CPD) workshops for musicians on business to business (B2B) marketing and DJing for women, as well as a volunteer awards event with networking opportunities and fundraising. The new Include Me festival will celebrate the talents and abilities of people with additional needs, in partnership with a working group of local artists and organisations. A number of new inclusive festivals are planned to diversify our cultural offer and ensure we are inclusive in opportunities for participation.

We have committed to establish new town forums that enhance local civic participation and allow more power to set the spending priorities for local communities. An extensive community mobilisation and engagement campaign has been undertaken in preparation of the Town Forum models. 32 face-to-face, 18 outreach sessions and 17 workshops took place at local settings across the borough in collaboration with local organisations

and community groups. Nearly 1,000 responses were gathered from face-to-face engagement and an online survey. More than 160 students aged 16-18 participated in the 2 workshops held in Southall schools (Featherstone and Villiers). Councillor briefing sessions and sessions with voluntary and community service (VCS) organisations have been held, supported by extensive communications via council website, Around Ealing magazine and social media channels. Using the insight from local areas we will co-design different Town Forum models which will need to be tested and piloted in partnership with earlier attendees, as well as new participants. Multiple co-design sessions have been planned for the upcoming months across the 7 towns.

The council pledged to ensure that refugees fleeing conflict find a welcome home in our borough by prioritising their inclusion and welfare and becoming a recognised Borough of Sanctuary. We have completed a mapping exercise of VCS organisations and services currently provided to refugees and asylum seekers. Interviews with over 20 VCS organisations have been conducted to collate experience, data and insights that will inform a co-design offer for refugee and asylum seekers in collaboration with stakeholders from the voluntary, community and faith organisations. We are working with Homes for Ukraine and Hong Kong Welcome project to ensure good practice and learning is embedded, shared and captured in our Borough of Sanctuary application.

The learning used from the exploratory work will inform the project plan, methodologies, and platforms to deploy so that council services and departments work collaboratively to maximise support to those in most need. A core group has been identified across housing, communities, education and customer service teams, who meet on a regular basis to co-ordinate activities. We are working to develop a tiered offer to new arrivals based on levels of need, with the first step offer which covers signposting to housing, health and education services already in place. A further tiered offer will include community support and signposting to a wider range of public sector services. Over 40 organisations have come forward offering their contribution in supporting people, signposting and joining up services.

## 4.2 Progress against numeric, quantifiable, targets under the ‘4-year commitments’ contained within the council plan 2022-26, as of December 2023

A summary of progress towards the numeric ‘4-year’ council plan commitments can be found at Appendix 1. No annual targets have been set for these commitments, but regular tracking helps ensure that all commitments are delivered over the life of the administration.

## 4.3 Summary of Q3 2023/24 performance on Corporate Health Check KPIs

This section presents performance of the 72 indicators in the Corporate Health Check KPI set (Appendix 3). Out of 72 indicators, 19 are not due for reporting in the third quarter as they are annual or 4-monthly.

Out of the 53 reportable indicators, 3 indicators are contextual and therefore do not have specific targets. Their performance is monitored and reported on a quarterly basis to ensure we regularly track progress. These indicators are as below.

Table 1: ‘Monitoring only’ Corporate Health Check KPIs

S.no	Council plan Priority	Performance Indicator	Polarity	Perf Q1 2023/24	Perf Q2 2023/24	Perf Q3 2023/24	Perf YTD 2023/24	RAG YTD 2023/24
12	Tackling inequality and crime	% of ethnic minority residents among those supported into employment through council and partner schemes	Bigger is better	60.9%	57.5%	66.4%	61.6%	Monitoring only
25	Healthy Lives	Number of contacts to adults social care front door	Smaller is better	12,368	8,871	9,142	30,381	Monitoring only
26	Healthy Lives	Number of referrals from the social care contact centre	Smaller is better	1,433	1,350	1,333	4,116	Monitoring only

Therefore, performance against target (RAG status) is presented for 50 indicators in the table below. Nearly three quarters (36 or 72%) of the 50 indicators either met their target or were within tolerance at Q3 2023/24, while 14 (28%) did not meet their target.

Table 2: Performance of Corporate Healthcheck KPIs at Q3 2023/24

Status	Number of KPIs reportable with a RAG status	Percent of total KPIs
Green	29	58%
Amber	7	14%
Red	14	28%
<b>Total</b>	50	

The full list of KPIs is provided at Appendix 2, followed by commentary where performance did not meet target at Q3 2023/24.

## 5. Financial

There are no direct financial implications as part of this report.

## **6. Legal**

There are no direct legal implications as part of this report.

## **7. Value for Money**

Having clear objectives and measurable targets assists the council to ensure that all activity is focused on delivery, makes officers accountable for that delivery and increases effectiveness.

## **8. Sustainability Impact Appraisal**

There are no direct sustainability impact appraisal implications for this report.

## **9. Risk Management**

There is a clear link between managing performance and risk management. Performance indicators are used to regularly monitor the performance of services – this information is used to highlight trends in performance and enable the early identification of any potential issues. Through this regular monitoring of information by both members and senior officers, informed decisions can be made regarding any mitigating actions that need to be taken.

## **10. Community Safety**

There are no direct community safety implications as part of this report.

## **11. Links to the 3 Key Priorities for the Borough**

Performance measures in the framework contribute to all three key priorities for the borough.

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

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

## **12. Equalities, Human Rights and Community Cohesion**

There are no direct equalities implications of the report. Both council plan commitments and organisational health check indicators include a focus on narrowing inequalities in line with the council's strategic priority on tackling inequalities. Effective performance management is therefore a key part of achieving the council's objectives.

## **13. Staffing/Workforce and Accommodation implications:**

There are a number of workforce indicators as part of the organisational healthcheck suite.

## **14. Property and Assets**

None.

## **15. Any other implications:**

None.

## 16. Consultation

None. This report is for information only.

## 17. Timetable for Implementation

Implementation is dependent on specific action plans for improving performance in key areas.

## 18. Appendices

Appendix 1: Update on council plan numeric targets as of December 2023

Appendix 2: Performance on Corporate Health Check KPIs at Q3 2023/24

## 19. Background Information

- Ealing council plan 2022/26
- Ealing Council delivery plan 2023/24

## Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
<b>Internal</b>				
Strategic Leadership Team	Various	21/03/2024	27/03/2024	
Amanda Askham	Strategic Director of Strategy & Change	19/03/2024	19/03/2024	
James Huggett	Finance Manager – Resources and Strategy & Change	28/03/2024	03/04/2024	
<b>External</b>				

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
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For information

Report no.:

Report authors and contact for queries:

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Maria Gull – extn 6430

## Appendix 1: Update on council plan numeric targets as of December 2023

In the council plan 2022-26 we have committed to deliver on some specific goals that can be numerically quantified, for example delivering 4,000 genuinely affordable homes by the end of March 2026. This section presents progress updates on the 43 such targets, as of December 2023 (Q3 2023/24).

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
<b>Tacking inequality and crime</b>				
<b>Investment in fighting antisocial behaviour, burglary, violent crime, and violence against women</b>	£13m	£2.4m	£7.3m	This covers a range of activity under our Safer Communities and Youth Justice services, and is progressing as expected in terms of spend and outcomes.
<b>Investment alongside the NHS in drug, alcohol, and substance abuse services</b>	£15m	£4.5m	£10m	We are on track to invest money from the 2 additional government grants targeting rough sleepers and rebuilding the treatment system to deliver the National Drug Strategy. Any underspend due to difficulties recruiting additional staff to deliver the programmes is being re-purposed at the end of each quarter with central government. RISE (charity that supports people affected by domestic abuse and violence) is financed through the public health grant and any underspend is also reallocated where necessary.
<b>Investment in making public spaces safer and well lit</b>	£1m	£0.5m	£1.5m	We have exceeded our 4-year target of £1m spend on Safer Streets and street lighting, with £1.5m spend to date.



Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
Investment in preventing youth violence	£2m	£0.4m	£1.0m	Investment in Integrated Youth Service is in excess of £0.4m so far this year: <ul style="list-style-type: none"> <li>£199,000 - Violence Reduction Unit (multi-agency cooperation to tackle violent crime and its underlying causes)</li> <li>£88,000 - Your Choice programme (intensive, therapeutic support for young people aged 11-17 who are at most risk of being affected by violence or exploitation)</li> <li>£116,000 - The Turnaround Programme (focused interventions to prevent children from offending in the future).</li> </ul>
<b>Climate Action</b>				
No. of new parks and open spaces created	10	1	1	The Central Plaza park in Acton has been designed and delivered by Countryside Partnerships and was officially opened on 14 October 2023.  The Glade Lane park is progressing well and is expected to open by autumn 2024/25.  We have carried out a public consultation on potential creation of a Regional Park, confirming the majority support for this ambition among residents. We are working towards the 4-year goal of 10 new parks and open spaces and are hoping to exceed this target.
Area rewilded	800,000m2	230,000m2	247,000m2	Expected wildflowers seeding for 2023/24 includes: <ul style="list-style-type: none"> <li>9 hectares of wildflowers in parks</li> <li>More than 3 hectares of wildflowers on Housing Estates</li> <li>More than 11 hectares of improvements to Hanwell Meadows as part of GLA-funded project.</li> </ul> Most of the seeding is now complete. There has also been a number of other wetland improvements and greening of highway verges.
No. of new community growing spaces	10	2	5	We have created five new community growing spaces in the borough, these are: <ol style="list-style-type: none"> <li>Western Road Urban Garden (Southall)</li> <li>Dean Gardens (Ealing)</li> <li>Popesfield Allotments (Ealing)</li> <li>Racecourse estate (Northolt)</li> <li>Hanwell DIG (Hanwell)</li> </ol>

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
Investment in increasing cycling, walking, running, and scooting	£10m	£1.8m	£3.3m	<p>Spend to date in 2023/24 exceeds £1.8m, including on the following improvements:</p> <ul style="list-style-type: none"> <li>Ruislip Road East and Marnham Fields Footbridge have been completed</li> <li>Cycle track along Greenford Road completed, including modification to the junctions at Berkley Ave</li> <li>Kensington Road cycle track progressing well and due for completion by year end</li> <li>New cycle lanes proposed along Uxbridge Road by Hanwell Bridge and works anticipated for completion by year end</li> </ul> <p>Forecast spend in 2023/24 is in the region of £2.5m.</p>
No. of School Streets implemented	50	3	24	3 new school streets (Ark Priory, Blair Peach, Ravenor schools) have been delivered this year, making the total of 24 School Streets in the borough. We are now progressing with Tranche 5 of the School Street programme with another 4 schools (Greenwood, John Perryn, Stanhope and Villiers High).
No. of trees planted	50,000	9,000	16,000	7,000 trees were planted in 2022/23, with further 9,000 planted in Q3 2023/24. Another 3,000 trees are planned for delivery by year end.
No. of bike hangars	150	54	98	Since March 2023, 54 more bike hangars have been installed, taking the total number to 98.
No. of electric vehicle charge points (EVCPs) installed	2000	214	658	We have implemented 214 EVCPs as of Q3 2023/24, taking the total number to 658 EVCPs installed across the borough. We are working towards Local Electric Vehicle Infrastructure (LEVI) funding which will see a large boost of charge point numbers in 2025/26.
Investment in improving our roads, tracks and pavements	£35m	£5.5m	£13.3m	65% of the programmes planned for the year are completed, including Greenford Roundabout and Oldfield Lane. We will continue improving the infrastructure network, and the additional pothole funding of £0.3m will ease some of the pressures we have faced with the adverse weather conditions over the last few months.
No. of homes retrofitted	750	206	421	206 council homes have been retrofitted this year, including 43 properties in Q2 and 163 properties in Q3, taking the total number to 421 since 2022/23. In Q3, 162 units in 3 sheltered blocks and 1 house were retrofitted with ground or air source heat pumps.

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
No. of new community led energy projects	20	4	7	<p>Via the council's community climate grants programme we encourage community organisations to contribute to the borough net zero target by 2030 by making energy efficiency improvements.</p> <p>Two community solar projects for Khalsa and Brentside Primary schools were delivered by Transition Ealing and the Schools Energy Co-operative in Q2.</p> <p>Two more schemes were completed in Q3: St Mary's Church, Hanwell (replacement boilers, part of a wider project of reducing energy usage and improving the energy efficiency) and St Paul's Church, Northfields (installing solar PV panels on the hall roof). A further community grant scheme to be completed in Q4.</p>
<b>Healthy Lives</b>				
No. of new supported accommodation homes for older people	300	0	71	71 units are progressing on site towards practical completion as part of Lexden Project. Current estimate for completion is Q3 2025/26. There are no planned new starts this year however the programme is being scoped to deliver 300 by 2026.
No. of vulnerable residents supported to live at home	3,000	3,131	3,131	With a steady increase in the trajectory of the number of people receiving social care being supported within the community, the 4-year target of 3,000 has now been exceeded. This reflects our strength-based Better Lives ambition, and is being monitored as part of the wider demand management strategy.
Investment in home adaptations	£20m	£2.4m	£6.6m	The total investment of over £2.4m as of Q3 this year includes adaptations work in 170 private properties through Disabled Facilities Grant (£1.752m) and in 101 council properties through the Housing Revenue Account spending (£0.650m).
Investment to enable people to live healthy, active and independent lives	£100m	£19m	£44m	On track. This includes the Public Health Inequalities Fund for innovation projects across the council to help reduce inequalities.

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
<b>A Fairer Start</b>				
Increase in the no. of young people receiving specialist support	300	93	202	In 2022/23, the Youth Service supported 109 vulnerable children who had been referred by partners over the year. By December 2023, another 93 children received specialist support.
% increase in the no. of young people involved	10%	15,000 attendances	34,283 attendances	The youth centres have been delivering services and programmes to children throughout the year amounting to 15,000 attendances by 1,870 children. In addition, activities have been delivered to young people in a range of venues across the borough.
No. of new special educational needs places	70	78	128	78 additional SEN places were provided in 2023/24, in addition to the 50 already provided in 2022/23. In total, 128 additional places have been provided over the 2 years, with further planned.  Out of 78 SEN places opened in September 2023, 53 places were created at special schools and 25 places at Additionally Resourced Provisions in mainstream schools in Ealing, Greenford, Hanwell, Northolt and Southall.
Investment in working with families to prevent those on the edge, falling into care	£1.5m	Data awaited	Data awaited	This is the investment to fund our Intensive Family Support team to provide additional non-statutory support to families where a young person is likely to come into care, working instead to keep them at home. The team is also working with young people being reunified out of care, and those children in care who are at risk of placement breakdown that would necessitate an out of London residential placement.  We have invested in two additional teams to support this work, on a pilot basis: The REACH team (Rapid Engagement of Adolescents & Children) who support young people at risk of becoming looked after and the Family Group Conference team who support family-led meetings in which the family and friends network come together to make a plan for a child. Financials to be confirmed.

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
<b>Decent Living Incomes</b>				
<b>No. of new jobs created</b>	10,000	2,263	4,884	2,263 jobs and apprenticeships have been delivered this year as of Q3, of which: <ul style="list-style-type: none"> <li>• 1,884 were job starts (500 delivered by developers)</li> <li>• 117 apprenticeship starts (39 delivered by developers)</li> <li>• 262 apprenticeship vacancies.</li> </ul>
<b>No. of registered Real Living Wage (RLW) employers</b>	200	67	67	There are currently 67 registered RLW employers in the borough, with campaigns launching in Q4 to promote and increase the number of businesses registered.
<b>No. of qualifications and training programme graduations</b>	12,000	2,357	5,585	2,357 qualifications and training programme graduations have been achieved by the borough's residents so far this year and we are on track to the 4-year target of 12,000.
<b>No. of new apprenticeships secured</b>	2,000	262	804	262 apprenticeship vacancies based in the borough have been achieved in 2023/24 as of December 2023.

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
Levy transfers made (£)	£200,000	£88,300	£192,579	<p>£88,300 has been invested so far this year through the Levy Transfer scheme that resulted in the creation of 10 apprenticeships:</p> <ol style="list-style-type: none"> <li>1. Level 2 Horticulture</li> <li>2. Level 2 Carpentry</li> <li>3. Level 2 Customer Service</li> <li>4. Level 2 Interior System Installer</li> <li>5. Level 3 Team Leader</li> <li>6. Level 3 Teaching Assistant</li> <li>7. Level 3 Electrician</li> <li>8. Level 5 Early Years Practitioner</li> <li>9. Level 6 Teacher Trainer</li> <li>10. Level 6 Post Teacher Training</li> </ol> <p>In addition to the £100,000 spend commitment this year, we have another £20,000 available levy to spend on early years apprenticeships on behalf of schools.</p>
Investment to help coordinate enhancements to our high streets and local parades	£1m	£174,749	£360,453	<p>£1m funding has been secured through the UK Shared Prosperity Fund (UKSPF) allocation. A report summarising the council's UKSPF programme was approved by Cabinet on 29 March 2023. The majority of spend will commence in 2024/25.</p>
No. of residents with the toughest barriers to employment supported into employment	2,000	959	2,696	<p>959 residents with toughest barriers to employment have been supported through:</p> <ul style="list-style-type: none"> <li>• BEAM - supporting residents who are homeless or at risk of homelessness into training and employment</li> <li>• BESS - supporting those that are unemployed, long-term unemployed and economically inactive into employment</li> <li>• WHP - Work and Health Programme helping those who are out of work and claiming unemployment benefits, with a tailored approach to residents who have a health condition or disability</li> </ul>

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
				<ul style="list-style-type: none"> <li>Youth Offer - helping young people into employment and training through a range of projects, interventions and partnerships (for example, through Ealing Council's apprenticeship scheme, Pathways Programme for care leavers, the Supported Internship programme with the University of West London, etc).</li> </ul>
<b>Investment in training and supporting those excluded from the jobs market</b>	£1m	£130,220	£463,625	As of Q3 this year, £130,220 has been invested in training and supporting those excluded from the job market.
<b>Safe and Genuinely Affordable Homes</b>				
<b>Investment in safe and secure places for people to stay, instead of in B&amp;B temporary accommodation</b>	£20m	£0.9m	£20.4m	<p>We have now reached our target of £20m investment in safe and secure places to stay.</p> <p>The council has £6.8m capital budget for property purchase including capital fund carried over from previous year; allocated funds from Homeless Prevention Grant and £2.4m LAHF2 grant awarded in year. We have completed the purchase of 4 units this year with 11 units in the feasibility and conveyancing process, and an expected spend of about £5m. We are also targeting additional units through the purchase agent to complete the in-year spend.</p>
<b>No. of new safe and secure places for people to stay</b>	100	4	93	Delivery is on track with the 4-year target of 100 new safe places for people to stay nearly reached.
<b>Investment in the council's housing to ensure everyone can live in a safe, secure, and healthy home</b>	£400m	£54m	£132.4m	Capital works spend for 2023/24 was £54m at the end of Q3, and estimated annual outturn is forecasted at £91.4m. Spend includes internal and external refurbishment, fire safety works, mechanical and electrical works, etc.

Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
No. of supported places for rough sleepers	100	39	113	We have exceeded our 4-year target of 100 supported places, and work continues to provide rough sleepers with additional support.
<b>Good Growth and New Housing</b>				
Percentage of homes that are affordable	35%	Data awaited	Data awaited	The metric for reporting the progress on a quarterly basis is being developed and will disaggregate affordable housing provisions secured in planning permissions as well as delivery and uplift achieved through GLA grant. It is estimated that percentage of homes that are affordable stands above 35%.
No. of new genuinely affordable homes (GAH) across the borough	4000	180	1,305	As of December 2023, we have started on site on 1,305 GAH. Of these, 1,125 were started in 2022/23 and 180 are being delivered this year. We have commenced a bulk purchase programme to acquire further genuinely affordable homes.
Amount raised/year from developers via s106/CIL	£12m per year	N/A	N/A	Underway within Local Plan, Infrastructure Development Plan and S106 Obligations Supplementary Planning Document work across 2023. CIL is not expected to come in until Year 3 of the council plan.
<b>Thriving Communities</b>				
No. of new sports facilities	a) 5 new cricket pitches b) 4 tennis courts c) 8 football pitches	a) 3 cricket pitches b) 2 tennis courts	a) 3 cricket pitches b) 2 tennis courts	Lawn Tennis Association (LTA) funded tennis court improvement works were carried out to the schedule set by LTA - Elthorne (3 courts) and Wolf Fields (2 courts) have been refurbished and are in use. Work is underway at the remaining 4 other venues (Churchfields x 2 courts, Ravenor x 2 courts, Spikesbridge x 2 courts and Southfields x 3 courts).  London Cricket Trust-funded non turf pitches (NTPs) at Perivale and Rectory were available for use this summer and the third pitch was installed at Ealing Central Sports Ground after the busy cricket season finished.



Measure	4-year target	Progress at Q3 2023/24	Cumulative figure since 2022/23	Commentary
				Work continues on the new Playzone (specially designed Multi Use Games Areas with improved playing surfaces) - the number of new facilities across the borough will be determined by the amount of match funding secured.
<b>New investment in Southall to improve cycling facilities</b>	£3.2m	£1.4m	£2m	<p>As part of the Let's Ride Southall (LRS) Project, we have developed a pool of 7 local mechanics, a pool of freelance instructors, and 10 active cycle ride leads, with a fully functional large cycle repair and build workshop. Daily free cycling rides are available for all levels.</p> <p>There is a stock of 1,232 cycles available for residents, 640 of which have already been given away. 243 cycles with GPS tracking are in use and have recorded 90,000km and 7,175 hours of use saving over 10,000kg of CO2. Extrapolating this up to the full 640 bikes given away, the real impact is more than double from that recorded.</p>
<b>Investment in new and renewed playgrounds</b>	£2m	£0.5m	£0.8m	<p>Plans are in development for the list of playgrounds to be focused on over the next three years with the play capital funding. These include (but not limited to) Spikesbridge Park, Ravenor Park, Acton Park, Lammas Park, Cuckoo Park, Horsenden Farm, Northala Fields, etc. Several sites will have repairs and enhancements of outdoor gyms, such as Blondin Park, Pitshanger Park and Southall Park to name a few.</p> <p>Works are complete at South Acton Recreation Grounds, and refurbishment of the playground at Rectory Park is nearly complete. Lammas Parkour Park was open on 15 September.</p>
<b>Investment in community and grassroots art, music, dance and culture</b>	£1m	£0.5m	£0.7m	<p>A grant of £30,000 has been secured from the Arts Council to deliver a virtual reality programme at Southall Library in celebration of Martinware's centennial. Various projects and events are planned in spring 2024 in Southall and across the borough, working in partnership with local organisations.</p> <p>External funding of £47,000 has been secured to facilitate a traineeship programme for young creators.</p>
<b>CIL/s106 over which communities exert control</b>	£2m	N/A	N/A	This will be progressed once the CIL is in place (expected in Year 3 of the council plan).

## Appendix 2: Performance on Corporate Health Check KPIs as of Q3 2023/24

### Key

<b>Red</b>	Performance is below target
<b>Amber</b>	Performance is below target but within tolerance
<b>Green</b>	Performance is above target
<b>N/A</b>	Data not applicable (e.g. no performance data due for reporting in Q3)

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
1	Tackling Inequality and Crime	Police-recorded offences of Personal Robbery and Violence With Injury (rate per 1,000 residents)	Smaller is better	Quarterly	10.25	2.56	2.85	7.94	8.40	Red
Page 42	Tackling Inequality and Crime	First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	Quarterly	150.0	112.5	70.8	112.5	70.8	Green
	Tackling Inequality and Crime	Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	Quarterly	87.0%	87.0%	66.7%	87.0%	67.5%	Red
	Tackling Inequality and Crime	Percentage of care leavers who were in EET (19-21)	Bigger is better	Quarterly	60%	62%	61.1%	62%	61.1%	Amber
5	Tackling Inequality and Crime	Percentage of care leavers who were in EET (17-18)	Bigger is better	Quarterly	71%	72%	73.0%	72%	73.0%	Green
6	Tackling Inequality and Crime	Percentage of the top paid 5% of local authority staff who are from an ethnic minority (excluding those in maintained schools)	Bigger is better	Annual	25.0%	N/A	N/A	N/A	N/A	N/A

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
7	Tackling Inequality and Crime	Percentage of the top paid 5% of local authority staff who have a disability (excluding those in maintained schools)	Bigger is better	Annual	6.0%	N/A	N/A	N/A	N/A	N/A
8	Tackling Inequality and Crime	Percentage of the top paid 5% of local authority staff who are female (excluding those in maintained schools)	Bigger is better	Annual	49.5%	N/A	N/A	N/A	N/A	N/A
9	Tackling Inequality and Crime	Mean disability pay gap within the Council	Smaller is better	Annual	1.0%	N/A	N/A	N/A	N/A	N/A
Page 43	Tackling Inequality and Crime	Mean ethnicity pay gap within the Council	Smaller is better	Annual	12.0%	N/A	N/A	N/A	N/A	N/A
	Tackling Inequality and Crime	Mean gender pay gap for council employees	Smaller is better	Annual	3.6%	N/A	N/A	N/A	N/A	N/A
12	Tackling inequality and crime	% of ethnic minority residents among those supported into employment through Council and partner schemes	Bigger is better	Quarterly	Monitoring only	Monitoring only	66.4%	Monitoring only	61.6%	Monitoring only
13	Climate Action	Percentage of household waste sent for reuse, recycling and composting	Bigger is better	Quarterly	52.0%	50.0%	49.6%	50.0%	49.1%	Amber
14	Climate Action	Fly tips cleared within target time	Bigger is better	Quarterly	95%	95%	89%	95%	88%	Red

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
15	Climate Action	Levels of cleanliness (Percentage streets free of litter)	Bigger is better	Every 4 months	94%	94%	94%	94%	94%	Green
16	Climate Action	Levels of cleanliness (Percentage streets free of detritus)	Bigger is better	Every 4 months	94%	94%	94%	94%	96%	Green
17	Climate Action	Levels of cleanliness (Percentage streets free of graffiti)	Bigger is better	Every 4 months	92%	92%	95%	92%	96%	Green
18	Climate Action	Levels of cleanliness (Percentage streets free of fly posting)	Bigger is better	Every 4 months	94%	94%	98%	94%	96%	Green
Page 44 20	Climate Action	% residents stating walking and cycling as main mode of transport within 1 mile	Bigger is better	Annual	78%	78%	64%	78%	64%	Red
	Healthy Lives	Admissions into permanent residential and nursing care (Rate per 100,000 population aged 18-64)	Smaller is better	Quarterly	12.0	9.0	17.3	9.0	17.3	Red
21	Healthy Lives	Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Smaller is better	Quarterly	399.1	299.3	277.7	299.3	277.7	Green
22	Healthy Lives	Proportion of older people (65+) not in permanent residential care 91 days after discharge from hospital into reablement	Bigger is better	Quarterly	95.0%	95.0%	96.0%	95.0%	95.4%	Green

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
23	Healthy Lives	Percentage of reablement services at home that reduce the level of ongoing support needed	Bigger is better	Quarterly	80.0%	80.0%	82.1%	80.0%	80.9%	Green
24	Healthy Lives	Percentage of CQC regulated care agencies rated Good or Outstanding	Bigger is better	Quarterly	75.0%	74.0%	73.1%	74.0%	73.1%	Amber
25	Healthy Lives	Number of contacts to adults social care front door	Smaller is better	Quarterly	Monitoring only	Monitoring only	9,142	Monitoring only	30,381	Monitoring only
26	Healthy Lives	Number of referrals from the social care contact centre	Smaller is better	Quarterly	Monitoring only	Monitoring only	1,333	Monitoring only	4,116	Monitoring only
27	Healthy Lives	Average Waiting Times for Contacts (days)	Smaller is better	Quarterly	25	25	21	25	23	Green
28	Healthy Lives	Percentage of delayed reviews	Smaller is better	Quarterly	40.0%	40.0%	27.9%	40.0%	31.5%	Green
29	Healthy Lives	Percentage of people who use services who are satisfied with their care and support	Bigger is better	Annual	58.0%	N/A	N/A	N/A	N/A	N/A
30	A Fairer Start	Percentage of children looked after with more than 3 placements within a year	Smaller is better	Quarterly	12.5%	10.0%	8.6%	10.0%	8.6%	Green
31	A Fairer Start	Percentage of child and family assessments following a referral to social care completed within 45 days	Bigger is better	Quarterly	85%	84%	86%	84%	85%	Green

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
32	A Fairer Start	Percentage of re-referrals in the last 12 months	Smaller is better	Quarterly	17.0%	17.5%	16.6%	17.5%	16.6%	Green
33	A Fairer Start	Percentage of EHC plans issued within 20 weeks (exc. exceptions)	Bigger is better	Quarterly	45.0%	45.0%	81.0%	45.0%	81.0%	Green
34	A Fairer Start	Percentage of 16-17 year olds not in education, employment or training	Smaller is better	Quarterly	1.4%	1.4%	1.2%	1.4%	1.2%	Green
35	A Fairer Start	Percentage of Ealing primary schools rated good or outstanding	Bigger is better	Annual	95.6%	95.6%	96.9%	95.6%	96.9%	Green
	A Fairer Start	Percentage of Ealing secondary schools rated good or outstanding	Bigger is better	Annual	90.8%	90.8%	100.0%	90.8%	100.0%	Green
37	A Fairer Start	Percentage of pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	65.8%	N/A	N/A	N/A	N/A	N/A
38	A Fairer Start	Percentage of pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	Annual	57.5%	N/A	N/A	N/A	N/A	N/A
39	A Fairer Start	Percentage of disadvantaged pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	52.8%	N/A	N/A	N/A	N/A	N/A

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
40	A Fairer Start	Percentage of disadvantaged pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	Annual	42.6%	N/A	N/A	N/A	N/A	N/A
41	A Fairer Start	Percentage of Black Caribbean pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	52.1%	N/A	N/A	N/A	N/A	N/A
42	A Fairer Start	Percentage of Black Caribbean pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	Annual	36.9%	N/A	N/A	N/A	N/A	N/A
Page 47	A Fairer Start	Primary school attendance rate – most recent academic year	Bigger is better	Annual	94.1%	N/A	N/A	N/A	N/A	N/A
	A Fairer Start	Secondary school attendance rate – most recent academic year	Bigger is better	Annual	93.1%	N/A	N/A	N/A	N/A	N/A
45	Decent Living Incomes	Average days taken to process new benefit claims	Smaller is better	Quarterly	24	24	26	24	26	Red
46	Decent Living Incomes	Number of people completing employability and professional courses	Bigger is better	Quarterly	1,353	385	378	985	1025	Green
47	Inclusive Economy	Percentage of telephone calls answered within 5 minutes	Bigger is better	Quarterly	80%	80%	70%	80%	72%	Red

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24
48	Inclusive Economy	Sickness absence (Number of days lost per FTE)	Smaller is better	Quarterly	8.0	8.0	7.9	8.0	7.9	Green
49	Inclusive Economy	Percentage of council tax collected in year	Bigger is better	Quarterly	97.2%	83.3%	80.4%	83.3%	80.4%	Amber
50	Inclusive Economy	Percentage of business rates collected in year	Bigger is better	Quarterly	97.2%	77.1%	78.4%	77.1%	78.4%	Green
51	Inclusive Economy	FOIs responded to within 20 days	Bigger is better	Quarterly	100.0%	100.0%	85.6%	100.0%	89.8%	Red
52	Inclusive economy	Calls resolved at first point of contact	Bigger is better	Quarterly	80%	80%	83%	80%	81%	Green
Page 48	Inclusive economy	Customers satisfied with their contact	Bigger is better	Quarterly	80%	80%	77%	80%	75%	Red
48	Inclusive economy	Percentage of total council spend within the borough	Bigger is better	Quarterly	25%	25%	29%	25%	29%	Green
55	Inclusive economy	% residents satisfied with the way the council runs things	Bigger is better	Annual	73%	73%	81%	73%	80%	Green
56	Inclusive economy	% residents agreeing the council is easy to contact	Bigger is better	Annual	61%	61%	60%	61%	60%	Amber
57	Inclusive economy	% residents visiting the council's website in the last 12 months	Bigger is better	Annual	61%	61%	49%	61%	49%	Red
58	Inclusive economy	% residents using MyAccount, the council's customer portal	Bigger is better	Annual	21%	21%	22%	21%	22%	Green



S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24	
59	Safe and Genuinely Affordable Homes	Households with children in B&B over 6 weeks	Smaller is better	Quarterly	125	125 (Q2)	157 (Q2)	125 (Q2)	157 (Q2)	Red	
60	Safe and Genuinely Affordable Homes	Number of families in B&B	Smaller is better	Quarterly	175	175 (Q2)	185 (Q2)	175 (Q2)	185 (Q2)	Red	
61	Safe and Genuinely Affordable Homes	Number of households in Temporary Accommodation	Smaller is better	Quarterly	2500	2500 (Q2)	2679 (Q2)	2500 (Q2)	2679 (Q2)	Red	
Page 49	Safe and Genuinely Affordable Homes	Percentage of homelessness applications prevented through early intervention as a percentage of total cases where duty was owed	Bigger is better	Quarterly	55%	55% (Q2)	46% (Q2)	55% (Q2)	51% (Q2)	Red	
	63	Safe and Genuinely Affordable Homes	Percentage of homes meeting Decent Homes Standard	Bigger is better	Annual	prov. 98%	N/A	N/A	N/A	N/A	N/A
	64	Safe and Genuinely Affordable Homes	Number of eligible rough sleepers on Ealing's streets without an offer of accommodation	Smaller is better	Annual	prov. 0	N/A	N/A	N/A	N/A	N/A
65	Good Growth and New Housing	Percentage of 'Major' planning applications determined within target time	Bigger is better	Quarterly	96.0%	96.0%	100.0%	96.0%	100.0%	Green	

S.no	council plan Priority	Performance Indicator	Polarity	Frequency	Target 2023/24	Target Q3 2023/24	Performance Q3 2023/24	Target YTD Q3 2023/24	Performance YTD Q3 2023/24	RAG YTD Q3 2023/24	
66	Good Growth and New Housing	Percentage of 'Minor' planning applications determined within target time	Bigger is better	Quarterly	93.0%	93.0%	99.5%	93.0%	98.8%	Green	
67	Good Growth and New Housing	Percentage of 'Other' planning applications determined within target time	Bigger is better	Quarterly	94.0%	94.0%	99.0%	94.0%	98.6%	Green	
68	Good Growth and New Housing	Percentage of S78 Planning Appeals allowed	Smaller is better	Annual	28.0%	N/A	N/A	N/A	N/A	N/A	
Page 50	Thriving Communities	Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	Annual	100,000	N/A	N/A	N/A	N/A	N/A	
	Thriving Communities	Number of physical visits to libraries	Bigger is better	Quarterly	598,528	147,458	132,604	429,707	420,413	Amber	
	71	Thriving Communities	Number of electronic/virtual visits to libraries	Bigger is better	Quarterly	261,319	65,244	66,008	187,975	185,776	Amber
	72	Thriving Communities	Number of visits to leisure centres	Bigger is better	Quarterly	1,975,100	465,400	484,029	1,436,000	1,576,117	Green

## **Commentary on the KPIs that did not meet target at Q3 2023/24 (rated Red)**

### **a) Police-recorded offences of personal robbery and violence with injury (rate per 1,000 residents)**

As of Q3, the rate of offences of personal robbery and violence with injury in the borough was 8.40 per 1,000 residents, more than the target of 7.94. The rise is reflective of the wider trend across London, with year-on-year increases of 19% in Personal Robbery and 3% in Violence with Injury. The borough of Ealing ranks sixteenth of 32 boroughs on this measure, which is a similar comparative performance to that seen in the previous years. Offence trends highlighted in recent crime-focused meetings include robbery suspects using the underground lines to travel for the purpose of committing crime, as well as issues in relation to late night opening venues, alleyways and open spaces around the town centres. Some of the violent crime has involved the rough-sleeping and street-drinking communities. Work is underway to tackle these issues and to provide greater police presence in hotspot areas, which we expect to result in crime reduction within weeks of proactive initiative. Revised strategies for Serious Violence and Male Violence Against Women and Girls are to be published in the coming weeks.

### **a) Young offenders engaged in suitable education, training or employment (ETE)**

As of Q3, 67.5% of young offenders were engaged in ETE against the target of 87.0%. We have a dedicated Connexions advisor allocated to all children who are not in ETE during their order to work alongside the child to identify all appropriate opportunities. All young people receive 1:1 support, and referrals onto pathway programmes and training. We have also received funds from the Violence Reduction Unit which helped set up mentoring and bespoke tutoring for those children who are not fully engaged in school to break the cycle of them not engaging fully in education. We have also seconded a staff member into Employee Assistance Programme to support children at an earlier stage to keep their interest and enthusiasm in education. The recent Ofsted inspection confirmed that our ETE offer is very strong as we try all possible venues to identify opportunities for children. As we are dealing with a complex cohort who struggle due to their health, wellbeing and lifestyle choices, performance is expected to fluctuate however it is still above our statistical neighbours' performance.

### **b) Fly tips cleared within target time**

88% of fly tips were cleared within target time at the end of Q3, below the 95% targeted. An inadvertent ICT system error in September 2023 meant that fly tip reports were not transferred to the actioning teams at Greener Ealing Limited in a timely manner. This issue has been rectified and performance in November and December 2023 was back up to levels near the target of 95%.

**c) Residents stating walking and cycling as main mode of transport within 1 mile**

Percentage of residents stating they prefer walking for journeys within 1 mile has decreased on the previous year (64% vs 76% in 2022/23), however the proportion of people opting for cycling and public transport has increased, and it is estimated that people now use e-scooters more often. We continue to take active steps to promote active travel. Over the last few years, we have doubled our investment from £1m to £2m a year on improving the condition of footways including resurfacing and re-paving. We are currently developing a number of Free Urban Neighbourhood schemes which will encourage walking and cycling as well as promote health and wellbeing. We are also working with adult services on how we can make it easier and safer for older adults and those with disabilities to walk.

**d) Admissions into permanent residential and nursing care**

Permanent admissions into residential and nursing care were above target among 18-64 population. This is due to work carried out to review and convert short-term placements to permanent, and more of current short-term placements will become long-term at review. The overall number of people in care remains relatively static, while more people now have a permanent place to stay.

**e) Average days taken to process new benefit claims**

It took an average of 26 days to process new benefit claims in Q3, against the target of 24 days. Performance is impacted by supported exempt accommodation cases where it is challenging to obtain information for new benefit claims. Due to the vulnerability of the claimants, we allow more time for both the landlords and the tenants to submit evidence required to process claims. We are obliged to ensure that supported housing claims are genuine and not set up to defraud the council. This is a national issue as the supported housing scheme has been used by rogue landlords to receive inflated rents whilst at the same time providing sub-standard accommodation. In June 2023, the Parliament passed a bill to regulate these types of tenancies. The council is awaiting further guidance on oversight and enforcement powers relating to supported exempt accommodation, which, once in place, should improve the new benefit processing times.

**h) Telephone calls answered within 5 minutes**

72% of telephone calls were answered within 5 minutes, less than 80% targeted. Customer services are closely monitoring telephone answering performance with a view to improve response times while maintaining the quality of service provided. Performance is expected to improve in the coming months.

#### **j) FOIs responded to within 20 days**

89.8% of FOI requests were responded to within 20 days by Q3 2023/24, against the statutory target of 100.0%. Although the target has not been met, there has been an improvement from 79.4% at the same time last year, indicating a commitment to prioritise FOI responses across the organisation. We have identified that performance tends to dip where a request involves multiple directorates, and we now have a framework in place to improve response times when such requests come through.

#### **k) Customers satisfied with their contact**

77% of customers surveyed were satisfied with their contact in Q3, an improvement on 72% in the last quarter. This takes the year-to-date figure to 75% against the expected 80%. Reasons for contact are monitored and used to identify any service issues where intervention is needed. Service teams are met with on a regular basis to discuss service gaps and opportunities to enhance service delivery, working towards an ongoing improvement. We are also carrying out targeted interventions in areas where customers were not satisfied, which should result in a better overall satisfaction rate over the rest of the year.

#### **k) Residents visiting the council's website in the last 12 months**

The number of residents visiting the council's website was at peak in the previous year during the early stages of the cost-of-living crisis (58%) and has declined since (49%). Generally, website data shows a trend of declining numbers of visits, with the exception of 2020/21 during Covid-19 pandemic. This trend is consistent with other council strategies of how we provide information to residents, as well as improvements to digital customer service channels. For instance, more proactive communications via social media, the Ealing magazine and email reduce the need to access the website for information. More automated service and payment reminders, direct debits, optimised website content and user journeys – all result in reducing the need for repeat visits as customers access what they need faster and easier. Many residents access MyAccount directly without having to resort to the website.

#### **l) Homelessness applications prevented, households in Bed & Breakfast (B&B) and Temporary Accommodation (TA)**

Housing indicators are reported with a quarter's time lag. More than targeted number of households were staying in the B&B and TA at the end of the second quarter. In line with trends seen across London, the increase in the number of households needing assistance from the council has continued, primarily due to issues within the private rented sector as the cost of renting is increasing and the supply available is reducing. There is also an increase in households from several refugee crises along with a spike in approaches from households formerly accommodated by the Home Office. The council has started a Homelessness Prevention and Housing Solutions Programme Board which will address the issues of temporary accommodation supply and determine a sustainable delivery model to address this. A temporary accommodation strategy has been developed with actions agreed and implemented in the short, medium, and long-term. The programme is expected to start to deliver solutions from the fourth quarter of 2023/24 and into 2024/25.

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Report for: <b>ACTION</b>
Item Number:

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	<b>Reclaim and Repurpose – Ealing Transport and Highways Programme 2024-25</b>
<b>Responsible Officer(s)</b>	Nicky Fiedler, Strategic Director of Housing and Environment
<b>Author(s)</b>	Tony Singh, Chief Highway Engineer Richard Stiles, Highway Improvement Team Emily Shovlar, Principal Transport Planner
<b>Portfolio(s)</b>	Deputy Leader and Climate Action, Cllr Deirdre Costigan and Healthy Lives, Cllr Josh Blacker
<b>For Consideration By</b>	<b>Cabinet</b>
<b>Date to be considered</b>	17 <sup>th</sup> April 2024
<b>Implementation Date if Not Called In</b>	29 <sup>th</sup> April 2024
<b>Affected Wards</b>	All
<b>Area Committees</b>	All
<b>Keywords/Index</b>	Active Travel, Air Quality/Pollution, Bike Hangar, Climate and Ecological Emergency Strategy, Cycling, Elizabeth Line/Crossrail, Electric vehicle, Local Implementation Plan (LIP), Public Realm/Placemaking, Recovery, Road Safety, Sustainable Transport, School Travel, Traffic, Walking, West Ealing Liveable Neighbourhood

**Purpose of Report:**

This report sets out the council’s new approach to investing in measures to enable people and goods to move around the borough in ways that support the council’s strategic objectives – tackling the climate crisis, fighting inequality, and creating good jobs – and seeks approval for the Transport and Highways investment programmes for 2024-25 that will deliver that approach. This report enables an investment of up to £28m for the delivery of the Transport, Highways and Active Travel Programme including Reclaim and Repurposing proposals.

These programmes flow from the council’s Transport Strategy, which is currently in the process of being comprehensively revised. The Strategy will embody a strong focus on enabling the delivery of the council’s ambitions for active and sustainable travel, because these ambitions support the strategic objectives by helping to create a healthier, safer, greener and better-connected borough, one where kerbside space is reclaimed and repurposed away from use by motor vehicles and towards people walking, wheeling, cycling and using public transport.

## 1. Recommendations

It is recommended that Cabinet:

- 1.1 Notes the new approach to prioritising investment in transport and highways measures and the funding summary amounting to £28.339m in Table 5.
- 1.2 Approves the allocation of a total of £4.925m TfL and HS2 funding (TfL £2.879m capital and £0.728m revenue; HS2 £1.318m capital) for the Transport and Highways Programme in 2024-25 as outlined in 5.1, Table 1 and Appendix A.
- 1.3 Approves the allocation of £0.582m DfT Funded Pothole Scheme Programme in 2023-25 as outlined in 5.1, Table 1 and Appendix B.
- 1.4 Notes proposed S106 funding of £4.220m subject to the wider approval of S106 allocations for 2024-25 as outlined in 5.1, Table 4 and Appendix D.
- 1.5 Notes the allocation of £6.250m for the Highways Improvement Programme in 2024-25 previously included in the approved capital programme as outlined in 5.1, Table 2 and the proposed schemes in Appendix B.
- 1.6 Notes the allocation of £1.235m for the Free-range Urban Neighbourhood (FUN) pilot schemes as outlined in 5.1, Table 3 and Appendix C.
- 1.7 Delegates authority to the Strategic Director of Housing and Environment, following consultation with the Portfolio Holder for Climate Action, to implement Controlled Parking Zones (CPZ) in identified areas, subject to consideration of the outcome of public and statutory consultation.
- 1.8 Delegates authority to the Strategic Director of Housing and Environment to revise the Transport and Highways Programme for 2024-25 should the level of confirmed TfL grant for the council be higher or lower than expected, following consultation with the Strategic Director, Resources and the Portfolio Holders for Climate Action and Healthy Lives.
- 1.9 Delegates authority to the Strategic Director of Housing and Environment to take the necessary steps to implement the schemes identified in the Transport and Highways Programme (which includes those schemes funded through S106 monies) and the Highways Improvement Capital Programme as set out in Appendices A, B, C and D following consultation with the Portfolio Holders for Climate Action and Healthy Lives, subject to detailed design within the approved budgets, and the outcome of any public or statutory consultation as outlined in the Travel in Ealing Charter.

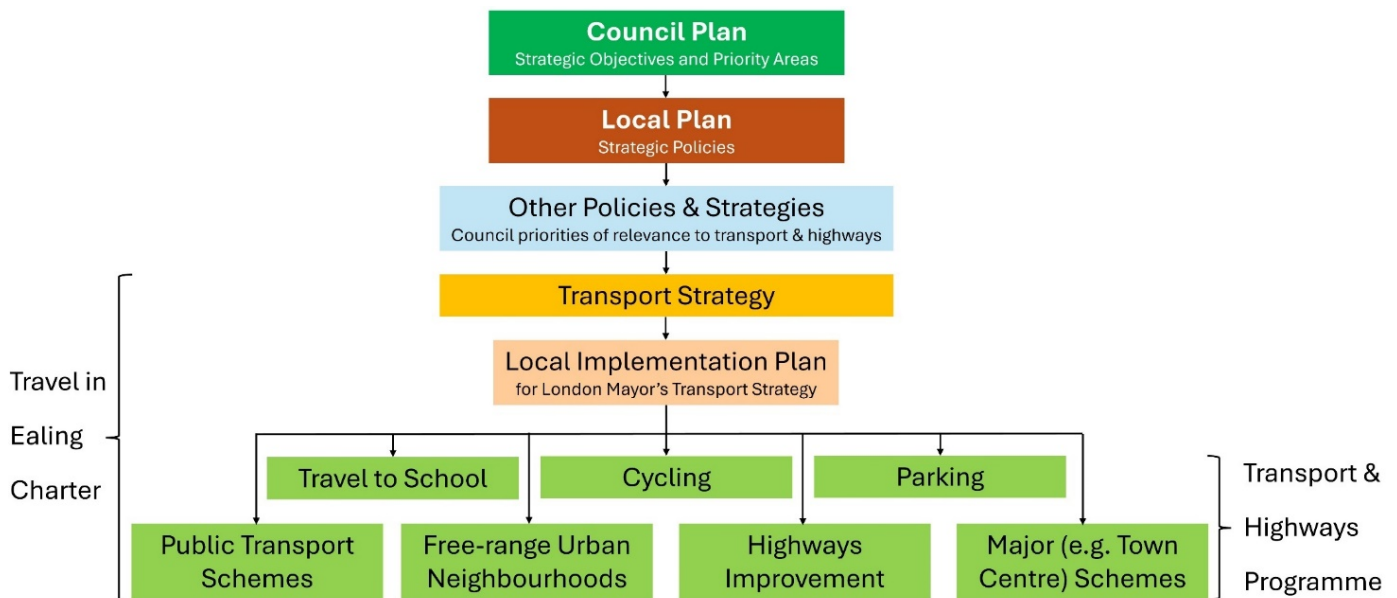


## 2. Rationale for Decision Making

- 2.1 The Council is currently developing a bold and ambitious Transport Strategy to replace the strategy that covered the period from 2019 to 2022. A great deal has happened since that previous strategy was published. In particular, it is now clear that there is not just a pressing need to enable people and goods to travel in ways that minimise a range of harms (including greenhouse gas emissions, air pollution, road danger, traffic congestion, public health and social isolation), but also a need to enable our residents, businesses and other stakeholders to participate more effectively in shaping the strategies and actions that will deliver the necessary change.
- 2.2 The Travel in Ealing (TIE) Charter, developed through extensive engagement and launched in August 2022, sets out an approach to developing the full range of transport initiatives through engagement processes that are open, transparent and inclusive. The Transport Strategy will itself be developed in accordance with Charter commitments, not least those to be open about the challenges facing us all (such as in relation to the climate crisis, road safety, air quality and other public health issues), to explain how transport proposals fit into the bigger picture, and to show the evidence base that underpins the transport initiatives we bring forward.
- 2.3 In terms of that bigger picture, transport's chief role is to enable higher order priorities to be achieved. The Transport Strategy is not as much about delivering 'transport projects', as it is about helping to achieve the Strategic Objectives set out in the Council Plan:
- Tackling the climate crisis
  - Fighting inequality
  - Creating good jobs and growth
- 2.4 The core rationale for the new Transport Strategy is therefore to show how transport and related activity can help deliver on the nine Priority Areas also set out in the Council Plan:
- Tackling the climate crisis***
- Inclusive economy
  - Climate action
  - Thriving communities
- Fighting inequality***
- Tackling inequality and crime
  - A fairer start
  - Healthy lives
- Creating good jobs and growth***
- Good growth
  - Decent living incomes
  - Genuinely affordable homes
- 2.5 The Regulation 19 version of the Ealing Local Plan contains Strategic Policies (SP2, SP3 and SP4) which go into more detail about the action that is proposed in each Priority Area. The following table shows where there are actions that relate to transport and highways-related activities.

<b>LP Priority Area</b>	<b>LP Strategic Policy (transport &amp; related)</b>
<b>SP2 Tackling the climate crisis</b>	
Inclusive economy	-
Climate action	SP2.2 A: Carbon neutral by 2030 SP2.2 B (i): 20-minute neighbourhoods SP2.2 B (ii): Active travel networks SP2.2 B (iii): Public realm, greener, healthier, safer SP2.2 B (v): Motor vehicle trip reduction SP2.2 B (vi): Sustainable logistics SP2.2 B (vii): On-street EV charging SP2.2 F (ii): Prevent increased flood risk SP2.2 F (iii): SuDS SP2.2 F (iv): Green infrastructure SP2.2 G (iii): Maximising urban greening
Thriving communities	-
<b>SP3 Fighting inequality</b>	
Tackling inequality and crime	SP3.1 B: Access opportunities & digital connectivity SP3.1 C: Safe, secure, accessible urban environments
A fairer start	SP3.2 A: Access to schools
Healthy lives	SP3.3 B: Improve air quality & tackle congestion SP3.3 C: 20-minute neighbourhoods SP3.3 F: Access to open/recreational space SP3.3 H: Mitigate urban heat island effect
<b>SP4 Creating good jobs and growth</b>	
Good growth	SP4.1 B: Development in sustainable locations SP4.1 G: Strategic transport infrastructure
Decent living incomes	SP4.2 F: Improved connectivity (to expanded Heathrow)
Genuinely affordable homes	-

- 2.6 The Transport and Highways Programme embraces a number of sub-programmes that all flow from the Transport Strategy, and all of which must clearly enable progress against at least one of these strategic policy areas, and ideally more. That is the first test of whether a transport scheme has a clear rationale. The flow chart overleaf shows how a 'golden thread' should be traceable from the Council Plan to every transport and highways action taken. The chart also shows the areas of activity which should be subject to engagement according to the Travel in Ealing Charter.
- 2.7 The proposed Transport and Highways Programme 2024-25 has therefore been devised to focus the Council's ambition to invest in active and sustainable travel and support its implementation across the borough. Active travel supports all of the Council's core objectives: enabling access to good jobs by better connecting our town centres; fighting inequality by improving access to services and amenities and enabling safer journeys for all residents; tackling the climate crisis by decarbonising journeys and shifting to low-emission modes.
- 2.8 Specifically, the proposed programme 2024-25 will play an important role in delivering the Climate and Ecological Emergency Strategy and helping the council reach the carbon neutral target by 2030 (Local Plan SP2.2) by focusing on enabling more people to travel by sustainable modes, reducing the number of motor vehicle trips in the borough, and encouraging the use of cleaner motor vehicles.



**Strategic Objectives to Transport Programmes Flow Chart**

2.9 While the new Transport Strategy is being prepared, the Local Implementation Plan (LIP) Three Year Plan 2022-25 sets out the ambitions and targets required to meet the goals of the Mayor’s Transport Strategy and provides the rationale for the Council’s spending decisions. The Council’s transport priorities are to encourage sustainable travel in response to over-arching environmental, safety, economic, public health, and social priorities, which are reflected in the LIP and will be captured in the new Transport Strategy.

2.10 The LIP is required to be consistent with the Mayor’s Transport Strategy and with other emerging strategic transport initiatives across London. It covers several of the statutory duties that the Council is required to fulfil, including improving road safety and road network management (covering asset liability), plus responsibilities such as planning, public health, equality, crime and disorder.

2.11 In accordance with the above, section 5 of this report sets out the 2024-25 investment programme designed to deliver the Council’s transport and highways priorities and, in doing so, to help achieve the Council’s Strategic Objectives.

### 3. Programme Overview

3.1 Ealing Council wants to create an active, sustainable, efficient and safe transport network. A good transport network will improve people’s health by cutting pollution and increasing active travel, reduce traffic congestion and provide people with better sustainable transport options (walking, cycling and public transport) for short trips. This will help the economy of the borough as a whole and also the local economies of the seven towns, by helping to create vibrant and well-connected places which encourage local visitors and trade, while reducing the impacts of traffic congestion.

3.2 The approach to reclaiming and repurposing the borough’s street space to create this network a key foundation for helping the Council meet its wider objectives. It is an opportunity to renew infrastructure used by all members of society, residents and businesses, but also the opportunity to increase tree planting, conversion of hard standing to green space and encourage active travel.

- 3.3 Major items of infrastructure require regular investment and renewal to ensure sustainable availability and to avoid unplanned failure with unforeseen major expenditure. Footways, carriageways and structures together with lighting and road markings form part of the nation's major infrastructure, all of which need regular renewal through appropriate investment. Carriageway works will include gully repairs and line marking refresh, together with ad-hoc kerb or footway repairs where necessary, this wide scope gives many additional benefits.
- 3.4 The flow chart in 2.8 describes the following sub-programmes that constitute the wider Transport and Highways Programme in totality:
- Travel to School
  - Cycling
  - Parking
  - Public Transport
  - Free-range Urban Neighbourhoods
  - Highways Improvement
  - Major Schemes

### **Free-range Urban Neighbourhoods**

- 3.5 Of these sub-programmes, the Free-range Urban Neighbourhood (FUN) programme embodies a new approach to delivering a range of different types of public realm, active travel, urban greening and other measures, adapted to the specific neighbourhood context in which they will be located.
- 3.6 The development of the FUN programme, for which details can be found in Appendix C, has taken place as a precursor to the development of the new Transport Strategy. This is in terms of (a) how the scheme locations, objectives, measures and intended outcomes can be clearly tracked to the Council's Strategic Objectives and (b) how the packages of measures are developed with local people, as guided by the Travel in Ealing Charter (see below).
- 3.7 The FUN programme has a focus on reclaiming space currently used for the storage or movement of cars and repurposing it for people. This approach, a key element of the overall Transport Strategy, embraces a variety of approaches and interventions which recognise neighbourhood-specific characteristics, local conditions and the challenges and opportunities identified with residents. The aim is to change the use of the kerbside, and streets generally, to allocate more space for active travel, for feature to mitigate the effects of climate change, for social and play activities, and to support economic activities.
- 3.8 In its first year, the FUN programme comprises seven different pilot projects, or different characters, in different locations, and with different objectives and outcomes. The seven pilot projects have come forward for a variety of reasons detailed in Appendix C. The pilot project locations are as follows:
- Occupation Lane (Northfield ward)
  - Kelvin Gardens (Lady Margaret ward)
  - Adrienne Avenue & Woodstock Avenue (Lady Margaret ward)
  - Green Man Passage (Hanwell Broadway ward)
  - Culmington Road (Walpole ward)

- Leighton Road & Elthorne Park Road (Northfield ward)
- East Acton Golf Links (East Acton ward)

3.9 Delivering these pilot projects will help us to identify what worked well and what residents believe are successful, in a range of places, including quiet residential areas, popular cut-throughs, and pedestrian/cycle only areas. It will also enable new approaches to engagement and data collection to be piloted, allowing for a more creative and dialogue-based way to developed proposals with local residents.

### **Travel in Ealing Charter**

3.10 Engagement on the pilot FUN projects will follow the commitments set out in the Travel in Ealing Charter, which was prepared in order that all transport and highways schemes are shaped together with the communities intended to benefit from them. The Charter commits the Council to being open, transparent and inclusive in how it brings transport and highways proposals forward and also establishes ground rules for how it goes about seeking people’s views, how it will develop designs with people, and how it will make and communicate decisions.

3.11 To help ensure that the principles established by the Charter are turned into good practice, the FUN programme is also piloting the use of standardised protocols to be followed at all project stages: identification; initiation; design development; implementation; and monitoring. Again, the intention is that these approaches and protocols will be used for all projects within the Transport and Highways programme going forward.

## **4. Review of Progress**

4.1 Over the past year there has been increased focus on ensuring these complex schemes remain high on the agenda, and honing our strategic considerations of active travel. As a result, the Draft Cycle Network Plan was approved by Cabinet in December 2023: a map showing the Council’s ambitions for cycle routes across the borough for the next decade. This allows us to maintain awareness of the wider picture, even in the context of smaller amounts of funding being made available each year.

4.2 Other achievements from 2023-24 include:

- Increasing the number of bike hangars by 56, from 44 total in March 2023 to 100 total in March 2024
- Completing a safe segregated cycle lane on Greenford Road, adding to our network by 1.1km
- Works commencing on a segregated cycle lane on Kensington Road to create an additional 1km of safe and secure cycling
- Delivering TfL-funded programmes of cycle parking and cycle training, with over 1,000 residents attending cycle training sessions
- 6 new School Streets launched to encourage more pupils walking to school (a total of 27 School Streets to date and target of 50 by 2026)
- Completing a large programme of approximately 80 footway and carriageway renewal schemes, which now take a ‘whole street’ approach, not only looking to renew the road or footway, but we have built in “extras” such as improved

pedestrian crossing facilities, converting hard landscape to soft (more greening / tree planting) to give as much value for money as we possibly can

- Completion of the Deans Gardens SUDs scheme in West Ealing
- Completion of the Cross Rail Complementary Measures at Ealing Broadway

- 4.3 More widely, this report shows the synergy between Transport and Highways delivery and the ambition to connect these programmes to deliver an improved public realm that is healthier, supports active travel and brings communities together. Highway maintenance and improvement is a core part of supporting active travel, for example ensuring pavements and cycle lanes are safe and convenient to use. Hence this report draws together the LIP programme of TfL funding, the Highways Improvement Programme, the indicative spend for S106 funds for active travel, and other related programmes into one place.
- 4.4 The schemes detailed in this report will build on our achievements from 2023-24 and help to meet Council objectives: connecting residents to good jobs, opportunities, services and amenities; reducing transport's carbon emissions; and reducing inequality. They also support the London-wide objectives to achieve 80% of journeys being made by active and sustainable modes, and to achieve zero deaths and serious injuries on the roads, by 2041. They will ensure the delivery of key programmes continues to support this transition, including cycle parking, cycle training, bus priority improvements, safe cycle lanes, and the development of an ambitious new Transport Strategy.
- 4.5 The Highways and Transport Programme 2024-25 is focused on transforming the borough highway network and public realm to encourage active travel modes, reduce emissions, design in greening and support public transport. There is also a range of infrastructure and behavioural change projects, which stretch across the borough, which have been chosen based on a range of data including TfL data on buses and active travel, traffic volumes and speeds, collision stats, and more, to choose the corridors or locations in most need of improvement, whilst keeping within budget. See Appendix A.
- 4.6 For the annual Highways Improvement Programme, the 'condition rating' score indicates the road or footway in the worst condition (highest defect value), the most recent Condition Survey was undertaken in 2023-24 for sections of non-principal footways and carriageways (non 'A' class roads). This prioritised listing of the condition of footways and carriageways is carried out by an independent specialist surveyor.
- 4.7 The survey process was updated in 2022-23 and whilst considering structural condition it now also provides more emphasis on value for money with more emphasis on the road or footway within its environment. Together with this prioritised listing, indicative costs and proposed type of renewal work for each section of road are prepared. The Council is then able to decide (consistent with its statutory duties and within the priorities and available budgets) which sections of roads should receive renewal works as shown in Appendix B.
- 4.8 The footway renewal programme will also set aside funding to enable increased responsiveness for Active Travel to deal with ad-hoc footway repairs. Also following consultation and engagement with the OALTDC (Older Adults, Disabilities and Long Term Condition) Partnership Board, the footway renewal programme will set aside a

small amount of funding to enable increased responsiveness if localised repairs outside healthcare facilities are needed.

- 4.9 A number of schemes from the 2023-24 footway programme have been delivered in phases to spread the cost more evenly.
- 4.10 In addition, the delivery of Sustainable Drainage Systems (SuDS) will mitigate the risk of flooding and supports the Council priority to tackle the climate crisis as well as providing multiple benefits. The Council has worked in partnership with other key organisations that have flood risk management responsibilities, including the Environment Agency and Thames Water. Following the flood studies, the Council has identified flood mitigation measures that can be implemented for the three areas to reduce the risk of flooding and sought 'part' funding from external partners for a collaborative approach to managing flood risk (Cooperative Working Between Flood Risk Management Authorities).
- 4.11 In addition, some areas with parking issues have been identified for investigation and review for a potential controlled parking zone (CPZ). These include the existing Zone MM around Acton Main Line Station, where a petition has been received from residents requesting an increase in operating times. There are also some areas with long standing concerns or experiencing new parking issues as a result of changes in the local area (Trumpers Way Industrial, Templewood, Greenford).

## 5. Financial Implications

### Transport and Highways Programme

- 5.1 The funding breakdown for the Transport and Highways Programme for 2024-25 is shown below:

**Table 1 – Proposed Capital and Revenue Budget**

Capital Programme	Proposed Capital Budget 2024-25
	£m
Uxbridge Road Walking & Cycling Corridor	0.384
Gunnersbury Lane/ Bollo Lane Safety scheme	0.150
Horn Lane Safety Proposal	0.150
Culmington Road (Walpole Park/ Lammas Park) *	0.050
Borough Cycling	0.440
Bridge Management (Structures)	0.050
Liveable Neighbourhoods (West Ealing)	0.400
Bus Priority	1.165
Crossrail Complementary Measures	0.090
<b>Total TfL Capital Funding</b>	<b>2.879</b>
Victoria Road (Park Royal) Cycling Scheme (HS2)	1.318
Pothole Funding (DfT)	0.582
S106 schemes **	4.220
<b>Total Capital Expenditure Budget</b>	<b>8.999</b>
* Allocated to the FUN programme for Culmington Road (see also Table 3)	
** For breakdown, see Table 4	

Revenue Programme	Proposed Revenue Budget 2024-25
	£m
Cycle Parking	0.097
Cycle Training Programme	0.088
School Travel	0.258
Data and Monitoring	0.125
Active Travel Communications & Promotion	0.075
School Streets	0.085
<b>Total Revenue Expenditure Budget, funded by TfL grant</b>	<b>0.728</b>
<b>Grand Total, Capital and Revenue Budget</b>	<b>9.727</b>
<b>Funded by:</b>	
TfL	(3.607)
HS2	(1.318)
DfT	(0.582)
S106	(4.220)
<b>Total Funding</b>	<b>(9.727)</b>

**Table 2 – Highways Improvement Programme\***

Project	Proposed Allocation 24/25 £m
Proposed carriageway resurfacing works prioritised in order of condition rating	3.500
Proposed footway renewal works prioritised in order of condition rating	2.400
Active travel & junction improvements	0.100
Structures	0.050
Drainage	0.100
Signs and Lines	0.100
<b>Total</b>	<b>6.250</b>

\* Funded through Mainstream Borrowing within the approved capital programme, scheme split shown in Appendix B

**Table 3 - FUN Breakdown\* (see also Appendix C)**

Project	Ward	Proposed Allocation 24/25 £m
Occupation Lane	Northfield	0.120
Kelvin Gardens	Lady Margaret	0.150
Adrienne Avenue and Woodstock Avenue	Lady Margaret	0.190
Green Man Passage **	Hanwell Broadway	0.150
Culmington Road ***	Walpole	0.125
Leighton Road / Elthorne Park Road	Northfield	0.300
East Acton Golf Links	East Acton	0.200
<b>Total</b>		<b>1.235</b>

\* Within approved capital programme

\*\* This funding is part of a previously allocated £0.350m, the remaining £0.200m being for works to Brownlow Road and Jacob's Ladder

\*\*\* An additional £0.050m is available through TfL funding (see Table 1)



## Proposed S106 contributions

5.2 S106 contributions will be used to deliver various Transport and Highways projects with a focus on active travel, placemaking, urban greening, cycling infrastructure, micro-mobility, EV charging points and wayfinding in line with the requirements set out in those agreements. Appendix D shows the long term programme expected to be delivered through S106.

**Table 4 Proposed S106 Funding Allocations (Programmes)**

Area Name	Proposed Allocation 24/25 £m
Northolt Regeneration / Levelling Up Fund (LUF)	0.247
Get Southall Moving	2.103
Greenford Station and Oldfield Lane North junction safety improvements (includes £90k funding from SEGRO)	0.425
North Acton Public Realm: Park Royal Road Triangle & Gyratory De-cluttering, and Bromyard Avenue	0.420
Uxbridge Road/WELN (West Ealing Liveable Neighbourhoods)	0.280
Borough wide cycling improvements	0.745
<b>Total</b>	<b>4.220</b>

## Funding Summary

5.3 The council has plans to invest £28m in 2024~25. The scope of these programmes are not only significant in terms of the budgets and spend, but also in terms of the benefits we will deliver to residents. Each change, no matter how small or large feeds into our ambitious plans and strategies for Reclaiming and Repurposing of our streets which includes Active Travel and urban greening, which will make a contribution in to supporting the Council's strategic objectives – tackling the climate crisis, fighting inequality, and creating good jobs.

5.4 As noted throughout the report, the range of schemes is broad and range from flood management to footway renewal to Levelling Up Northolt and Get Southall Moving. Funding sources are broad and include TfL, DfT, HS2, S106and borrowing. An investment of nearly £28.3m will steer the borough towards a more environmentally friendly and sustainable future.

5.5 A summary of funding is shown in Table 5:

**Table 5 Funding Summary**

Funding Source	New funding in this report £m	Cabinet Approval Obtained Previously £m	Total £m
TfL Capital	2.879		2.879
TfL Revenue	0.728		0.728
Mainstream Borrowing Capital		6.250	6.250

FUN Capital		1.235	1.235
HS2 Capital	1.318		1.318
DfT Capital	0.582		0.582
S106 Capital*	4.220		4.220
Uxbridge Road (Cycling)		1.075	1.075
LED Lighting Upgrade		1.084	1.084
School Streets		0.870	0.870
Levelling Up Northolt (LUF)		2.470	2.470
Flood Management (SUDs)		0.576	0.576
West Ealing Liveable Neighbourhoods (WELN)		0.582	0.582
Get Southall Moving**		4.470	4.470
<b>Total Funding</b>	<b>9.727</b>	<b>18.612</b>	<b>28.339</b>

\* Cabinet notes the proposed allocation subject to further approvals of S106 allocations expected during the summer

\*\* Subject to funding by Developers/GLA/TfL (Third Party)

## 6. Legal

- 6.1 Under S159 of the Greater London Authority Act 1999, TfL may give financial assistance to the Council where they consider it would be conducive to the provision of safe, integrated, efficient and economic transport facilities or service to, from or within Greater London. This financial assistance is bound by terms and conditions that funds can only be spent on projects that contribute directly towards the goals of the MTS. TfL Guidance also specifies that London Boroughs are required to provide cycle training services using this financial assistance.
- 6.2 Money paid to the Council pursuant to a section 106 obligation can only be applied for the purposes set out in the relevant agreement and subject to being necessary to make the development acceptable, directly related to the development; and fairly and reasonably related in scale and kind to the development.
- 6.3 Money held on the Parking Revenue Account can only be applied in accordance with the requirements of section 55 of the Road Traffic Regulation Act 1984
- 6.4 The Highways Act 1980 places a duty on highways authorities to improve highway safety, and the Greater London Authority Act 1999 requires authorities to implement projects and programmes that contribute to the Mayor's Transport Strategy. The Road Traffic Regulation Act 1984 ("RTRA 1984") and the Traffic Management Act 2004 give powers to and impose duties on the highway authority to manage traffic (including pedestrians and cycles) to secure safe and expeditious movement of traffic. The WELN programme will deliver improvements in line with these duties and powers. Under the Traffic Management Act 2004, TfL has the power to approve or reject changes on Uxbridge Road that impact on capacity and buses. Under sections 44 and 45 of the RTRA 1984, the Council may (by making an order) introduce controlled parking zones (CPZs). To do so, the Council must follow the procedures set out in the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 which includes, amongst other matters, consultation requirements with statutory bodies (where relevant). In addition, the Council would be required to comply with the requirements to publish the proposed making of the CPZ, including a placing a notice in a local newspaper and making the proposals available for public inspection. The Deputy Leader and Climate Action portfolio holder has responsibility for CPZs under section 3A, Part 3 of the Council's constitution.

- 6.5 The Highways Act 1980 also places a duty on highway authorities to maintain the highway asset or network and a Code of Practice for Maintenance Management (Delivering Best Value in Highway Maintenance) gives information about the standards to be achieved.
- 6.6 Where schemes are introduced by exercising powers under the Road Traffic Regulation Act 1984 by virtue of section 122 of the Act, the Council must exercise such functions '(so far as practicable...) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway...' and having regards to matters including the desirability of securing and maintaining reasonable access to premises and the effect on the amenities of any locality affected and any other matter appearing to the Council to be relevant.
- 6.7 The relevant procedures are set out in the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. The decision on whether to introduce controlled parking zones or transport schemes requiring a traffic order, will be taken following a full local public statutory consultation (including advertising the proposed Order in the local press and (in the case of an Order made under section 6) the London Gazette); and consideration of any comments received as a result of the consultation and advertisement.

## **7. Value for Money**

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

## **8. Risk Management**

- 8.1 Such operations have been carried out annually and it is not expected that there are any potential major risks associated with the options and the proposed course of action. The main risk to the schemes arises from formal objections received at the statutory consultation stage that cannot be justifiably overturned, delays preventing implementation during the time frame of available funding and unforeseen problems on site. Processes are in place to minimise the impact of any such eventualities. Non-delivery of schemes may result in loss of funding, although LIP funding can be moved to other schemes with TfL's agreement.

## **9. Community Safety**

- 9.1 The Transport Strategy and LIP have an objective to "Improve road safety". Transport schemes, including new pedestrian and cycle infrastructure, are a part of planned interventions that would improve safety in the community. In addition, the Council has a statutory duty to investigate road traffic collisions and work to prevent future road casualties. Advice from TfL is that incorporating safety schemes within the LIP schemes will satisfy this requirement.

## **10. Links to the 3 Priorities for the Borough**

- 10.1 Creating good jobs. Transport links throughout the borough will be improved, particularly sustainable modes and orbital journeys. This will help local people access jobs and employers attract local people more effectively.
- 10.2 Tackling the climate crisis. Active and sustainable travel is a key priority and reflected in the focus on these modes in the proposed schemes. As part of all transport schemes the Council will ensure that transport emissions, road safety and personal security issues are investigated and addressed. The LIP will manage traffic by supporting and promoting sustainable modes. This will reduce emissions of carbon and other pollutants. Appropriate maintenance and improving the quality of the street environment are key components of schemes to encourage walking and cycling. Transport links throughout the borough will be targeted for improvement, particularly sustainable modes (walking, cycling and public transport) and orbital journeys. The focus on sustainable modes will not substantially increase wear on carriageways and footways, therefore maintaining an adequate lifespan of these Council assets before replacement is required.
- 10.3 Fighting inequality. Transport links throughout the borough will be improved, particularly sustainable modes and orbital journeys. This will help local people access education, health and other services more effectively. Transport links throughout the borough will be targeted for improvement, particularly sustainable modes and orbital journeys. This will help local businesses and people access jobs and markets more effectively. This will also provide people with access to jobs, education and services more effectively including those with disabilities and without access to a car. As part of all transport schemes the Council will ensure that road safety and personal security issues are investigated and addressed.

## **11. Equalities and Community Cohesion**

- 11.1 Equality Impact Assessments are undertaken wherever appropriate on the proposed programme of works. In addition, all schemes detailed in this report will be designed in accordance with current disability and equality guidelines.

## **12. Staffing/Workforce and Accommodation implications**

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

## **13. Property and Assets**

- 13.1 This report is concerned with the refurbishment, enhancement and improvement of footways, carriageways and parks in the borough, which are significant and key assets of the Council.

## **14. Any other implications**

- 14.1 By investing in the infrastructure will ensure that footways and carriageways are fit for purpose in the future and lead to a reduced need for reactive maintenance of those items.

## **15. Consultation**

15.1 The stages of consultation for schemes of the type detailed in this report are:

- a) As set out in the council's 'Travel in Ealing Charter' (TIE), the council is committed to being open, transparent, and inclusive and will work as hard as we can to engage as well as we can with the people and communities likely to be affected by the proposals we bring forward, so that the outcomes are the best they can be for as many people as possible.
- b) Consultation with residents and businesses in the scheme area. This varies depending on the size and complexity of the scheme and which forms of engagement are appropriate. It can include posted letter drop, postcards, workshops, co-designing, in-person surveys, Council website and social media communications, and online consultation platforms.
- c) Statutory advertising of any necessary Traffic Management Orders, using on-street notice boards, information in the London Gazette and in the local newspaper, prior to implementing a scheme. Any formal objection received at the statutory consultation stage that cannot be justifiably overturned could delay the implementation of the scheme. There is no other known potential risk at present.
- d) Publishing of Notices under Section 58 of the New Roads and Street Works Act which places certain restrictions upon statutory undertakers in excavating new surfaces.

15.2 In addition, the emergency services and bus operators are consulted where appropriate during scheme development.

15.3 Specific schemes developed through the Transport and Highways Plan would be subject to further public consultation during their detailed development and prior to any approved implementation.

## 16. Timetable for Implementation

16.1 The outline timetable shows indicative milestones for the Transport and Highways schemes that are funded to the end of the 2024-25 financial year. Where schemes extend beyond one financial year, the date of each project lifecycle will be increased accordingly reflecting the size and complexity of each project. The Highways Improvement programme will commence works on site from June 2024 onwards.

<b>Typical Project Lifecycle</b>	<b>Date</b>
Preliminary design	May – September 2024
Consultation	June ~ October 2024
Detailed Design	July 2024 ~ January 2025
Works commencement on site	July 2024 onwards
Works completion	March 2025

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

- constraints identified requiring additional study to obtain scheme approvals
- issues raised at consultation stage which may require design changes
- unresolvable objections being received at the statutory consultation stage
- approvals by other boroughs on cross borough schemes
- approvals required by TfL where relevant
- alterations to programme through mutual agreement with TfL.

16.3 The schemes listed in Appendix A are at varying stages of development across their respective project lifecycles. Some are at relatively early concept stages whereas others have already been designed and are merely awaiting funds for construction.

## 17. Appendices

- a) Appendix A – Transport and Highways Programme 2024-25
- b) Appendix B – Highways Improvement Programme 2024-25
- c) Appendix C – FUN strategy and pilot schemes 2024-25
- d) Appendix D – S106 Projects

## 18. Background Information

- Transport and Highways Programme 2023-24 Cabinet Report, April 2023
- Travel in Ealing Charter
- Corporate Plan
- Ealing Climate and Ecological Emergency Strategy, Cabinet report, January 2021
- London Streetspace Plan, TfL, 2020: <http://content.tfl.gov.uk/lsp-interim-borough-guidance-main-doc.pdf>
- Local Implementation Plan (Transport) 2019-22 – Cabinet Report, February 2019
- Transport Strategy, Cabinet Report, June 2018
- Mayor’s Transport Strategy – Mayor of London, 2018
- Relevant S106 Agreements

## 18. Report Consultation

Name of consultee	Department	Date sent to consultee	Response received from consultee	Comments appear in report para:
CLlr Deirdre Costigan	Deputy Leader and Cabinet Member for Climate Action	21 <sup>st</sup> March 2024	4 <sup>th</sup> April 2024	Throughout
Nicky Fiedler	Strategic Director of Housing and Environment, Environmental Services	14th March 2024	27 <sup>th</sup> March 2024	Throughout
Earl McKenzie	Assistant Director, Streets and Direct Services	14th March 2024	27 <sup>th</sup> March 2024	Throughout
Helen Harris	Director, Legal and Democratic Services	14th March 2024		
Patrick Kelly	Principal Regeneration Lawyer, Legal and Democratic Services	14th March 2024	21 <sup>st</sup> March 2024	Throughout
Russell Dyer	Assistant Director, Accountancy	14th March 2024	21 <sup>st</sup> March 2024	Throughout
Yalini Gunarajah	Senior Finance Business Advisor	14th March 2024	21 <sup>st</sup> March 2024	Throughout

## Report History

<b>Decision type:</b> Key decision	<b>Urgency item?</b> No
Report no.:	Report author and contact for queries:
	Tony Singh, Chief Highways Engineer extn 8894

## Appendix A: Transport, Highways and Active Travel Programme

<b>Safer Corridors &amp; Neighbourhoods Schemes</b>	
<b>Gunnersbury Lane/ Bollo Lane Safety scheme (feasibility study)</b>	Data collection, optioneering, consultation and design of scheme to improve pedestrian and cycle safety. Subject to feasibility, the initial proposal is to convert roundabout to "dutch style roundabout", convert refuge to raised zebra on Gunnersbury Lane and investigate other safety concerns.
<b>Horn Lane (feasibility study)</b>	Whole street/healthy streets approach to improve active travel/safety of vulnerable road users, accessible bus stops and consider congestion issues/air quality. Potential measures include removing parking and moving loading to side roads to add segregated cycle lanes and improve bus journey times, potential for additional pedestrian crossings across Horn Lane (desire lines to be investigated), side-road junctions to be tightened/level pedestrian crossings, assess bus stops with new TfL accessibility criteria, investigate Taxi Rank at Acton Main Line station.
<b>Uxbridge Road cycle route: Hanwell to Iron Bridge</b>	Continuation of Uxbridge Road cycle scheme; segregated cycle lanes and footway from Hanwell Bridge (link to Boston Road) and Iron Bridge (link to Windmill Lane) to make active travel more accessible and easier. Opportunity to improve bus lanes and bus stops/waiting experience at Ealing Hospital.
<b>Culmington Road (Walpole Park / Lamma Park)</b>	Conversion of island into shared crossing for pedestrians and cyclists, to enable safe travel between the two parks.
<b>Cycle Hangars</b>	Installing cycle hangars on residential streets across the borough, prioritising areas whose housing tenure means residents lack access to safe cycle storage.
<b>Active Travel Infrastructure</b>	Cycle parking (including sheffield stands). Provision of sheffield stands at locations to be confirmed, but particularly focusing on schools, high streets, key corridors and near key employment sites.
<b>Cycle Training</b>	Cycle support measures including cycle training for schools, children & adults, and Dr Bike sessions as follows: <ul style="list-style-type: none"> <li>- Dr Bike sessions</li> <li>- Bikeability level 1 and 2, adults' and children's cycle training</li> </ul>

<b>School Travel</b>	Borough-wide activities including supporting active travel campaigns, such as walk to school week; big walk and wheel; bespoke active travel maps for the school journey; active travel training sessions – scooting and balance bike; road safety skills training; supporting Junior Travel Ambassadors; STARS workshops; Air Quality lessons.
<b>School Streets</b>	Implementation of 8 school streets: the Council has a data led approach to prioritising schools for school streets based on a wide range of factors. Schools are offered the chance to join the scheme based on this priority, therefore we are unable to specify which schools will take part during 2024/25. However there will be 2 tranches of implementation - 4 in autumn term 2024 and 4 in spring term 2025. In January 2024, priority schools were invited to join the programme and 4 will be selected. If any decline, we will offer a scheme to the next prioritised school. The same process begins in May 2024 to select the next 4 schools.
<b>Data and Monitoring</b>	Data collection to support optioneering, consultations and design of schemes. We will collect data on pedestrian activity, desire lines, safety and healthy streets criteria to support walking schemes, and data on borough-wide cycling activity to support cycling schemes. We will also collect data on parking, to inform and support EV charge points, bike hangars and school streets, as well as a potential kerbside strategy in future. To ensure schemes are delivering as expected, we will monitor after implementation and gather data (quantitative and qualitative) on successes and lessons learned. We also aim to gather wider data on health, air quality and economic indicators, to build a stronger data-led foundation for our schemes.
<b>Active Travel Communications &amp; Promotion</b>	Behaviour change schemes will be implemented alongside a coordinated campaign of communications and promotion, linking the scheme to its benefits for air quality, health, climate change and cost of living. Plans for 2024/25 include 'Try before you bike' trial schemes; provision of a community cargo bike scheme and promotion of cargo bikes; organising borough bike rides and cycling events; promoting walking through developing a walking plan, and promoting local walking routes.
<b>Bus Priority Schemes</b>	
<b>Popes Lane between A406 and South Ealing Road</b>	Feasibility study overview of the area in terms of road safety, parking issues, options for reallocating space to active travel.
<b>Zebra crossing Greenford Road (north of the A40)</b>	Conversion of the zebra crossing into a signal crossing, to include footway widening and provisions for cyclists.
<b>Twyford Abbey Road</b>	Bus gate enforcement including bus gate upgrade to allow bus rerouting/removal of gyratory (bus route 224).
<b>Ruislip Road, between Broadmead Road and White Hart Roundabout (eastbound only)</b>	Location identified by consultants with input from the council and TfL, as having potential for achievable bus priority measures. Potential for a new eastbound bus lane.



<b>Lady Margaret Road, Northbound toward Ruislip Road roundabout</b>	Location identified by Jacobs, with input from the Council and TfL, as having potential for achievable bus priority measures including bi-directional cycle lane.
<b>E11 Ealing Common Hail and Ride</b>	Westbound Bus Lane towards White Hart Roundabout.
<b>Cycle Routes</b>	
<b>Park Royal "Big X" (feasibility study)</b>	Upgrade of difficult junction between ASDA and Central Middlesex Hospital to improve cycling facilities and safety.
<b>Boston Road</b>	Implementation of cycle route – segregated where possible along length of Boston Road to tie in with existing facilities in London Borough of Hounslow
<b>Uxbridge Road (West Ealing Liveable Neighbourhood)</b>	Cycle improvements through West Ealing town centre.
<b>Greenford Road Southbound</b>	Implementation of segregated cycle route from the town centre to Uxbridge Road (Northbound scheme already implemented).
<b>Victoria Road, Park Royal</b>	Introduction of cycle infrastructure in the vicinity of Victoria Road and Old Oak Common.

## Appendix B: Highways Improvement Programme & DfT Pothole Programme 2024-25

Plane and Lay Carriageway Surfacing Prioritised in Order of Condition Rating					
Road Name	From	To	Ward	Condition Rating	Budget Allocation £m
South Road	Railway Station	The Green	Southall Green	100	0.096
The Green	South Road	Osterley Park Road	Southall Green	100	0.105
Greenford Road	1149 Greenford Road	Whitton Avenue East	North Greenford / Central Greenford	100	0.085
Havelock Road	Merrick Road	Hunt Road	Norwood Green	94	0.142
Clarence Street	Spencer Street	Sussex Road	Southall Green	93	0.128
Cleveland Road	Argyle Road	Kent Gardens	Pitshanger	91	0.224
Ennismore Avenue	Horsenden Lane North	Whitton Avenue East	North Greenford	90	0.145
Millway Gardens	Eastcote Lane	End	Northolt Mandeville	90	0.042
Benham Road	Bordars Road	Westcroft Crescent	North Hanwell	86	0.083
Northfield Avenue	Leighton Road	Elers Road	Northfield	86	0.138
Copley Close	Matlock Court	Framfield Road	North Hanwell	85	0.166
Ruislip Road East	Costons Lane	Greenford Avenue	North Hanwell	85	0.069
Aintree Road	Bideford Avenue	Bilton Road	Perivale	85	0.165
Laurel Gardens	Half Acre Road	Station Road	Hanwell Broadway	84	0.079
Winchester Street	Uxbridge Road	Avenue Road	Southfield	84	0.134
Salisbury Street	Winchester Street	Acton Lane	South Acton	82	0.067
North Road	South Ealing Road	75 North Road	Northfield	80	0.048
George Street	Regina Road	Adelaide Road	Norwood Green	80	0.045
Gordon Road	The Avenue	St Leonards Road	Ealing Broadway	79	0.144

Framfield Road	Browning Avenue	Copley Close	North Hanwell	79	0.089
Allenby Road	Cornwall Avenue	Mansell Road	Lady Margaret	78	0.205
Acton Lane	Uxbridge Road	Salisbury Street	North Acton	78	0.045
Scotch Common	Argyle Road	Kent Avenue	Pitshanger	76	0.129
Strelley Way	Gibbon Road	End	East Acton	75	0.027
Croyde Avenue	Greenford Road	Oldfield Lane South	Greenford Broadway	75	0.078
Ribblesdale Avenue	Carr Road	Wood End Lane	Northolt Mandeville	72	0.148
Ruislip Road	Lady Margaret Road	Kensington Road	Greenford Broadway / Lady Margaret	72	0.068
Shelley Crescent	North Road	End	Lady Margaret	72	0.055
Grafton Close	Cavendish Avenue	End	Pitshanger	72	0.050
<b>Micro-surfacing Prioritised in Order of Condition Rating</b>					
Road Name	From	To	Ward	Condition Rating	Budget Allocation £m
Islip Manor Road	Priors Farm Lane	A40 Slip Road	Northolt Mandeville	80	0.112
Harp Road	Copley Close	Bordars Avenue	North Hanwell	76	0.059
Cambridge Avenue	Sherwood Avenue	Melville Avenue	North Greenford	76	0.058
Oakwood Crescent	Woodland Approach	Woodland Rise	North Greenford	76	0.076
Woodland Rise	Oakwood Crescent	Woodland Approach	North Greenford	75	0.038
Aspen Lane	Broadmead Road	End	Northolt West End	73	0.081
Station Approach	York Avenue	Station Road	Elthorne	70	0.045
York Avenue	Station Approach	Church Road	Elthorne	70	0.032

**Total £3.500**

Above numbers rounded

<b>Footway Repaving Artificial Stone Paving slabs (ASP) or Dense Bitumen Macadam (DBM tarmac) Prioritised in Order of Condition Rating</b>						
<b>Road Name</b>	<b>From</b>	<b>To</b>	<b>Ward</b>	<b>L/R</b>	<b>Cond. Rating</b>	<b>Budget Alloc. £m</b>
Sudbury Heights Avenue	The Rise	Allendale Road	North Greenford	Both	86	0.180
Ruskin Road	Alma Road	Uxbridge Road	Southall West	Both	85	0.084
Hillside Road	Lady Margaret Road	Enmore Road	Lady Margaret	Left	85	0.063
Byron Way	Ruislip Road	Wayfarer Road	Northolt West End	Left	84	0.074
Carlton Road	Castlebar Road	Carlton Gardens	Ealing Broadway	Both	83	0.072
Eastcote Lane North	Northolt Leisure Centre	Mandeville Road	Northolt Mandeville	Both	83	0.060
Kingshill Avenue	Gurney Road	35 Kingshill Avenue	Northolt West End	Both	82	0.133
Gunnersbury Gardens	Carbery Avenue	Gunnersbury Lane	Ealing Common	Both	81	0.083
Beresford Road	Uxbridge Road	End	Southall West	Both	81	0.100
Footpath (off Kensington Road)*	Kensington Road	Condor Path	Greenford Broadway	N'a	80	0.040
Oldfield Lane South	Croyde Avenue	Greenford Hall	Central Greenford	Both	79	0.101
Vyner Road	18 Vyner Road	Perryn Road	East Acton	Both	79	0.091
Bollo Lane	Bollo Bridge Road	Colville Road	South Acton	Right	79	0.108
Leopold Road*	Tring Avenue	Uxbridge Road	Ealing Common	Left	79	0.058
Cheltenham Close*	Southwell Avenue	End	Ealing Common	Both	78	0.053
Bankside	Uxbridge Road	End	Southall West	Left	78	0.091
Viking Road*	Norman Avenue	Spikes Bridge Road	Southall Broadway	Both	78	0.065
Orchard Close	The Fairway	Girton Road	Central Greenford	Both	78	0.050
Wimborne Avenue	Norwood Road	Cranborne Avenue	Norwood Green	Both	77	0.101
Lile Crescent*	Bordars Road	Westcott Crescent	North Hanwell	Both	77	0.067

Costons Avenue*	Greenford Road	Costons Lane	Central Greenford	Both	76	0.106
Green Drive	Uxbridge Road	Park Avenue	Southall Broadway	Left	76	0.122
Twyford Crescent	Hale Gardens	Uxbridge Road	North Acton	Left	76	0.030
Ruislip Road	312 Ruislip Road	338 Ruislip Road	Central Greenford	Right	76	0.029
Ruislip Road	Kensington Road	Ferrymead Avenue	Central Greenford	Right	75	0.068
Grosvenor Road*	Osterley Park Road	Marlow Road	Southall Green	Both	75	0.086
Eastcote Lane	Eastcote Lane North	Width Restriction	Northolt Mandeville	Both	75	0.077
East Acton Lane	Friars Place Lane	Bromyard Avenue	East Acton	Left	75	0.072
Haldane Road	Redcroft Road	End	Dormers Wells	Both	75	0.030
Grafton Way	Cavendish Avenue	End	Pitshanger	Both	75	0.038
Kensington Road	57 Kensington Road	33 Kensington Road	Greenford Broadway	Left	75	0.042
Longfield Avenue - ad/hoc Trees	3 Longfield Avenue	Gordon Road	Ealing Broadway	Left	75	0.026

**Total: £ 2.400**

All schemes are Artificial Stone Paving (ASP) unless indicated otherwise, \* Indicates Dense Bitumen Macadam

### Department for Transport Pothole Funding (DfT) schemes

Plane and Lay Carriageway Surfacing: Junctions / Roundabouts / Potholes					
Road Name	From	To	Ward	Condition Rating	Budget Allocation £m
Gunnersbury Lane	Denehurst Gardens	Horn Lane	South Acton	89	0.102
Norwood Road	Merrick Road	Birket Close	Norwood Green	86	0.075
South Ealing Rd / High St (Ealing)	Draper's Arms	Grange Road	Ealing Broadway / Common	85	0.096
Uxbridge Road (Acton)	Denehurst Gardens	Horn Lane	South Acton	84	0.092
Petts Hill	Roundabout	Roundabout	Northolt Mandeville	78	0.072
Pothole Repairs	Ad hoc throughout borough		All Wards	N/A	0.145
Total 23-25:					£0.582

## Appendix C:

### Free-range Urban Neighbourhoods (FUN) Strategy and Action Plan

#### Background

We are currently developing a bold and ambitious Transport Strategy to replace the strategy that formally covered the period from 2019 to 2022. A great deal has happened since that previous strategy was published. In particular, it is now clear that there is not just a pressing need to enable people and goods to travel in ways that minimise a range of harms (including greenhouse gas emissions, air pollution, road danger, traffic congestion, public health and social isolation), but also a need to enable our residents, businesses and other stakeholders to participate more effectively in shaping the strategies and actions that will deliver the necessary change.

The Travel in Ealing (TIE) Charter, developed through extensive engagement and launched in August 2022, sets out an approach to developing the full range of transport initiatives through engagement processes that are open, transparent and inclusive. The Transport Strategy will itself be developed in accordance with Charter commitments, not least those to be open about the challenges facing us all (e.g. in relation to the climate crisis, road safety, air quality and other public health issues), to explain how transport proposals fit into the bigger picture, and to show the evidence base that underpins the transport initiatives we bring forward.

#### Transport Strategy

In terms of that bigger picture, transport's chief role is to enable higher order priorities to be achieved. The Transport Strategy is not as much about delivering 'transport projects', as it is about helping to achieve the Strategic Objectives set out in the Council Plan:

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

The core rationale for the Transport Strategy is therefore to show how transport and related activity can help deliver on the nine Priority Areas also set out in the Council Plan:

##### *Tackling the climate crisis*

- Inclusive economy
- Climate action
- Thriving communities

##### *Fighting inequality*

- Tackling inequality and crime
- A fairer start
- Healthy lives

##### *Creating good jobs and growth*

- Good growth
- Decent living incomes
- Genuinely affordable homes

The Regulation 19 version of the Ealing Local Plan contains Strategic Policies (SP2, SP3 and SP4) which go into more detail about the action that is proposed in each Priority Area. The following table shows where there are actions that relate to Transport and associated activities.

LP Priority Area	LP Strategic Policy (transport & related)
<b>SP2 Tackling the climate crisis</b>	
Inclusive economy	-
Climate action	SP2.2 A: Carbon neutral by 2030 SP2.2 B (i): 20-minute neighbourhoods SP2.2 B (ii): Active travel networks SP2.2 B (iii): Public realm, greener, healthier, safer SP2.2 B (v): Motor vehicle trip reduction SP2.2 B (vi): Sustainable logistics SP2.2 B (vii): On-street EV charging SP2.2 F (ii): Prevent increased flood risk SP2.2 F (iii): SuDS SP2.2 F (iv): Green infrastructure SP2.2 G (iii): Maximising urban greening
Thriving communities	-
<b>SP3 Fighting inequality</b>	
Tackling inequality and crime	SP3.1 B: Access opportunities & digital connectivity SP3.1 C: Safe, secure, accessible urban environments
A fairer start	SP3.2 A: Access to schools
Healthy lives	SP3.3 B: Improve air quality & tackle congestion SP3.3 C: 20-minute neighbourhoods SP3.3 F: Access to open/recreational space SP3.3 H: Mitigate urban heat island effect
<b>SP4 Creating good jobs and growth</b>	
Good growth	SP4.1 B: Development in sustainable locations SP4.1 G: Strategic transport infrastructure
Decent living incomes	SP4.2 F: Improved connectivity (to expanded Heathrow)
Genuinely affordable homes	-

Any transport initiative set out within the Transport Strategy must have some clear role in enabling progress against at least one of these policy areas, and ideally more. That is the first test of whether a transport scheme has a clear rationale.

## **FUN Strategy**

As a precursor of the wider Transport Strategy, we are currently bringing forward for consideration a range of interventions as part of what we're calling the Free-range Urban Neighbourhoods (FUN) programme. This is one of several programmes that will flow from the Transport Strategy and embraces local public realm projects of different types and scale that are intended to achieve some or most of the following objectives:

- Encouraging active travel
- Calming traffic
- Creating safer streets for all
- Promoting health and wellbeing
- Increasing trees, greenery and biodiversity
- Improving climate resilience
- Promoting play
- Enhancing sense of place

These objectives respond to one or more of the Strategic Policies listed in the table above, and as such help answer the first of five key questions that need to be answered in line with the TIE Charter. These questions can be framed as follows:

- Why? (What is the strategic rationale for action of the kind proposed? i.e. how can the actions be traced back to over-arching council priorities?)
- Why here? (What is the specific rationale for action *in this location*? i.e. what are the objectives for the proposed scheme?)
- What? (What kinds of intervention are under consideration; and what outcomes are anticipated or what performance indicators will be monitored?)
- Who? (The residents, businesses and others who should be engaged with.)
- How? (The engagement processes and techniques to be used.)

Answers to questions a), b) and c) are key to explaining why each initiative is necessary and appropriate in context, and to giving an indication of the broad scope of works, so that expectations are properly managed, and the risk of over-promising is avoided. This also means that there needs to be reasonable clarity about the budget for each initiative.

These answers to questions a), b) and c) are foundational elements of the Engagement Plan that will be prepared for each FUN project, and this will directly address questions d) and e). Each Engagement Plan will also be informed by context-appropriate data and other evidence gathering, according to a scheme-specific Data Collection Plan.

Seven pilot projects have been identified for the FUN programme, with the locations and allocated budgets shown in the table and map below. Each project will feature different types of measures intended to achieve different outcomes in the different contexts. Exactly what measures the allocated funding will be spent on will be determined through engagement as per the relevant Engagement Plan.

<b>Project</b>	<b>Ward</b>	<b>Allocation</b>
1 Occupation Lane	Northfield	0.120
2 Kelvin Gardens	Lady Margaret	0.150
3 Adrienne Ave & Woodstock Ave	Lady Margaret	0.190
4 Green Man Passage (North)	Hanwell Broadway	0.150
5 Culmington Road	Walpole	0.125
6 Leighton Road/Elthorne Park Road	Northfield / Walpole	0.300
7 East Acton Golf Links	East Acton	0.200
<b>Total</b>		<b>1.235</b>





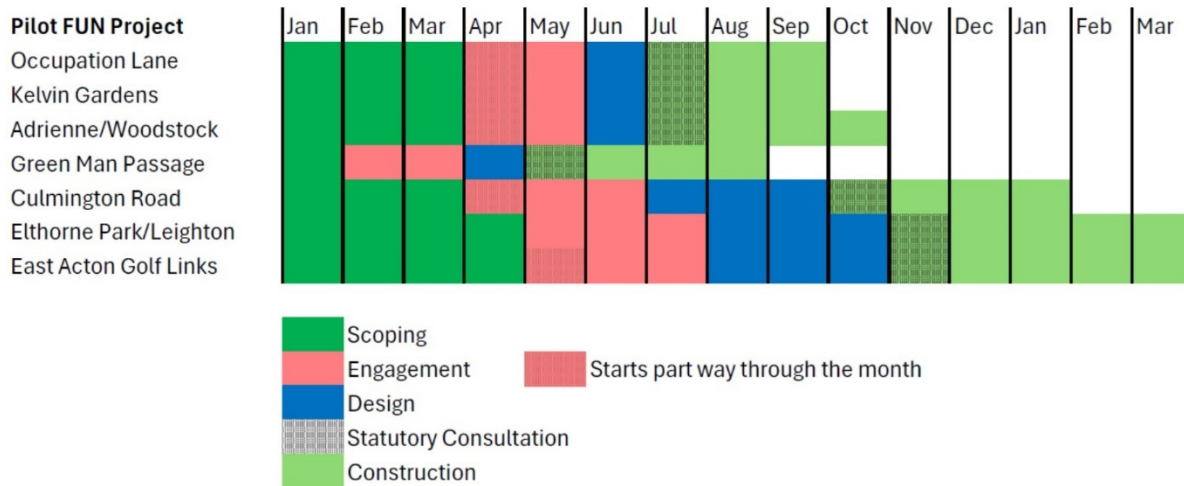
For larger and more complex proposals, the Engagement Plan and Data Collection Plans may themselves be subject to prior engagement and sign-off, e.g. by established residents' groups. In the case of the proposed seven pilot FUN initiatives, prior engagement of this nature is likely to be appropriate for the Culmington Road, Elthorne Park Road/Leighton Road and East Acton Golf Links projects.

### **FUN Action Plan**

The development of Project Plans for all seven FUN pilot projects is currently in hand, with summary plans for each project provided below. Draft Engagement and Data Collection Plans are also being prepared for all seven pilots, with initial activity for Green Man Passage (North) having already been undertaken (in parallel with the wider Live West Ealing engagement programme) and initial activity for the three other smaller schemes (Occupation Lane, Kelvin Gardens and Addrienne Ave/Woodstock Ave) programme to begin in April.

As regards the three larger projects, introductory discussions with residents' groups have already taken place in relation to the Culmington Road and Elthorne Park Road/Leighton Road projects, with the Engagement and Data Collection Plans for these two and the East Acton Golf Links project being worked up before more in depth begins in late April/early May.

An outline programme for 2024/25, covering all seven projects, is set out below.



This first tranche of FUN projects are not just pilots in terms of the types of measures involved, but also in terms of developing Engagement and Data Collection Plans that can act as templates for future initiatives of similar character.

It is important to note that the proposed initiatives, though pilots, are not trial schemes. To properly test the extent to which they are successful in achieving the stated objectives and outcomes for each, the schemes will need to be designed as permanent measures. This places all the greater importance on the Why?, Why here? and What? questions being effectively answered and on the Engagement and Data Collection Plans being properly thought-through, and delivered.

Outline Project Plans for each of the seven pilot schemes are presented on the following pages.

<b>1. Occupation Lane</b>	
Why?	Local Plan Policy SP2.2 B
Why here?	<ul style="list-style-type: none"> <li>• With the traffic filters at either end confirmed in 2021, to replace the concrete planters with permanent features.</li> <li>• Opportunity to address personal security concerns.</li> <li>• Opportunity to enhance biodiversity and sustainable drainage.</li> <li>• Improve the cycling connection from Kew to Boston Manor.</li> </ul>
What?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Permanent filters in the two existing locations.</li> <li>• Improved lighting.</li> <li>• Planting and wall treatments along the lane.</li> <li>• Modifications to the South Ealing Road junction to enable safer and easier movement across on foot and by cycles.</li> <li>• Possible other changes arising from comments.</li> </ul>
Engagement Plan	
Who?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Passers-through.</li> <li>• Ealing Cycling Campaign.</li> </ul>
How?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Speak with/hand out info/postcards to passers-through; simple questions + free text.</li> <li>• Design workshop with ECC.</li> </ul>
Data Collection Plan	
<ul style="list-style-type: none"> <li>• Full junction turning count (all modes) at Occupation/South Ealing/Murray.</li> <li>• Full junction turning count (walking, wheeling, cycling, P2Ws) at Occupation/Clayponds/Cemetery path/Sterling Place link.</li> <li>• Subjective views on safety etc. from passers-through, locals.</li> </ul>	
Budget	£0.120m

<b>2. Kelvin Gardens</b>	
Why?	Local Plan Policies SP2.2 B/F, SP3.3 F/H
Why here?	<ul style="list-style-type: none"> <li>• Piloting how best to reclaim and repurpose the large areas of tarmac that could be more productively used.</li> </ul>
What?	Initial ideas: <ul style="list-style-type: none"> <li>• Planting/SuDS.</li> <li>• Informal play; seating.</li> <li>• Off-carriageway parking.</li> <li>• Raised junction entry treatment.</li> <li>• Dealing with any ponding/drainage issues.</li> <li>• Cycle hanger.</li> <li>• Possible other ideas from residents.</li> </ul>
<b>Engagement Plan</b>	
Who?	Initial ideas: <ul style="list-style-type: none"> <li>• Residents of Kelvin Gardens</li> <li>• Passers by</li> </ul>
How?	Initial ideas: <ul style="list-style-type: none"> <li>• Start with informative postcards to residents.</li> <li>• On-site engagement; drop-by, tell-us-your-issues/opportunities.</li> <li>• Follow-up with on-site 'workshop' to discuss proposed designs.</li> </ul>
<b>Data Collection Plan</b>	
<ul style="list-style-type: none"> <li>• Fully turning counts (inc walking and cycling) at Kelvin/Allendale junction.</li> <li>• Kelvin residents' subjective views about their immediate environment (1 to 5 scale)?</li> </ul>	
Budget	£0.150m

<b>3. Adrienne Avenue/Woodstock Avenue</b>	
Why?	Local Plan Policies SP2.2 B/F, SP3.1 C, SP3.3 F
Why here?	<ul style="list-style-type: none"> <li>• With the traffic filters confirmed in 2021, to replace the wooden planters with permanent features.</li> <li>• Opportunity to address any access/parking issues related to Business Centre-related goods vehicles or cars.</li> <li>• Improve access to path to canal.</li> </ul>
What?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Planting at filters.</li> <li>• Other Planting/SuDS/seating/informal play features.</li> <li>• Cycle hangers.</li> <li>• Improve side junction geometries for walking.</li> <li>• Dealing with any ponding/drainage issues.</li> <li>• Better manage haphazard &amp; Business Centre-related parking.</li> <li>• Improve gateway to the path linking to the canal towpath.</li> <li>• Possible other ideas from residents (and Business Centre users).</li> </ul>
<b>Engagement Plan</b>	
Who?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Residents of Adrienne (north) and Woodstock.</li> <li>• Residents of Adrienne (south) and Kenilworth, Neal.</li> <li>• Residents of Coraline, Hadfield and Frensham Closes.</li> <li>• Business Centre operators &amp; users.</li> <li>• People walking/wheeling/cycling on the linking path.</li> </ul>
How?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Start with informative postcards to residents.</li> <li>• Direct contact with Business Centre businesses.</li> <li>• On-site engagement (2 events); drop-by, tell-us-your-issues/opportunities.</li> <li>• Possible co-design workshop for residents following initial ideas gathering, or</li> <li>• Follow-up with on-site 'workshop' to discuss proposed designs.</li> </ul>
<b>Data Collection Plan</b>	
	<ul style="list-style-type: none"> <li>• Parking beat surveys, to see who (residents, BC users) is parking where and when.</li> <li>• Additional surveys of activity related to the Business Centre (ins/out and on-street loading/parking).</li> <li>• Walking/wheeling/cycling turning counts at junction of Adrienne with canal path.</li> <li>• Subjective views of people walking/wheeling/cycling on linking path (1 to 5 scale?)</li> <li>• Review records of PCNs issued for non-permitted travel through the filters.</li> </ul>
Budget	£0.190m

<b>4. Green Man Passage</b> (between Alexandria Rd & Bayham Rd)	
Why?	Local Plan Policies SP2.2 B/F, SP3.1 C, SP3.3 C
Why here?	Issues raised by previous Live West Ealing engagement: <ul style="list-style-type: none"> <li>• Address personal security concerns for people walking/wheeling/cycling.</li> <li>• Improve visual appeal/wayfinding.</li> <li>• Improve general condition, incl any drainage issues.</li> <li>• Enhance biodiversity.</li> </ul>
What?	Initial ideas: <ul style="list-style-type: none"> <li>• Better lighting.</li> <li>• Better surfacing.</li> <li>• Planting/rain-gardens/play-on-the-way features.</li> <li>• Artwork to walls and fences.</li> <li>• Improved crossing point over Bayham Road/Hopley House access.</li> <li>• Possible other ideas arising from comments.</li> </ul>
Engagement Plan	
Who?	Currently in-hand in parallel with wider Live West Ealing engagement: <ul style="list-style-type: none"> <li>• People passing through.</li> <li>• Busy Bees nursery &amp; Serbian Orthodox Church – owners &amp; users/patrons.</li> <li>• Residents whose properties back on.</li> </ul>
How?	<ul style="list-style-type: none"> <li>• On-site engagement – stop-and-talk pop-ups – at various times to capture views of users passing through, accessing nursery/other properties.</li> <li>• Direct contact with fronters &amp; backers.</li> </ul>
Data Collection Plan	
<ul style="list-style-type: none"> <li>• Walking, wheeling and cycling counts (24 hours, weekday, Sat &amp; Sun)</li> <li>• Traffic flows into/out of Hopley House</li> <li>• Subjective views of people walking/wheeling/cycling through (1 to 5 scale?)</li> </ul>	
Budget	£0.150m

<b>5. Culmington Road</b>	
Why?	Local Plan Policies SP2.2 B/F, SP3.1 C, SP3.3 B/C/F/H
Why here?	<p>Issues raised by residents previously:</p> <ul style="list-style-type: none"> <li>• Concerns about danger, air quality, noise related to through traffic.</li> <li>• Improve crossing safety &amp; priority between Walpole and Lammas Parks at the Elers Road/Lammas Park Gardens junction.</li> </ul> <p>Also:</p> <ul style="list-style-type: none"> <li>• Opportunity to pilot increased street tree planting and rain-gardens at scale.</li> <li>• Generally, improve access to both parks.</li> </ul>
What?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Improved crossing facility between the parks at the Elers/LPG junction.</li> <li>• Narrowing the Churchfield Road junction to reduce traffic turning speeds, make it easier to cross &amp; create space for planting.</li> <li>• Trees/planting/rain-gardens/play-on-the-way/cycle hangers in kerbside space.</li> <li>• Possible other junction improvements (e.g. at Mattock La &amp; Beaconsfield Rd).</li> <li>• In-carriageway EV charging points.</li> <li>• Possible other ideas from residents.</li> </ul>
<b>Engagement Plan</b>	
Who?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Residents of Culmington Road (core area).</li> <li>• Residents of other streets that could be affected (buffer area).</li> <li>• People walking/wheeling/cycling at the Churchfield junction.</li> <li>• People walking/wheeling/cycling at the Elers/Lammas Park Gardens junction.</li> </ul>
How?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Detailed engagement for people living on Culmington (core area).</li> <li>• Information and invitation to comment by others (buffer area).</li> <li>• On-site pop-ups at the Churchfield and Elers/LPG junctions at different times/days.</li> <li>• Follow-up co-design workshop with Culmington residents.</li> <li>• Follow-up information on proposed measures.</li> </ul>
<b>Data Collection Plan</b>	
	<ul style="list-style-type: none"> <li>• Traffic counts and speeds on (different sections of) Culmington.</li> <li>• Origin-destination surveys to explore through traffic issues.</li> <li>• Parking occupancy surveys for the whole length of Culmington.</li> <li>• Full junction turning count (all modes) at Culmington/Churchfield.</li> <li>• Full junction turning count (all modes) at Culmington/Elers/LPG.</li> <li>• (Full junction turning count (all modes) at Beaconsfield &amp; Mattock?)</li> </ul>
Budget	£0.125m (Supplemented by £0.050m TfL funding, Total - £0.175m)

<b>6. Elthorne Park Road-Leighton Road</b>	
Why?	Local Plan Policies SP2.2 B/F, SP3.3 B/C
Why here?	<p>Issues raised by residents previously:</p> <ul style="list-style-type: none"> <li>• Residents' concerns about through-traffic-related danger/AQ/noise/stand-offs.</li> <li>• Opportunity to improve crossing to park at Boston Road end.</li> <li>• Opportunity to improve the public space at the Northfield Avenue end.</li> <li>• Opportunity to review the effectiveness of the current width restriction.</li> </ul>
What?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Boston Road junction: better connection with Elthorne Park; raised entry treatment; planted build-outs to 'bookend' parking.</li> <li>• Width restriction: trees/planting; replace two 'gates' with one.</li> <li>• Northfield Avenue 'triangle': close one arm &amp; extend the pocket park.</li> <li>• Possible EV chargers; cycle hangers; improved side street crossings.</li> <li>• Possible other ideas from residents.</li> </ul>
Engagement Plan	
Who?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Residents of EPR and Leighton (core area).</li> <li>• Residents of other streets that could be affected (buffer area).</li> <li>• People crossing to the park at the Boston Road junction.</li> <li>• People using/passing the existing space at Northfield Avenue.</li> </ul>
How?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Detailed engagement for people living on EPR/Leighton (core area).</li> <li>• Information and invitation to comment by others (buffer area).</li> <li>• On-site pop-ups at the three main locations.</li> <li>• Follow-up co-design workshop with EPR/Leighton residents.</li> <li>• Follow-up information on proposed measures.</li> </ul>
Data Collection Plan	
<ul style="list-style-type: none"> <li>• Traffic counts and speeds on EPR/Leighton (already undertaken).</li> <li>• Origin-destination surveys to explore through traffic issues.</li> <li>• Parking occupancy surveys for the whole length of EPR/Leighton.</li> <li>• Full junction turning count (all modes) at Boston Road junction.</li> <li>• Full junction turning count (all modes) at Northfield Avenue 'triangle'.</li> <li>• Full junction turning count (all modes) at Midhurst/Coldershaw junction.</li> <li>• (Consider long-term monitoring traffic counts at all junctions on Boston &amp; Northfield)</li> </ul>	
Budget	£0.300m



<b>7. East Acton Golf Links</b>	
Why?	Local Plan Policies SP 2.2 B/F, SP3.1 C, SP3.3 C/F/H
Why here?	<ul style="list-style-type: none"> <li>• Reports from residents about concerns related to through traffic.</li> <li>• Opportunities for enhancing local public spaces for residents to enjoy.</li> <li>• Opportunity to pilot neighbourhood-scale programmes to improve walkability.</li> <li>• Opportunity to pilot increased tree planting and rain-gardens at scale.</li> </ul>
What?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• Review of traffic management measures/signal timings at main A40 junction.</li> <li>• Street-long treatments to increase walking/wheeling priority across side street junctions.</li> <li>• Kerbside parklets/rain-gardens/play-on-the way.</li> <li>• Upgrade existing green spaces to increase usable/enjoyable space in neighbourhood.</li> <li>• In-carriageway EV charging points; cycle hangers for residents.</li> <li>• Possible other ideas from residents.</li> </ul>
<b>Engagement Plan</b>	
Who?	<p>Initial ideas:</p> <ul style="list-style-type: none"> <li>• All residents within the area.</li> <li>• John Perryn Primary School – management, staff, pupils and parents/carers.</li> <li>• Blossom Patch Nursery – management, staffs and parents/carers.</li> </ul>
How?	<ul style="list-style-type: none"> <li>• Start with informative postcards to all residents.</li> <li>• On-site pop-ups in different locations within the area and at different times. Drop-by; 'tell-us-your-issues-opportunities'.</li> <li>• (When focus areas have been identified) Community design workshops to turn suggestions into proposals.</li> <li>• Follow-up information on proposed measures.</li> </ul>
<b>Data Collection Plan</b>	
	<ul style="list-style-type: none"> <li>• Origin-destination surveys to further explore through traffic issues.</li> <li>• Traffic counts and speeds on selected other streets.</li> <li>• Parking occupancy surveys on selected streets.</li> <li>• Residents' subjective views from on-site pop-ups (1 to 5 scale)?</li> </ul>
Budget	£0.200m

## Appendix D: S106 Long Term Projects

### Background

This report notes the outline plans for the S106 funding approach subject to further approvals of S106 allocations over the summer. S106 money is secured from planning applications, of ten units and over to mitigate new development and the additional impact it will have on the area.

For descriptive reasons, the borough has been split in to 'Towns' and the towns which have the most developments are the 'Towns' which will receive the most S106 funding. For example, Acton, Ealing and Southall are where most developments are taking place and they have the largest S106 funding allocations.

Going forwards, the Community Infrastructure Levy (CIL), which the council aims to adopt by end of 2025, will be a payment made by developers where spending of CIL is not restricted to where the development is built. It can be spent in the wider area of the 'Town' and will be a fairer way of allocating funding based on needs.

Within the context of good growth, to improve streets and transport infrastructure to reduce dependency on cars to prioritise active, efficient and sustainable travel modes, S106 contributions will be used to deliver various projects with a focus on active travel, placemaking, urban greening, cycling infrastructure, micromobility, EV charging points and wayfinding.

The map below shows potential available S106 funding for each town:



Total S106 available amount (approx) - £14.3M

PROJECT NAME	OVERVIEW OF PROJECTS	S106 FUNDS AVAILABLE	KEY PROJECTS (indicative amounts) Totalling £4.220m
<b>Northolt</b>	<p>A range of schemes to support active and sustainable travel in Northolt. To include but not limited to:</p> <ul style="list-style-type: none"> <li>- Northolt Levelling Up Fund: active travel and bus priority improvements along A312 between Northolt station and White Hart Roundabout, as well as the Kensington Rd corridor.</li> <li>- Church Road corridor: creation of a central spine of active travel, including reductions in carriageway widths, introducing dedicated stopping points for buses, creating more space for walking and cycling and junction improvements (including at White Hart Roundabout).</li> <li>- Mandeville Road corridor: creation of a central spine of active travel, including reductions in carriageway widths, creating more space for walking and cycling and improving links with Northolt Centre and Northolt Trading Estate.</li> <li>- Ruislip Road active travel corridor</li> <li>- Improvements to the towpath adjacent to the Grand Union Canal Paddington Branch.</li> <li>- Creating the Northolt Green Ring with new / improved green corridors: Islip Manor Meadows, Rectory Park / Northala Fields, Belvue Park / Islip Manor Park, and Green Ring / Dog Rose Ramble.</li> </ul> <p>Non-Ealing scheme. TTLP submitted White Hart Roundabout to the Ealing Local Plan Call for Sites. TfL roundabout might be reconfigured to facilitate development at this site.</p> <p>Streetscape/FUN Projects - improvements to selected areas (e.g. Adrienne Avenue and Woodstock Avenue)</p>	£0.487m	<p>£0.247m for Northolt LUF</p> <p>£0.082m for cycling schemes</p>
<b>Southall</b>	<p>A range of schemes to support active and sustainable travel in Southall. To include but not limited to:</p> <ul style="list-style-type: none"> <li>- Get Southall Moving: a package of schemes to improve the active travel environment along key corridors through Southall. Interventions include provision of cycles lanes (and also making use of side roads where street width is not adequate to accommodate cycle infrastructure, e.g. King Street), junction improvements, pedestrian crossing improvements, wayfinding enhancements, footway widening, removal of traffic movements, street greening, carriageway narrowing, on-street parking removal, traffic lane reductions, bus-only routing and HGV restrictions.</li> <li>- New / improved green corridor: Beaconsfield Road / Grand Union Canal, Southall Park / Glade Lane, Canalside Park, Spikes Bridge Park / Brent Valley connection.</li> <li>- Better integration of the Havelock Estate including public realm improvements.</li> <li>- Better integration of the Featherstone estate</li> </ul>	£3.177m	<p>£2.103m for Get Southall Moving</p> <p>£0.157m for cycling schemes</p>

	<p>with its surroundings via new access points.</p> <ul style="list-style-type: none"> <li>- Potential to create new or improve existing bridges over the east and west canals to better link strategic sites with their surrounding neighbourhoods.</li> <li>- Improve poor E-W permeability between Glade Lane and Merrick Rd and beyond to The Green.</li> <li>- Liveable Neighbourhood Scheme in The Green, Southall - a Healthy Streets based project to improve congestion and the public realm.</li> <li>- Active travel and bus priority improvements along A312 corridor through Southall and Hayes.</li> <li>- Transform the predominantly vehicular and industrial servicing environments north and south of the railway lines in Southall with new high-quality and well-proportioned streets.</li> </ul> <p>Streetscape/FUN Projects - improvements to selected areas (e.g. Kelvin Gardens)</p>		
<b>Greenford</b>	<p>A range of schemes to support active and sustainable travel in Greenford. To include, but not limited to:</p> <ul style="list-style-type: none"> <li>- Public realm and streetscape improvements in Greenford town centre and at Oldfield Circus, to enhance connectivity and create a coherent townscape.</li> <li>- New green corridors: Marnham Fields / Runnymede Gardens, Oldfield Lane South / Oldfield Lane North, Birkbeck Avenue / Jeymer Drive, and the Grand Union Canal.</li> <li>- Improving major route Active Travel Corridors: Greenford Road, Ruislip Road, Whitton Road and Horsenden Lane North.</li> <li>- Improvements to Minor Route Active Travel Corridors: Rosedene Avenue / Ferrymead Gardens, Berkeley Avenue / Paradise Fields, and Ockham Drive.</li> </ul> <p>Streetscape/FUN Projects - improvements to areas to be selected</p>	£0.723m	<p>£0.425m for Greenford Station / Rockware Avenue</p> <p>£0.035m for cycling schemes</p>
<b>Perivale</b>	<p>A range of schemes to support active and sustainable travel in Perivale. To include, but not limited to:</p> <ul style="list-style-type: none"> <li>- Enhancement of two key active travel corridors following the paths of the Grand Union Canal Paddington Branch and the A40. Enhancements are likely to include improved lighting, better accessibility, routes segregated from vehicular traffic and additional wayfinding signs with the aim to improve connections to Greenford to the west and Brent to the east.</li> <li>- Horsenden Lane North corridor along main routes. Interventions can include junction improvements, public realm enhancements, road space reallocation, improved connections across infrastructure (e.g across the A40).</li> <li>- New active travel corridor along minor routes: Perivale Park (north), Pitshanger Park (north), Perivale Industrial Park, Bideford Avenue / Aintree Road / Fraser Road / Federal Road / Wadsworth Road.</li> <li>- New green corridor: Horsenden Hillm Pitshanger Park (south), Perivale Park (south).</li> </ul> <p>Streetscape/FUN Projects - improvements in areas to be selected</p>	£465k	£0.025m for cycling schemes

<p><b>Acton</b></p>	<p>A range of schemes to support active and sustainable travel in Acton. Creating better joined-up, safe, inviting, greened, signed cycle routes and integrated walking improvements across the area in particular N-S routes, to/ from town centres, schools and parks. To include, but not limited to:</p> <ul style="list-style-type: none"> <li>- Green connections to/from South Acton Park, Acton Green Common, Springfield Gardens, to connect parks and accessible green spaces within Acton's boundary and beyond to Gunnersbury Park and Wormwood Scrubs.</li> <li>- Improvements to cycle routes westwards to Ealing Common and North Ealing; Routes east to Shepherd's Bush; Routes eastwards through Wormwood Scrubs to Ladbrooke Grove; and Routes southwards to Gunnersbury Park and Chiswick Park</li> <li>- Improvements at The Vale/ Uxbridge Rd/ High Street, The Mount/ Market Place/ Horn Lane south end, Old Oak Common Lane at East Acton</li> <li>- Improvements at Styne Rd roundabout at Acton town centre, Old Oak Lane at East Acton town centre, A40 Gypsy corner, A40 Wales Farm Rd, A40 Perryn Rd bridge</li> <li>- Improvements to North Acton gyratory to provide a better environment for walking and cycling, improve connectivity to Acton Mainline station, and deliver public realm improvements</li> </ul> <p>Streetscape/FUN Projects - improvements to selected areas (e.g. Brassie Avenue / St Andrews Road / Long Drive)</p>	<p>£6.781m</p>	<p>£0.420m North Acton Public Realm</p> <p>£0.194m for cycling schemes</p>
<p><b>Ealing</b></p>	<p>A range of schemes to support active and sustainable travel in Ealing. To include, but not limited to:</p> <ul style="list-style-type: none"> <li>- Building on the West Ealing Liveable Neighbourhood project with further improvements.</li> <li>- Uxbridge Road corridor: interventions may include reclaiming space from general traffic, creating segregated cycle lanes, removing on-street parking and improving bus stops and movement. Potential for introducing a red route (TLRN) on Uxbridge Road.</li> <li>- Junction and crossing improvements.</li> <li>- Integrating Ealing's local Neighbourhoods – e.g. Eaton Walk, Mount Ave, Churchfield Road, Culmington Road and Lammas Park Gardens - through small interventions such as better crossings, improved footpaths, planting, and signage that supports more intuitive wayfinding.</li> <li>- Increased urban greening alongside busy roads, such as the A40, North Circular, Uxbridge Road, New Broadway/ The Mall and Argyle Road.</li> <li>- Alternative quiet cycleways – Gordon Road, Madeley Road, Castlebar Road, Kent Gardens, Mountfield Road, Mattock Lane, The Grove, Windsor Road and St Mary's Road.</li> <li>- Improvements at Pitshanger Lane, South Ealing, Northfields, Drayton Green Road, Argyle Road and Castlebar Road.</li> </ul>	<p>£2.341m</p>	<p>£0.280m WELN</p> <p>£0.172m for cycling schemes</p>

	Streetscape/FUN Projects - improvements to selected areas (e.g. Culmington Road, Occupation Lane, Green Man Passage, Leighton Road and Elthorne Park Road)		
<b>Hanwell</b>	<p>A range of schemes to support active and sustainable travel in Hanwell. To include but not limited to:</p> <ul style="list-style-type: none"> <li>- Investment in north-south active travel routes and public realm improvements across rail lines along Greenford Avenue and Boston Road to deliver a safer, more attractive network of routes.</li> <li>- Local streetscape improvements to enhance connectivity between this active travel corridor and the residential estates of Copley Close, Cuckoo and High Lane.</li> <li>- Improvements to the canal towpath, including widening and potential additional crossings to make the towpath more attractive for pedestrians and cyclists to reach Southall, Hounslow and Kew.</li> <li>- Develop a continuous north-south pedestrian and cyclist travel corridor from Trumpers Way Industrial Estate in south Hanwell to Greenford and Perivale, via the publicly accessible spaces of the Brent Valley Park.</li> </ul> <p>Streetscape/FUN Projects - improvements in areas to be selected</p>	£0.338m	£0.080m for cycling schemes



Report for Action  
**CABINET REPORT**

<b>Contains Confidential or Exempt Information</b>	N
<b>Title</b>	Male Violence Against Women and Girls Action Plan
<b>Responsible Officer(s)</b>	Nicky Fiedler, Strategic Director of Housing & Environment
<b>Author(s)</b>	Paul Murphy, Head of Community Safety
<b>Portfolio(s)</b>	Cabinet Member for Tackling Inequality
<b>For Consideration By</b>	Senior Cabinet
<b>Date to be Considered</b>	17 <sup>th</sup> April 2024
<b>Implementation Date if Not Called In</b>	23 <sup>rd</sup> April 2024
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	

**Details of decision:** The purpose of this report is to approve the council's Action Plan setting out its response to male violence against women and girls (MVAWG).

## Recommendations for DECISION

1. That Cabinet approves the implementation of the council's Male Violence Against Women and Girls (MVAWG) Action Plan 2024-2027.

## Recommendations for NOTING

2. That Cabinet notes the priority areas highlighted within the council's MVAWG Action Plan (2024-2027) agreed in February 2023 in the context of the council's VAWG Strategy and the data analysis of national and local crime data and qualitative feedback received through the council's *Safer Ealing For Women* listening exercises on which this was developed.

## 1. Reason for Decision and Options Considered

- 1.1 Ealing Council and the Safer Ealing Partnership are committed to making the borough a safer place to live, work and visit for everybody. A key pillar of this

commitment is recognising and responding effectively to violence against women and girls.

- 1.2 The UN defines Violence Against Women and Girls as '*Any act of gender-based violence that is directed at a woman because she is a woman; or Acts of violence that are suffered disproportionately by women. This includes physical, sexual, and psychological/emotional violence, economic abuse, and sexual exploitation.*' Violence against women and girls can take place at home, at work, or in public places.
- 1.3 Male violence against women and girls is a health and human rights issue, cutting across all areas of work in the council's MVAWG Strategy and has links with a number local strategies, including our approach to health and wellbeing, education, Prevent and community safety. The council's MVAWG Strategy is informed by the government's *Tackling Violence Against Women and Girls Strategy* and by the *Mayor of London's Violence against Women and Girls (VAWG) strategy*, the work of the Mayor's Office for Policing and Crime (MOPAC) and the *Domestic Abuse Act (2021)*.
- 1.4 This action plan sets out a strong commitment to tackling MVAWG issues, setting out an ambitious approach to making the borough a safer place for women and girls. The action plan commits to 'tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough.' The action plan also sets out that Ealing is 'committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and highlights our commitment to invest more than £1m in making public spaces safer and well lit'.
- 1.5 The council's Male Violence Against Women and Girls Strategy was refreshed in 2023. The refreshed strategy reflected the developed knowledge by professionals working with victims and survivors as well as with perpetrators. It also incorporated developments in the insight and understanding of the issues among the broader public and our residents and was underpinned by the feedback from over 2,800 women and girls who took part in the council's listening exercise, *A Safer Ealing For Women (SEfW)* in 2022.
- 1.6 The strategy incorporated misogyny and behaviours and offences that were not explicitly identified in the council's previous strategy, such as stalking and the challenge posed by perpetrators and repeat perpetrators. There was also a much sharper focus on women and girls' safety in public spaces in light of concerns prompted by the high-profile tragic murders of women in public places, including Sarah Everard, Sabina Nessa, Bibaa Henry and Nicole Smallman and others that received deserved national attention and generated widespread public reflection and debate.
- 1.7 The refreshed strategy sets our four key priorities in response to these challenges:
  - Prevention



- Support for victims/survivors
- Developing a community co-ordinated response
- Holding perpetrators to account

1.8 The council formerly recognise within the label applied to the Strategy that it is targeting those gender-based offences where the perpetrators are overwhelmingly male. Like a number of other local authorities, community safety partnerships and constabularies, the council has adopted the term MVAWG. Using this term does not mean the partnership do not recognise those instances of violence perpetrated on women by other women. Indeed, the partnership, the Council Plan and the strategy itself recognises there are complex behaviours within the context of interfamilial and honour-based violence, as well as FGM and abuse within same-sex relationships, where women perpetrate violence on other women or the lower number of cases where women perpetrate domestic abuse towards male partners. However, we know from the evidence reviewed, from careful data analysis and from feedback from a wide range of professional and voluntary sector partners that the majority of violence against women and girls are perpetrated by men and that the complexities of interfamilial violence stem from patriarchal hierarchies that re-enforce systems of abuse or control by men towards women and girls.

1.9 In London the messaging from City Hall and from MOPAC refers to ‘male violence’ when discussing issues of violence against women and girls. The recent well-received media communications and awareness campaigns by MOPAC, including the *‘Have a word with yourself, then with your mates’* awareness campaign targeting men, remind us that violence ‘starts with words’ and that words matter.

1.10 The action plan has been developed by the council’s VAWG strategic group under the oversight of the Safer Ealing Partnership, and key contributors include:

- Metropolitan Police Service (West Area BCU)
- Children and Families Services
- Adult Social Care
- Public Health
- Community Safety
- Licensing and Regulatory Services

1.11 A range of voluntary and third sector groups have also contributed to the plan, which is focused around tangible delivery of the four priority areas of the council’s MVAWG Strategy.

1.12 Within the four sections of the action plan, actions and the anticipated outcomes are listed, alongside the lead agencies and boards who have governance oversight for those actions.

1.13 A lot of the actions outlined have been developed from examples of existing good practice and based on feedback from partners and from women and girls across the borough as part of the *Safer Ealing for Women* listening exercise

and the follow-on public consultation on the developed action plan. In many cases the actions described are already being delivered and the action plan primarily provides a framework for scrutiny and oversight. There are additionally actions focussing on new or developing practice, such as the use of licencing conditions in the prevention of MVAWG and the development of perpetrator programmes targeting perpetrators under the age of 18.

- 1.14 Tracking of the plan will be undertaken by the council's VAWG Strategic Group, with a quarterly progress report fed into the Safer Ealing Partnership and an annual report on delivery of the action plan being submitted to the council's Overview and Scrutiny Committee as part of the scrutiny on the work of the Safer Ealing Partnership.

## 2. Key Implications

- 1.1. The action plan will direct the Safer Ealing Partnership's work on responding to and tackling MVAWG in 2024-27. This period will bring a number of challenges in addressing cultural and institutional issues related to MVAWG within lead agencies.
- 1.2. That cultural context includes the significant challenges the Metropolitan Police Service (MPS) are facing in relation to public trust and confidence and, in particular, the trust and confidence women and girls in London have in the Police, where a number of high profile, deeply troubling cases involving serving MPS officers have significantly damaged trust and confidence.
- 1.3. In this context the strong partnership focus of the plan is important as a means to enable partners to act as critical friends and to constructively challenge each other. Through this approach, combined with the *A New Met for London* plan and the wider support of agencies, the council can play its part in supporting the MPS to deliver their stated objective of creating a new culture within their organisation where MVAWG is not tolerated and where it does occur, incidents are promptly reported and actioned swiftly as a means to restoring the trust of women and the wider public.
- 1.4. The action plan sets out goals for supporting our communities to regain and rebuild their trust in the Police and in developing stronger and more resilient communities, where we are clear that MVAWG behaviours are not welcome and will be challenged where they occur. Clear commitments from the MPS locally are set out within the action plan, including increased preventative work with schools around child sexual exploitation, increasing the use of Domestic Violence Prevention Orders and female-officer led walk and talk events in public spaces across the borough.

## **2. Financial**

- 1.1. There are no financial implications to the report. The action plan will be implemented within existing community safety budgets.

## **2. Legal**

- 2.1. There are no legal implications to this report.
- 2.2. In terms of the broader legal framework, the council's MVAWG Action Plan forms a key part of the Safer Ealing Partnership's commitment to tackling MVAWG in line with the council's MVAWG strategy, itself informed by the government's *Tackling Violence Against Women and Girls Strategy* and by the *Mayor of London's Violence against Women and Girls (VAWG) strategy*, the work of the Mayor's Office for Policing and Crime (MOPAC) and the *Domestic Abuse Act (2021)*. Additionally, under the *Police Crime Sentencing and Courts Act (2022)* tackling sexual violence is a key pillar of the council's *Serious Violence Duty*.
- 2.3. Additionally, under section 17 of the Crime and Disorder Act 1998 the council must exercise its functions with due regard to the likely effect on and the need to do all that it reasonably can to prevent crime and disorder in its area. The action plan set out in this report for ending MVAWG contributes to the council complying with its duties under these provisions.
- 2.4. The council has a range of broader statutory responsibilities that set out an expectation that it develops and strengthens its response to MVAWG. These include:
  - *The Children Act (1989)*
  - *Female Genital Mutilation Act (2003)*
  - *The Children Act (2004)*
  - *The Care Act (2014)*
  - *Forced Marriage Act (2014)*
  - *Serious Crime Act (2015)*

## **3. Value For Money**

- 3.1. There are no specific Value For Money implications contained in this report, and the MVAWG Action Plan and its delivery do not impact on this area. The existing process for monitoring the effectiveness of commissioned services remains.

## **4. Sustainability Impact Appraisal**

- 4.1. The MVAWG Action Plan does not have any tangible impact on environment or sustainability issues.

## **5. Risk Management**

5.1. The risk of actions not being delivered to the standard of the commitments outlined within the plan will be managed through monitoring of delivery of the plan by the MVAWG Strategic Group and ultimately the Safer Ealing Partnership, with an annual report on the delivery of the plan forming part of the scrutiny of the work of the Safer Ealing Partnership, reviewed by the council's Overview and Scrutiny Committee.

## **6. Community Safety**

1.1. The MVAWG Action Plan forms a key part of the council's community safety strategy. The strategy sets out clear priorities to preventing MVAWG, improving support, building resilience within communities and robustly targeting and tackling perpetrators.

## **2. Links to the 3 Key Priorities for the Borough**

2.1. The MVAWG Action Plan forms an important part of the council's delivery on its commitment to fighting inequality and crime.

## **3. Equalities, Human Rights and Community Cohesion**

3.1. The listening exercises and consultation, around which the Action Plan has been built, were delivered with regard to the requirements of the Equality Act (2010), and in particular s.149 of the Public Sector Equality Duty ("PSED"). All actions delivered under the strategy and associated Action Plans will be implemented having regard to this duty.

3.2. The proposals set out in this report will have a positive impact on Equalities and will demonstrate in tangible actions the council's commitment to protecting women and girls, tackling gender-based violence and calling out misogyny in all its forms.

3.3. Cabinet are not being asked to make any decision that adversely impacts any protected group or characteristic. The contents of this report do not relate to any action that will engage rights protected under the European Convention on Human Rights. MVAWG is a health and human rights issue, which cuts across all areas of work of the council, particularly in relation to our approaches to health and wellbeing, and crime prevention, and to mechanisms to provide support to all victims of crime.

## **4. Staffing/Workforce and Accommodation implications**

4.1. There are no implications for staffing, workforce or accommodation within the action plan beyond the commitment to retain existing services and to explore options to grow the borough's offer and the broader community support network.

## **5. Property and Assets**

5.1. There are no property implications.

## 6. Any other implications

6.1. There are no other implications that have not already been set out within the rest of this report.

## 7. Consultation

7.1. The Action Plan was informed by a wide range of partners via the Safer Ealing Partnership, Prevent Partnership, MVAWG Operational Group and MVAWG Strategic Group, as well as by the views of over 2,800 Ealing women and girls who took part in the Council's *Safer Ealing for Women* conversation during 2022-23. A further consultation on the developed Action Plan was undertaken in December 2023 – January 2024, which took into account the views of over 700 women and girls from the borough. The outcome of these conversations are outlined both within the Council's MVAWG Strategy and the 'You Said, We Did' summary produced as part of the follow-up conversation and consultation. The *Safer Ealing for Women* conversation continues and will be used to inform and measure the impact of the MVAWG Action Plan.

## 8. Timetable for Implementation

8.1. If Cabinet are minded to approve the MVAWG Action Plan, the council will adopt the plan with effect from the expiration of the call-in period and delivery will progress immediately.

## 9. Appendices

- Appendix 1: Ealing Council's MVAWG Action Plan 2024-2027.
- Appendix 2: Ealing Council's MVAWG Strategy, 2023-2027.
- Appendix 3: Ealing Council's MVAWG Action Plan delivery summary (Autumn 2023).

## 10. Background Information

10.1. All of the background information referred to within this report is included in Appendices 1 and 2.

### Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				

Justin Morley	Head of Legal Services			
Russel Dyer	Head of Accountancy			
Emily Hill	Strategic Director, Resources			
Nicky Fiedler	Strategic Director, Housing & Environment			
Cllr Jasbir Anand	Cabinet Member for Tackling Inequality and Crime			
<b>Jess Murray</b>	Assistant Director, Community Protection			
<b>External</b>				
	MVAWG Strategic Group			

### **Report History**

<b>Decision type:</b>	<b>Urgency item?</b>
Non-key decision	N
Report no.:	Report author and contact for queries:
	Paul Murphy

# MALE VIOLENCE AGAINST WOMEN AND GIRLS (MVAWG)

## ACTION PLAN (2024 – 2027)



PRIORITY	ACTION	OUTCOME	LEAD/ GOVERNANCE
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 103</p> <p><b>PREVENTION OF MVAWG</b></p>	<p>Maintain a dynamic Ealing VAWG website which contains up to date and relevant information on all VAWG services in Ealing including those for young people and men &amp; boys. Ensuring that there are links to other relevant websites, directories, and 24-hour National Helplines.</p>	<p>Improved pathways to support (especially reaching marginalised groups).</p> <p>Increased support for children and young people that have been impacted by domestic abuse/ violence.</p> <p>Victims are better supported.</p>	<p>LBE Safer Communities Team</p>
	<p>Develop an annual events and campaigns calendar to raise awareness of VAWG for example celebrating International Women’s Day as well as local/national and international action days. Ensuring that VAWG related issues are also incorporated in other Ealing events.</p>	<p>Increase community engagement.</p> <p>Increased knowledge and understanding of VAWG and its impact.</p> <p>Improved access and use of community resources and support.</p>	<p>All</p>
	<p>Develop/ensure that all Ealing Secondary schools including private schools and out of school provision have a programme that addresses VAWG related issues including misogyny, healthy relationships, consent, online abuse etc.</p>	<p>Improved pathways to support (especially reaching marginalised groups).</p> <p>Increased support for children and young people that have been impacted by domestic abuse/ violence.</p> <p>Victims are better supported.</p>	<p>LBE Childrens Services</p>
	<p>Roll out peer mentoring programmes that can address VAWG related issues (i.e. Mentors in Violence Prevention) to all Ealing secondary schools including private schools.</p>	<p>Improved feelings of safety in school.</p> <p>Improved knowledge and understanding of DA and its impact.</p> <p>Improved mental wellbeing.</p> <p>Improved self-esteem/self-confidence.</p>	<p>LBE Childrens Services</p>
	<p>Provide a networking space for DSLs and PSHE leads to meet, share resources and support one another so personal development curriculum content and delivery enables pupils to learn how to safeguard.</p>	<p>Improved practitioners’ response to safeguarding risks.</p>	<p>LBE Childrens Services</p>
	<p>Police will work with schools to highlight the law and their responsibilities in relation to sexual assaults as well as sessions in schools on consent, staying safe, CSE and harmful sexual behaviours.</p>	<p>Improved understanding, confidence, and transparency in school about harmful sexual behaviour and appropriate action taken on incidents.</p> <p>Improved knowledge and understanding of VAWG and its impact.</p>	<p>MPS</p>
	<p>Establish a young person’s advisory group from across Ealing to inform campaigns, events, and communication planning for young people in relation to VAWG. Utilising a co-production approach where appropriate.</p>	<p>Increased engagement in decision-making.</p> <p>Improved ability to successfully maintain engagement with young people.</p>	<p>SEP</p>
	<p>Work with colleges and universities in Ealing to ensure that information relating to VAWG is available with locally specific advice and engagement.</p>	<p>Improved knowledge and understanding of VAWG, its impact and pathways to support.</p> <p>Increase in number of individuals/ organisations engaged in local responses to violence.</p>	<p>SEP</p>

PREVENTION OF VAWG	Ealing's new Licensing Policy (due mid 2025) will encourage venues to make a commitment to signing the Mayor's Women's Night Safety Charter when making a new or variation application.	Improved community buy-in for local approach to violence reduction. Improved access and use of community resources and support.	LBE Licensing Team
	Ealing will seek to develop licensing conditions that reinforce the need for venues to protect women's welfare and actively stop MVAWG behaviours and offending. This will include actions on spiking, training for staff around identifying and taking action on inappropriate sexualised behaviours and offending and regular reviews of risk assessments on women's safety to be undertaken	Increased feelings of safety in neighbourhood.	LBE Licensing Team/ Responsible licensing authorities
	Where a venue has a history of MVAWG related concerns, Ealing's licensing team will work with the police to review licenses to allow committee members to consider the applications of these conditions to protect women.	Increased feelings of safety in neighbourhood.	LBE Licensing Team/ Responsible licensing authorities
	Carry out annual mystery shopping exercise to ensure licensees are trained and compliant.	Increased feelings of safety in neighbourhood.	Responsible licensing authorities
	Integrated Care Board (ICB) to apply for White Ribbon Accreditation (pledge 1 & 2) which would lead to the appointment of male ambassadors from senior leadership team and a range of departments.	Improved organisational culture and attitudes towards women. Creating a 'listening up' culture within organisation.	Integrated Care Board (ICB)
	ICB to set up an Integrated Care System (ICS) wide quarterly VAWG Steering Group to link in with the pan-London <i>Crossing Pathways</i> network and NHSE forums.	Improved information sharing between agencies. Improved systems-level thinking.	ICB
	VAWG to be included in relevant ICB policies (pledge 4 & 6.) For example, ensuring the ICB <i>Working from Home Guidance</i> includes the risk of violence in the home and how managers can enquire about safety and support staff when needed.	Victims are better supported. Improved knowledge and understanding of domestic abuse and its impact.	ICB
	Use data and local intelligence to identify spaces/locations with a prevalence or risk of VAWG and take a partnership approach to 'designing out' risk at the location and improving safety. These referrals will be prioritised at the multi-agency Spaces Panel.	Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities. Increased feelings of safety in the neighbourhood.	SEP
	All CCTV operators to receive <i>Project Vigilant</i> training to help them identify those demonstrating predatory behaviours and support an evidence based, partnership approach to enforcement.	Improved knowledge and understanding of VAWG and its impact. Improved information sharing between agencies.	LBE Childrens Services / MPS
	An information and data report from the Daily Safeguarding MARAC will be produced quarterly and shared with partners including the Ealing Safeguarding Partnership, Adult Safeguarding Board and VAWG Strategic Partnership.	Improved information sharing between agencies. Improved practitioners' response to safeguarding risks.	Childrens Services/Daily Safeguarding MARAC
SUPPORT FOR WOMEN AND GIRLS	Develop a borough wide VAWG training programme accessible for all organisations including businesses and community groups to ensure that victim/survivors receive an appropriate response if they disclose. Incorporate current training programmes into any overall programme for the borough.	Improved practitioners' response to safeguarding risks. Increase community empowerment. Improved community buy-in for local approach to violence reduction. Improved access and use of community resources and support.	VAWG Strategic Partnership



<p>Identify and create third party reporting sites across the borough to allow victims to report confidentially and signpost to support. Working with sites to ensure staff are trained to help. Potential sites include housing hubs, children’s centres, day centres, businesses, faith institutions etc.</p>	<p>Improved pathways to support. Victims are better supported. Improved community buy-in for local approach to violence reduction. Improved access and use of community resources and support.</p>	<p>VAWG Strategic Partnership</p>
<p>Work in partnership with VAWG leads in Hounslow and Hillingdon to explore funding and commissioning opportunities to develop services to support victims/survivors which would be best delivered on a cross borough basis.</p>	<p>Improved pathways to support. Victims are better supported. Improved information sharing between agencies.</p>	<p>VAWG Strategic Partnership</p>
<p>Undertake a local needs assessment to form the baseline for future service development which will be refreshed annually.</p>	<p>Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities.</p>	<p>VAWG Strategic Partnership</p>
<p>Ensure processes are in place to collect data on Child and Adolescent to Parent Violence and Abuse (as a specific form of domestic abuse), in order to gain a better understanding of prevalence.</p>	<p>Increased understanding of violence within the family. Improved understanding of quality, support design and delivery of family support.</p>	<p>LBE Children’s Services</p>
<p>Increase access to long term support for victims/survivors and their children of domestic abuse including therapeutic support, access to education and training.</p>	<p>Victims are better supported. Improved trauma informed practice. Improved mental wellbeing. Improved self-esteem/self-confidence. Reduction in NEET rates.</p>	<p>VAWG Strategic Partnership</p>
<p>Building on the Safer Ealing for Women Project, conduct an annual survey on women &amp; girls’ safety in the public realm. Exploring the creation of a working group from regular respondents to surveys.</p>	<p>Increased knowledge and understanding of VAWG and its impact. Increased engagement in decision making.</p>	<p>VAWG Strategic Partnership</p>
<p>Police to increase confidence in reporting and safety of women in public spaces by:</p> <ul style="list-style-type: none"> <li>• increasing patrols in hotspot area’s</li> <li>• delivering regular <i>walk and talk</i> sessions.</li> <li>• increasing school patrols when a sexual offence has taken place near a school.</li> <li>• working with licencing to encourage venues to employ <i>Ask for Angela</i>.</li> </ul>	<p>Increased feelings of safety in neighbourhood.</p>	<p>MPS</p>
<p>Work with Highways and Planning departments to continually improve street lighting and ensure women’s safety is considered in planning applications seeking to change built environment and public spaces.</p>	<p>Increased feelings of safety in neighbourhood. Improved information sharing between agencies. Improved systems-level thinking.</p>	<p>SEP</p>
<p>Increase access to specialist IDVA support by increasing capacity of current Ealing domestic abuse services. Ensuring that underrepresented groups e.g. LGBT+ can have their specific needs met.</p>	<p>Victims are better supported. Improved pathways to support (especially reaching marginalised groups.) Improved accessibility and reach of services (particularly for minorities or often marginalised groups).</p>	<p>SEP</p>

SUPPORT FOR WOMEN AND GIRLS	Increase access to support for Ealing victim/survivors of rape and sexual offenses by employing locally based Independent Sexual Violence Advisors.	Victims are better supported. Improved pathways to support (especially reaching marginalised groups). Improved accessibility and reach of services (particularly for minorities or often marginalised groups).	SEP
	Police to increase the use of Domestic Violence Protection orders (DVPO), Sexual Risk Orders and Stalking Protection orders.	Reducing the threat perpetrators pose and the harm they cause. Victims are better supported.	MPS
DEVELOPING A COMMUNITY COORDINATED RESPONSE	Develop tailored communications and awareness raising that speak to all communities ensuring that any materials are visible in relevant spaces.	Improved community buy-in for local approach to violence reduction. Increased knowledge and understanding of VAWG, its impact and pathways to support.	SEP
	Expand the criteria for the Women's Wellness Zone (WWZ) to include women who are rough sleeping by developing the partnership with the women's rough sleeping lead.	Improved pathways to support (especially reaching marginalised groups). Improved accessibility and reach of services (particularly for minorities or often marginalised groups).	Change Grow Live (CGL)/WWZ
	Increase outreach work by the Women's Wellness Zone (WWZ) targeting street sex workers.	Reducing the number of women sex working. Improved pathways to support (especially reaching marginalised groups). Improved accessibility and reach of services (particularly for minorities or often marginalised groups).	WWZ
	Women's Wellness Zone (WWZ) drug/alcohol worker to access women in Bronzefield Prison who meet the criteria for the service.	Improved pathways to support (especially reaching marginalised groups). Improved accessibility and reach of services (particularly for minorities or often marginalised groups).	WWZ
	Develop a partnership with Advance (specialist domestic abuse service) to place a IDVA within Women's Wellness Zone (WWZ).	Improved pathways to support (especially reaching marginalised groups). Victims are better supported.	Advance/WWZ
	Explore the merging of the daily MASH and Daily Safeguarding MARAC in partnership with Adult Social Care.	Improved information sharing between agencies. Improved practitioners' response to safeguarding risks. Improved accessibility and reach of services.	LBE Childrens Services/Adult Social Care
	Safeguarding Reviews and Quality Assurance (SRQA) will work with Ealing Children's Integrated Response Service (ECIRS) to assist with threshold application and decision making for children in need of support or protection owing to domestic abuse.	Increased feelings of safety for the child or young person within the family home/ context of family. Improved understanding of quality, support design and delivery of family support. Improved systems-level thinking.	LBE Childrens Services (ECIRS/ Missing & Extrafamilial Harm/ SRQA)
	SRQA will undertake quarterly audit activity to identify themes arising from children subject to Child Protection plans because of their exposure to domestic abuse and violence.	Increased ability for professionals to identify and support CYP who have witnessed or experienced domestic abuse. Improved understanding of quality, support design and delivery of family support. Improved systems-level thinking.	LBE Childrens Services (SRQA)

Development of a community toolkit produced in collaboration with LBE and EHCVS to support the understanding of reporting mechanisms and responsibilities when working with vulnerable communities.	Improved capacity within community-led networks. Victims are better supported. Increased awareness of referral pathways.	EHCVS / LBE
Support the development of a network of peer support initiatives and confirmed safe community groups.	Improved capacity within community-led networks. Victims are better supported. Improved access and use of community resources and support.	EHCVS
Sensitise and facilitate communities to design and conduct their own research on VAWG and develop local campaigns reaching out to hard-to-reach population.	Improved capacity within community-led networks. Improved cultural competency / understanding of different cultures. Improved knowledge and understanding of VAWG and its impact.	EHCVS/LBE
Develop consortia funding proposals to mobilise resources targeting solutions against identified causes of VAWG.	Increased external funding is obtained to address MVAWG. Improved engagement, leadership and co-production of communities towards eradicating MVAWG.	EHCVS/LBE
Link in with the council's Community Engagement Team to support engagement with communities and delivery of the strategy.	Improved community engagement. Improved community buy-in for local approach to violence reduction.	LBE Safer Communities Team
Establish a network of VAWG champions representative of Ealing's diverse communities to support delivery of the strategy.	Increase community empowerment. Increased engagement in decision-making. Improved community buy-in for local approach to violence reduction.	SEP
Support schools and VCS groups to develop local campaigns to celebrate women/girls, raise awareness of VAWG and the support available locally.	Improved capacity within community-led networks. Increased community connectedness. Improved knowledge and understanding of domestic abuse and its impact.	VAWG Strategic Partnership
Explore and develop links with the Prevent team to utilise community connections, develop messaging that combines both anti-radicalisation and VAWG agendas and expands training to recognise shared risk factors.	Improved systems level thinking. Improved community buy-in for local approach to violence reduction.	SEP
Explore the development of a local risk assessment for victims/survivors that reflects that power and coercive control is a form of domestic abuse.	Improved practitioners' response to safeguarding risks. Victims are better supported. Improved knowledge and understanding of domestic abuse and its impact.	SEP

**HOLDING  
PERPETRATORS  
TO ACCOUNT**

Ensure clear policies are in place so that council tenants who perpetrate domestic abuse in their council properties have enforcement action taken utilising the tenancy agreement conditions.	Improved practitioners' response to safeguarding risks.	LBE Housing & Environment
Work in partnership with VAWG leads in Hounslow and Hillingdon to explore funding and commissioning opportunities to develop services that address perpetrators.	Improved systems level thinking. Improved pathways to support.	SEP
Support implementation of the Drive Programme in Ealing. An intervention working with those causing harm in their relationships to prevent abusive behaviour and protect victim-survivors.	Reducing the threat perpetrators pose and the harm they cause. Victims are better supported.	SEP
Children's Social Care to ensure policies are in place regarding working with and assessing perpetrators of domestic abuse and other forms of VAWG when safeguarding children and the non-abusive parent. These should be developed in consultation with national and/or existing local services who are specialists in working with perpetrators of VAWG.	Improved practitioners' response to safeguarding risks. Awareness of abusive/ neglectful parenting.	LBE Childrens Services
Expanding on current provision to develop a perpetrator programme for young people under the age of 18.	Reduced risk of harm to self and others.	SEP
Domestic Abuse MARAC and Ealing Community MARAC to work together in cases where domestic abuse criminal proceedings/actions cannot be progressed but there is evidence of anti-social behaviour affecting the community. Ealing Community MARAC to explore what other enforcement/actions could be implemented which safeguard the victim/survivor.	Improved information sharing between agencies. Improved practitioners' response to safeguarding risks. Improved systems-level thinking. Increased feelings of safety in neighbourhood.	SEP
Raise awareness of the Domestic Violence Disclosure Scheme (DVDS) or Clare's Law.	A consistent process for disclosing information to protect those at risk from harm. Increased understanding of DVDS authorisations.	MPS
Police will seek to prosecute all perpetrators of violence against women and girls and those that seek to exploit them.	Reducing the threat perpetrators pose and the harm they cause.	MPS

# EALING'S STRATEGY TO TACKLE MALE VIOLENCE AGAINST WOMEN AND GIRLS (MVAWG) 2023 - 2027



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# FOREWORD

**We want to make an Ealing for everyone – a borough that actively fights the climate crisis, creates good jobs and tackles inequalities, creating a safe home for all our communities. The sad truth, however, is that far too many women and girls now feel unsafe going about their daily lives given the epidemic of misogyny and Violence Against Women and Girls (VAWG) we have seen across London and the country in recent years.**

In the UK, a violent man kills a woman every three days, while almost a quarter of women report having been a victim of sexual assault. Research by UN Women UK has also found that 71 % of women in the UK have experienced some form of sexual harassment in public space, with this number rising sharply to 86 % among women aged 18–24<sup>1</sup>. This is simply unacceptable, and it is men who have a responsibility to step up and do more to tackle this scourge. Of course, not all men are violent towards women. But when more than three-quarters of British women say men don't pull their weight in helping to keep women and girls safe, it is clear that more must be done to educate and inform men about the danger of misogynistic attitudes and behaviours.

The appalling murders of Bibaa Henry, Nicole Smallman, Sarah Everard, Maria Rawlings and Sabina Nessa by men in public spaces have sparked a national outpouring of grief and anger – grief for the women whose lives were so cruelly taken, and anger that violence remains a constant threat for women and girls.

Regrettably, this problem has only got worse.

Domestic abuse rates peaked during the first and third lockdowns of the pandemic. And public confidence and trust in the Metropolitan Police is at an all-time low with over a thousand officers' claims of sexual and domestic abuse involving 800 officers<sup>2</sup>, and an embedded culture of violent misogyny - with 76 % of women and girls saying they have no faith in the system<sup>3</sup>.

This is simply not good enough. It must be changed. It must be tackled.

Everywhere and every day, we know that women and girls are actively modifying their behaviour across every aspect of their lives because of the threat of violence – from what they wear, to what they say, to where they go and when. This happens at home, at work, online or out in public spaces.

We have to be clear – these problems are caused by the unacceptable attitudes and behaviours of too many men. This is not just an issue with the minority of men who are violent, but also with men who are sexist; who continue to behave inappropriately around women; who perpetuate toxic forms of masculinity; or who just stand by silently when women feel threatened, or are being threatened.

It is our duty not to simply respond to Violence Against Women and Girls – we must actively prevent and end it. We want women to be and feel safe, knowing that they can fully participate in life without experiencing or fearing harassment, abuse, or violence from men.

Building on our Safer Ealing for Women listening exercise, we are continuing in this strategy, with a new emphasis on tackling all forms that Violence Against Women and Girls can take, including digital crimes such as cyber-flashing, 'revenge porn' and 'up-skirting' and reporting misogynistic behaviour following the rise of online personalities such as Andrew Tate and Incel community platforms.

Our role as a council is that of a facilitator; putting our communities and their needs at the centre of all we do. Our refreshed Strategy builds on the brave voices who engaged with us last year in our listening exercise and sets out our collaborative approach to reduce and stop Violence Against Women and Girls in Ealing once and for all.

We know that change will not happen overnight, but we believe that together we can help to stop the men who wish to do women harm and drive forward a lasting change so that women and girls can finally live their lives free from fear, harassment, or abuse.



**Councillor Peter Mason  
Leader of Ealing Council**



**Councillor Aysha Raza  
Cabinet Member  
for Tackling Inequality**

<sup>1</sup> [APPG-UN-Women-Sexual-Harassment-Report\\_Updated.pdf \(unwomenuk.org\)](#)

<sup>2</sup> [Met chief says 800 officers investigated over sexual and domestic abuse claims - BBC News](#)

<sup>3</sup> [APPG-UN-Women-Sexual-Harassment-Report\\_Updated.pdf \(unwomenuk.org\)](#)

# INTRODUCTION

## Male violence against women and girls has severe and widespread consequences for individuals, families, and communities

We know from hearing the lived experiences of women and girls both locally and nationally that it has broad social, health, and economic impacts. No single agency can tackle MVAWG alone, and this strategy sets out the role we can all play in tackling MVAWG as part of a comprehensive and partnership focussed approach.

The Council Plan sets out our mission to tackling inequality and crime, a key strand of which is the Council's commitment to continue to take tough action to prevent violence against women and girls. We know that to improve women's safety we must challenge and change male attitudes and behaviours, rather than asking women to alter theirs. We must look at the root causes and encourage a culture of respect through awareness and education - especially of young men - to ultimately foster the long-term positive changes that will stop MVAWG.

Our approach is framed within a MVAWG strategy. This is because we know that the majority of these crimes are gender-based and relate to violence disproportionately suffered by women. As well as tackling MVAWG, we must also support and empower survivors to gain independence with a range of specialist services whose offer reflects the needs and diversity of Ealing as a borough. Ealing's zero tolerance approach to MVAWG includes rehabilitating perpetrators and making sure that they are held accountable for their actions.

This strategy forms part of Ealing's call to action for all organisations, large or small, to join us in tackling inequality, challenging misogyny, and making Ealing a fair and inclusive place where everyone is welcome.





## 1.1 Purpose

This strategy encompasses Ealing's response to HM Government's Tackling Violence Against Women and Girls Strategy and sets out what Ealing intends to do as a partnership in this critical area of work. It is informed by the Mayor of London's Violence against Women and Girls (VAWG) Strategy, the work of the Mayor's Office for Policing and Crime (MOPAC) and the Domestic Abuse Act (2021), and it builds on the work undertaken in Ealing's existing Violence Against Women and Girls Strategy. Insight in devising the strategy is enhanced by the results of the Safer Ealing for Women's listening exercise undertaken from December 2021 to February 2022.

The Council and its partners are committed to making Ealing a safer place to live, work and visit. Protecting and supporting vulnerable groups is a key priority in the Council's Corporate Plan, as is early identification and intervention to prevent problems escalating.

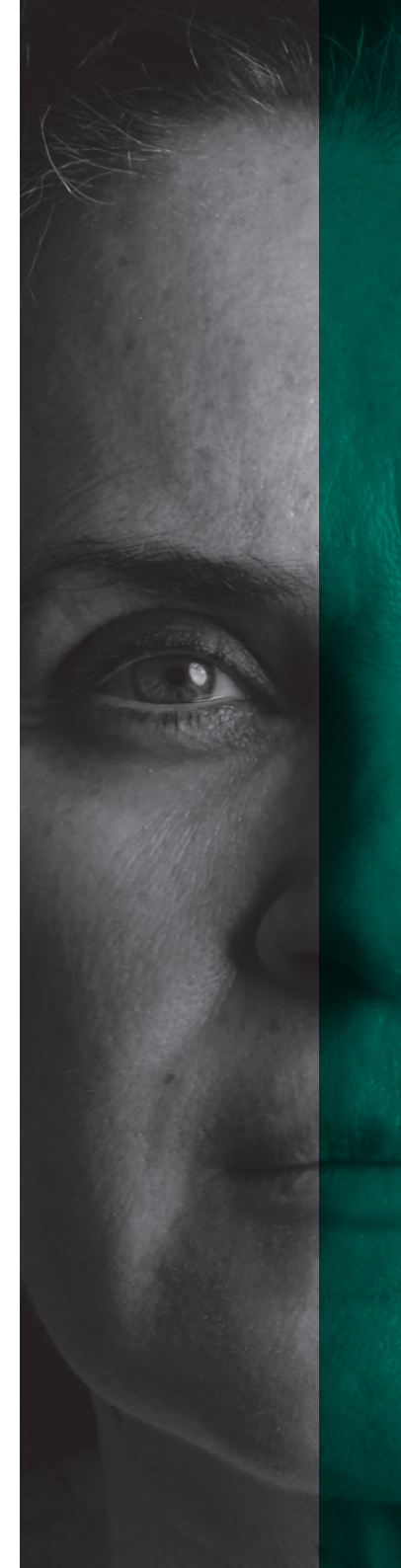
The purpose of this strategy is to set out a comprehensive, partnership focussed approach to reducing the prevalence and impact of violence against women and girls.

### The strategy is underpinned by the following themes/priorities:

1. Prevention – preventing violence from happening and/or from recurring, through a combination of education, awareness raising, identification of those at risk, and intervention.
2. Support for victims/survivors – helping women and girls who experience all forms of violence, through appropriate, accessible and quality services.
3. Developing a Community Co-ordinated response – highlighting that it is everyone's responsibility to recognise and effectively respond to MVAWG.
4. Holding perpetrators to account – perpetrators need to know that their behaviour will not be tolerated and where they can seek support to address their abusive behaviour.

### Why These Priorities?

- When it comes to prevention we know that through the use of education and community initiatives, behaviours that condone violence against women and girls can be challenged and changed.
- Ealing is a diverse borough and a one size fits all approach to supporting victim/survivors is not appropriate. As well as specialist services we need all services to be trained to identify and offer support to enable them to work with the goal of empowering victims to gain independence.
- Ealing will prepare a Community Response recognising that it is everyone's responsibility to identify and challenge MVAWG and support victims/survivors.
- Perpetrators must be held accountable for their actions.



The key areas of violence against women and girls identified by the partnership which will be impacted by the responses outlined in the strategy are:

- Rape & sexual assault
- Stalking
- Honour-based violence
- Forced marriage
- Female genital mutilation
- Childhood exploitation & sexual exploitation (this will include gang related crime and modern slavery etc)
- Trafficking
- Sex working
- The challenge posed by perpetrators and repeat perpetrators
- Women's safety in the public realm
- Domestic abuse

The strategy also extends to emerging issues including breast ironing, forced gender-based terminations, and forced sexual health interventions. In Ealing, we know from our listening exercise that some of these issues are universal and affect nearly all women and girls in Ealing, while others may be most prevalent in a specific group or groups of women and girls who are disproportionately affected.

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## 1.2 Definitions and scope

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This strategy uses the UN definition of violence against women and girls, which is any act of gender-based violence that is directed at a woman because she is a woman, or acts of violence that are suffered disproportionately by women. This includes physical, sexual, and psychological/emotional violence, economic abuse, and sexual exploitation. MVAWG can take place at home, at work, or in public places, such as on the street or public transport.

MVAWG is a health and human rights issue, which cuts across all areas of work in Ealing and has links with a number of local strategies. It relates to our approaches to health and wellbeing, crime prevention and to mechanisms that provide support to all victims of crime. It is also relevant to work to tackle violent extremism undertaken by Ealing through the Prevent agenda for example, as sexual exploitation and grooming can occur in extremist groups.

It is recognised that boys and men also experience violence and abuse, and there is a need to provide them with support and appropriate services. However, research has shown that the majority of the crimes targeted are gender-based and this strategy focuses specifically on addressing violence against women and girls. Ealing will continue to work to ensure agencies develop clear pathways to specialist support for male victims of violence and sexual exploitation.

It is also recognised that there are examples of violence against women and girls that are perpetrated by women. These examples may include instances of interfamilial violence, forced marriage and female genital mutilation, in many cases perpetrated by women who have themselves been victims of such violence. This strategy sets out Ealing's clear commitment to tackle all violence against women and girls, in line with Ealing's Council Plan which sets out Ealing's pledge to continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network.

Sexual violence, abuse and exploitation cover a wide range of abuses and include: child sexual exploitation; peer on peer sexual exploitation; sexual violence experienced by women engaged in sex working; women who have been sexually exploited into sex working; sexual violence and sexual violence linked to gangs as well as the wider spectrum of sexual violence experienced by women.

We recognise that, within the definition of domestic violence and abuse, there are a wide range of different abuses including: intimate partner violence; violence and abuse from family members; elder abuse; child to parent violence and adolescent to parent violence and our strategy acknowledges the provisions on abuse contained within the Care Act (2014) as well as adhering to the Pan-London Child and Adult Safeguarding Procedures.



**This strategy additionally has important connections with (but does not duplicate the contents of) Ealing's strategy to tackle child sexual exploitation (CSE). Delivering both of these strategies involves:**

- adopting an ethos that all forms of MVAWG and CSE in Ealing are unacceptable;
- working in partnership and developing multi-agency approaches;
- focusing on prevention, with education and awareness-raising activities for children, parents, and staff (which may cover both MVAWG and CSE);
- the creation and use of early identification systems;
- providing specialist support services for those who experience MVAWG and/or CSE;
- holding offenders to account, and helping them to address their behaviour;
- gathering, analysing, and sharing information.

Where applicable, items from the CSE action plan will also be referred to in the MVAWG action plan.

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### 1.3 Context

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#### National and London-wide context

Our strategy for tackling MVAWG is informed by, and aligns with national and pan-London strategies and action plans. These documents contain a number of common themes, and emphasise the importance of:

- **Preventing MVAWG from happening, by:**
  - challenging misogyny and the attitudes and behaviours that foster male violence against women and girls;
  - creating a culture based on equal rights and respect;
  - early identification and intervention;
- **Providing appropriate levels of support when violence occurs, through:**
  - good, consistent levels of service;
  - statutory and voluntary sector agencies that get the response right first time;
  - local commissioning that meets the needs of victims at a local level;
  - ensuring women and girls have access to protection, justice, and support to rebuild their lives;
- **Taking action to reduce the risk to victims of these crimes and ensure perpetrators are brought to justice, by:**
  - holding perpetrators to account;
  - increasing confidence in criminal justice systems;
  - increasing rates of rehabilitation;

- reducing rates of multiple incidents of violence, using appropriate risk management tools;

- **Co-ordinated community and partnership working** to enable effective delivery of all of the above elements, reduce the prevalence of MVAWG, and support victims and their families to achieve the best outcome.

It is made clear that addressing MVAWG requires a joint approach, with statutory and voluntary sector bodies working along with communities to provide support, share information, and agree practical actions. In London, there is an expectation that every borough will develop strategic approaches to MVAWG, which improve the quality and accessibility of specialist services, and have a local plan in place to address MVAWG in an integrated way.

In London and across the UK there are challenges around the trust and confidence in police following a number of high profile cases involving criminality and misogyny by serving police officers. As part of the Metropolitan Police Service's Turnaround Plan, robust action against a high number of serving police officers is anticipated. It is therefore more important than ever that Ealing and its partners continue their work as a critical friend to police, challenging them where needed and supporting them in recovering the trust and confidence of the public, in particular women and girls in Ealing.

Ealing's strategy has been developed in this context.

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### 1.4 Ealing's Starting Point

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National and pan-London documents recognise that local authorities have a significant role to play in developing, delivering, and commissioning services to address the needs of their communities. Local authorities have a leadership role across their boroughs, and are an integral part of local community safety partnerships, safeguarding children boards, and health and wellbeing boards. These are all mechanisms for addressing MVAWG and ensuring there is appropriate support for those who experience it.

Creating a safer and healthier borough are priorities for Ealing Council and its partners. The Council's Corporate Plan includes a commitment to work with partners to reduce crime and the fear of crime and, in particular, to protect and support vulnerable groups who are most at risk of being victims of crime. As MVAWG incorporates many cross-cutting health-related issues, it also falls within the remit of the borough's Health and Wellbeing Board.

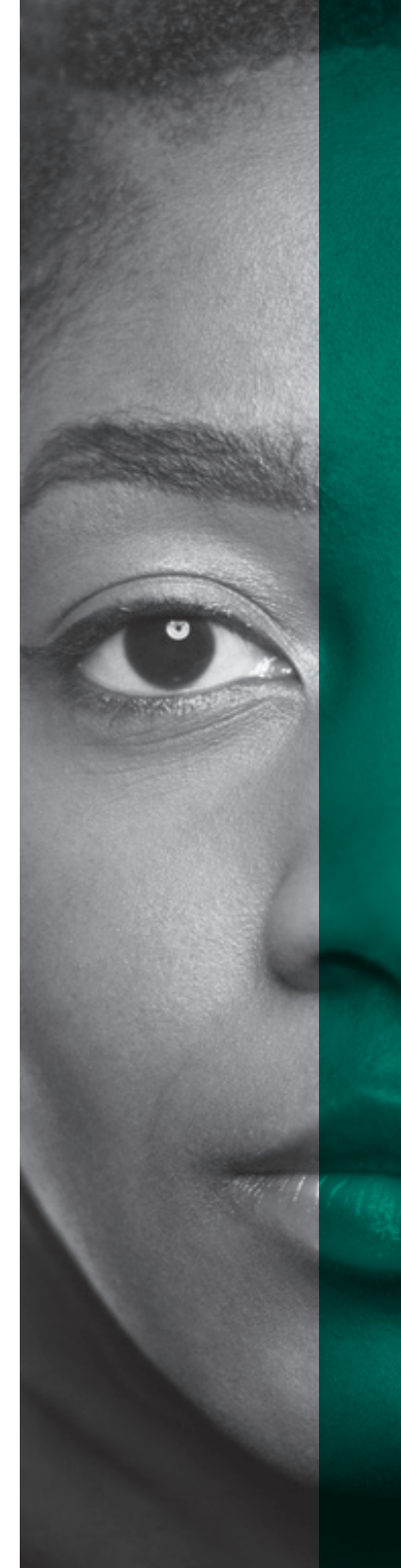
As part of the key objective of tackling inequality and crime, Ealing Council's current Corporate Plan includes the following ambition in relation to MVAWG:

'Continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough. We will also remain committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and we will also invest more than £1m in making public spaces safer and well lit'.

This strategy has been developed as a key tool to set out our collective approach and help partners to fulfil these commitments and achieve our priorities for Ealing.

#### **Ealing has adopted some key statements to inform our response to MVAWG**

- Violence against women and girls is an abuse of human rights.
- Perpetrators and abusers against women and girls are overwhelmingly men, but men and boys can also be victims of some of these forms of violence. In some cases, women can also be abusers of women.
- Women and girls are disproportionately victims of the forms of violence and crimes that are listed in the definition of violence against women and girls.
- Perpetrators are responsible for their behaviours.
- A co-ordinated community response where agencies and the community work together is the only effective way to prevent and respond to violence against women and girls.
- Abuse can take place regardless of ethnicity, faith, income levels, sexuality or age. However, some women and girls will be at greater risk of some forms of violence.
- Often women and girls are blamed for this form of abuse, the onus needs to be on our communities to create safe spaces where women and girls can disclose if they are experiencing abuse and seek support.
- The forms of violence against women and girls are not isolated strands: they are often connected in a continuum of abuse. Victims often experience more than one form of this violence at any one time or during their experience of abuse.
- Ealing is an extremely diverse borough and a one size fits all approach to supporting victim/survivors and holding perpetrators accountable will not be effective. A women-centred approach is needed to effect change in the borough.



# PREVALENCE AND NEEDS ANALYSIS

This strategy has drawn on a range of data and evidence sources, including the national and pan-London documents referred to above, and our previous domestic violence strategy

It is important to note that there are limitations in the evidence base. There is a lack of data for many aspects of MVAWG, both nationally and at a borough level. The nature of MVAWG also means that many crimes are underreported, and many victims do not come to the attention of formal services. However, it is anticipated that delivering the strategy will help to put a greater focus on MVAWG, and encourage and support more women and girls to come forward, thus generating more evidence in the longer term.

## 2.1 National and London-wide Data

### Domestic Abuse

#### National Picture

While there is no clear longer-term trend in the level of domestic abuse, there continues to be a significantly higher prevalence for female victims than males, and this is true across all categories of abusive behaviour.

A report from the Office for National Statistics published in November 2022<sup>4</sup>

showed that 7.9% of females aged 16-59 experienced domestic abuse of any form in the last twelve months (compared to 3.5% of males). This equates to an estimated 1.7 million adult females and 700,000 adult males experiencing domestic abuse of some form in this period. 29.3% of women had experienced domestic abuse during their adult life.

Of recorded crime in the year to March 2022, 17.1% was flagged as domestic abuse related (11.7% in London).

Personal and socio-economic factors which correlated with an increased likelihood of women being the victim of domestic abuse included: being divorced or separated or single, being a student, being ill or having a long-term sickness, being disabled, living in rented accommodation, and living in a household as the sole adult with dependent children.

The Domestic Abuse Report 2022 published by Women's Aid<sup>5</sup> identified that 60% of their service users had children, while 5.9% of women in community-based services

and 7.3% of women in refuge services were pregnant.

88% of women accessing services had experienced emotional abuse, and 67% had experienced jealous or controlling behaviour. The average length of time that women accessing services had been experiencing domestic abuse was six years.

They also identified that 38% of their service users disclosed mental health issues, and for those in refuge services this proportion was higher (49%).

Data from the Crime Survey for England and Wales (CSEW) in March 2018<sup>6</sup> indicated that women are more likely than men to tell someone about domestic abuse that they are suffering, and that this is most likely to be either a friend/neighbour or a relative. Only 18.4% reported the abuse to the police.

<sup>4</sup> Domestic abuse in England and Wales overview: November 2022 [Domestic abuse in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/domestic-abuse-in-england-and-wales-overview)

<sup>5</sup> Women's Aid (2022) The Domestic Abuse Report 2022: [The Annual Audit The-Domestic-Abuse-Report-2022-The-Annual-Audit.pdf \(womensaid.org.uk\)](https://www.womensaid.org.uk/the-annual-audit-the-domestic-abuse-report-2022-the-annual-audit.pdf)

<sup>6</sup> CSEW March 2018 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/crime-in-england-and-wales)



### Police Recorded Data for Ealing<sup>7</sup>

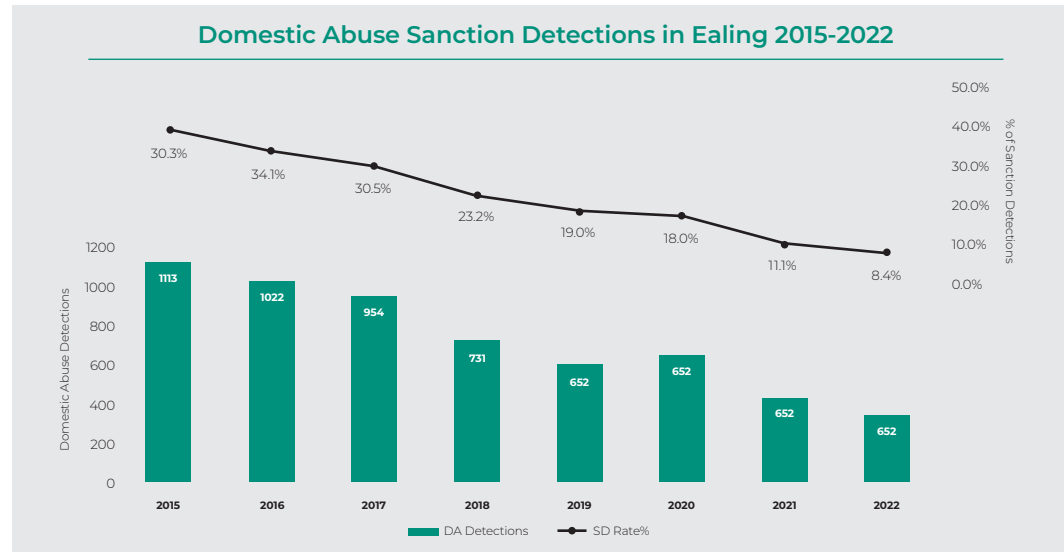
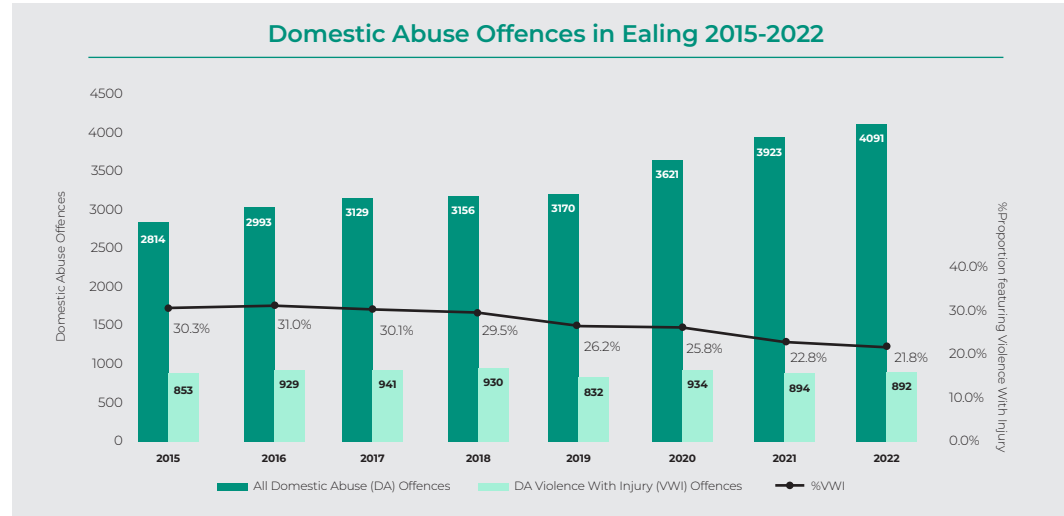
In common with the national picture, there is a clear rising trend in the level of domestic abuse offences being recorded by the police in Ealing over recent years.

Over the same period, there is no directional trend in the number of offences which feature violence with injury, these figures being relatively stable in absolute terms.

In the context of CSEW findings, this trend suggests there may be improved recording procedures and an increased awareness and confidence by victims in reporting offences, driving the growing overall level of offences that do not feature violence.

Domestic abuse detections have fallen dramatically year-on-year in Ealing, in absolute terms and as a detection rate (which was almost 40% in 2015, and 8.4% in 2022).

Ealing had the 4th lowest detection rate (of 32 boroughs) in 2022. This may be part of a wider policing trend or policy but is concerning nonetheless.



<sup>7</sup> Metropolitan Police 'Stats and Data' Domestic Abuse Dashboard [Stats and data | Metropolitan Police](#)



## Sexual Offences

Looking at police-recorded sexual offences, the Office for National Statistics<sup>8</sup> report that for the year ending March 2020, there were almost four times as many female victims (618,000) as male victims (155,000).

They note that the volume of sexual offences recorded by police is trending upwards year-on-year, but that the prevalence indicated by the Crime Survey for England and Wales is showing relatively stable figures over the same period. However, the volume recorded by police remains well below the number of victims estimated by the survey. Recent CSEW (March 2022)<sup>9</sup> findings show that 3.9% of females aged 16-59 experienced a sexual assault in the last 12 months.

A breakdown within the CSEW findings for the year ending March 2020<sup>10</sup> showed that the highest category of sexual assault was 'unwanted sexual touching' affecting 2.7% of all females aged 16-59, with 0.8% being victims of rape or attempted rape.

Fewer than one in six (16%) female victims of sexual assault by rape or penetration reported it to the police.

In Ealing in 2022, the police recorded 360 offences of rape which was an increase of 16.5% compared to the previous year. There were 574 'other' sexual offences recorded, which was 1.5% lower than the figure for 2021.<sup>11</sup>

## Child Abuse

The ONS published a report into the extent and nature of child abuse in England and Wales in January 2020<sup>12</sup> which included findings relating to the prevalence of abuse before the age of 16, based on the experiences of adult respondents aged 18 to 74 years.

Females were more likely than males to have experienced some form of abuse as a child, with 24.8% reporting having experienced any abuse (compared to 16.5% of males).

Looking at some of the different categories of child abuse experienced by females:

1. 11.8% had experienced emotional abuse
2. 7.5% had experienced physical abuse
3. 11.5% had experienced any form of sexual abuse
4. 3.4% had experienced assault by rape or penetration (including attempts).

## Female Genital Mutilation (FGM)

There is limited information relating to FGM but Trust For London published a report in 2015<sup>13</sup> which estimated that 2.1% of women in London are affected by female genital mutilation and that this was the highest rate for any UK city. They indicated that their assessment was that no local authority area is likely to be free from the harm of FGM.

## Forced Marriage

The UK Forced Marriage Unit<sup>14</sup> provided advice and support in relation to 337 cases during 2021, of which 18 related to female genital mutilation only. Due to a change in counting procedure, direct comparison with previous years is not possible.

Forced marriage is an issue which affects male victims as well (74% of victims were female and 26% male), but disproportionately impacts women and girls.

Two-thirds of cases were referred by professionals working for social services, the police, the Home Office and those in the education, legal and health sectors.

Over 70% of victims were aged 30 or under, with 22% aged under 15 and a further 31% aged between 16 and 21 years.

On assessment, there were mental capacity concerns identified for over 40% of the female victims and over half of the male victims.

<sup>8</sup> Sexual offences in England and Wales overview: year ending March 2020 [Sexual offences in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](#)

<sup>9</sup> CSEW March 2022 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](#)

<sup>10</sup> CSEW March 2020 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](#)

<sup>11</sup> Metropolitan Police 'Stats and Data' Crime Dashboard [Stats and data | Metropolitan Police](#)

<sup>12</sup> Child abuse extent and nature, England and Wales: year ending March 2019 [Child abuse extent and nature, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

<sup>13</sup> Trust For London [Updating and improving estimates of the prevalence female genital mutilation in England and Wales \(fral.cdn.digitaloceanspaces.com\)](#)

<sup>14</sup> [Forced Marriage Unit statistics 2021 - GOV.UK \(www.gov.uk\)](#)



## Modern Slavery

The Home Office reported that 12,727 potential victims were referred to them during 2021, representing an increase of 20% on the previous year<sup>15</sup>. Most of the potential victims (69%) reported being exploited within the UK, and over 30% of all referrals made to the Home Office were from the Metropolitan Police Service.

2,923 (23%) potential victims were female, with 1,145 of these being aged 17 or under.

The most common categories of exploitation identified included criminal, labour, domestic and sexual exploitation, and often potential victims are subjected to more than one type.

More than 54% of the female potential victims experienced sexual exploitation, and this rose to 62% for females aged 17 or under.

## Violent Crime and Homicide

The Crime Survey for England and Wales for the year to March 2022<sup>16</sup> - and a breakdown of police-recorded data published alongside it<sup>17</sup> - provided some insight into the violent crime picture nationally. The commentary observed that while there was no recent significant trend in the overall prevalence of violent crime, victimisation rates as indicated by the survey had generally been falling since a peak at the end of 1995, while recording practices have improved recently with more violent crime officially recorded by the police between 2013 and 2022.

Domestic abuse contributes significantly to the overall level of violent crime, with 34.4% of violent offences in the last year flagged as being domestic abuse related (32.5% in London). For violent crimes with female victims, this proportion was higher with 50.5% marked as being domestic abuse offences.

Female victims of violence were most likely to be assaulted by an intimate partner (43%), by acquaintances (24%) or family members (23%). Stranger offences accounted for 9%. Those aged between 15 and 44 years were proportionally more likely to be victims of violence.

During the year to March 2022, 30% of homicide victims were female. Of the 573 females killed, 269 (47%) were victims of domestic homicide aged 16 and older, and almost all of these offences (260) featured male suspects. In London, the proportion of domestic homicides was 50 of 91 female victims (55%).

Where there was a known suspect, two-thirds of female homicide victims were killed by a partner or ex-partner.

<sup>15</sup> [Modern Slavery: National Referral Mechanism and Duty to Notify statistics UK, end of year summary 2021 - GOV.UK \(www.gov.uk\)](#)

<sup>16</sup> [CSEW March 2022 Crime in England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

<sup>17</sup> [All data related to Crime in England and Wales: year ending June 2022 - Office for National Statistics \(ons.gov.uk\)](#)





## Stalking

The Crime Survey for England and Wales for the year to March 2022<sup>18</sup> estimated that 23.3% of women have been the victim of stalking since the age of 16, with the most common forms experienced being by a partner or ex-partner and cyber stalking.

The data equates to an estimated 5.6 million women having been the victim of stalking at some point in their adult life, and 1.2 million women having been stalked in the last 12 months, including 203,000 female victims of partner/ex-partner stalking and 510,000 female victims of cyber stalking.

## Harassment

THE ONS published a bulletin in May 2022, drawing on the findings of an Opinions and Lifestyle Survey (GB) in February and March of 2022 which collected views and experiences relating to harassment for the previous year.<sup>19</sup>

This found that, in the last 12 months:

- 11% of women felt that they had been followed
- 13% of women had been insulted or shouted at by a stranger in public
- 15% of women had experienced catcalls, whistles, unwanted sexual comments/jokes from a stranger in public

Women aged 16-34 years reported a significantly higher prevalence of feeling they had been followed (25%) and of experiencing catcalls, whistles, etc (38%).

## A Safer Ealing for Women – local survey and perceptions

At the beginning of 2022 Ealing undertook a ground-breaking listening exercise with the aim of understanding experiences and perceptions of women across the borough<sup>20</sup>. It was open from 10 December 2021 to 28 February 2022 and was primarily an online survey with an interactive map element and some complementary focus groups. Over 3,500 people started the survey with over 2,800 completing most or all of the questions. 45 participants took part in the focus groups and over 2,100 pin locations were added to the interactive map. Among the key findings were:

Women felt least safe when using car parks, parks/playgrounds and bus stops; they felt most safe in town centres and shopping areas and in bars and restaurants. Across all areas of the borough, women felt significantly less safe at night.

The factors that contributed most to feeling unsafe in particular areas were: secluded and poorly lit locations (73% of respondents), groups of people loitering (72%), being approached or harassed (66%), and a lack of other people around (61%).

The factors that were most cited as making women feel safer in locations were good lighting (93%) and other people using the area (81%).

Over half (57%) of respondents said that they had at some time experienced inappropriate or sexual harassment, comments or behaviour in a public space in Ealing. Of these, only 14% had reported it to the police or an authority of any kind. For younger people (aged 24 or under), a higher proportion had experienced something inappropriate (71%) and a lower proportion had reported it (8.5%).

Of the women who had reported an incident, 58% said that they felt somewhat or very dissatisfied with the reporting experience and response, and for BAME respondents this proportion was higher still (70%).

<sup>18</sup> [Stalking: findings from the Crime Survey for England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

<sup>19</sup> [Perceptions of personal safety and experiences of harassment, Great Britain - Office for National Statistics](#)

<sup>20</sup> [https://www.ealing.gov.uk/download/downloads/id/18033/findings\\_report.pdf](https://www.ealing.gov.uk/download/downloads/id/18033/findings_report.pdf)



Only 10% of women said that they knew of any organisation that supported women and girls who had experienced violent or abusive incidents.

When asked to identify one or two locations where they felt most unsafe, the most frequently highlighted areas were around or close to the borough's largest town centre areas and transport hubs, with Acton, Ealing, West Ealing, Hanwell Broadway and Southall Broadway all featuring.

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**Recommendations from Ealing Domestic violence homicide reviews**

Since 2012, there have been four domestic violence homicide reviews in Ealing. Recommendations included the development of:

1. clearer pathways to support services;
2. an information sharing process between partners;
3. an audit of referral processes, to ensure effective referrals and safeguarding systems;
4. a borough-wide publicity campaign, publicising access to support services;
5. a review of the funding for support services for non-crime incidents.

More than **2,800** women completed the online survey and **45** women and girls participated in focus groups

Nearly **6,000** free text comments were submitted providing valuable information and personal insight

Over **2,100** pins were added to an interactive map showing where women felt least safe in Ealing

Across all areas of the borough women told us they felt significantly less safe at night

The public spaces where women felt least safe included car parks, bus stops and parks & playgrounds

Secluded and dark spaces, people loitering in groups, and being harassed or approached made women feel less safe

Factors with the most positive impact on safety in public spaces were good lighting and other people using the area

**A SAFER EALING FOR WOMEN**

**90%** of women did not know of any local support organisations for women and girls who had suffered violence or abuse

**57%** of women had experienced inappropriate behaviour towards them in a public space in Ealing

**86%** of women who experienced an incident did not report it to the police or any other authority

**58%** of women who made a report were dissatisfied with the reporting experience and response

Women said they wanted to see environmental improvements like lighting and CCTV, better policing & enforcement, and more education & engagement

Respondents described increasing respect and making men take responsibility for changing their behaviour as the key themes for improving the safety of women and girls



# KEY PRIORITIES

The priorities and objectives that follow provide a summary of what partners want to achieve in relation to MVAWG, and why. They have been developed following consideration of the evidence base, key issues we are seeking to address in Ealing, and work that is already underway across London and within the borough

## 3.1 Prevention

### What we know

- Violence against women and girls is a continuum of abuse (from sexual harassment through to homicide) defined by power and control which reinforces gender inequality
- Prevention is fundamental in challenging and changing views and behaviours that perpetuate violence against women and girls and we should encourage healthy ways of relating
- Forms of controlling behaviour eg financial control, stalking and online abuse are often a sign or a flag for more violent behaviour in the future
- Abusive behaviour should not be normalised which in some contexts it may have been. We need to support the whole community to prevent violence in the future
- Witnessing or experiencing violence in their home or within their own relationships can significantly impact on a young person's ability to fully participate in school and achieve their full potential
- Professionals need to speak consistently and with one voice and share information and collaborate to deliver prevention initiatives

### The Partnership Response

1. Building on current programmes ensure the implementation of high quality relationship education in schools and other youth settings. Develop information/resources for parents, carers and guardians. Recognising that young people often disclose to other young people, we should look to facilitate youth champions and peer support to provide them with the knowledge and skills to respond.
2. Work with communities across Ealing to ensure a common understanding and language to describe a healthy relationship. Ensure that everyone is conveying the same message in condemning violence against women and girls.
3. Ensure that there is good quality, consistent training across the borough for professionals so they are able to identify and effectively respond to violence against women and girls and refer to specialist support.
4. Develop campaigns via a range of communication channels to deliver clear and consistent messaging about misogyny and unacceptable attitudes and behaviours, as well as information on how to disclose incidents..
5. Work with partners across the borough to ensure that violence against women and girls is taken seriously, ensuring that victim/survivors receive a good response and partners have the understanding that it is not about one-off incidents but patterns of behaviour.
6. Ensure that violence against women and girls is integrated into wider initiatives including Ealing's response to serious youth violence and anti-social behaviour in public places.



## 3.2 Support for Victims/Survivors

### What we know

- Women and girls are disproportionately victims of the abuse and crimes listed in the definition of violence against women and girls. Men and boys can also be victim/survivors of some forms of violence
- To ensure an improvement in a victim/survivor's life we need to build up their resources including their social networks and skills so they can go on and live independent lives
- Raising awareness of violence against women and girls and creating more safe spaces to disclose will increase the number of disclosures and the number of victims needing protection and support
- Professional agencies need to deliver high quality joined up services
- Victims/survivors are often required to recount their experience to different agencies, sometimes numerous times before they are listened to and get the support they need. A more personalised targeted approach early on in the victim's journey means an improved experience for the victim, improved outcomes and potential resource efficiency for agencies
- Victims can face a range of barriers including practical and multiple disadvantages so in order to support reporting of abuse we need to support victims to overcome these barriers
- Women and girls often experience more than one form of abuse and these different experiences will have an impact on how support is accessed. We need to ensure that our approach is women-centred

### The Partnership Response

1. Ensure that the development of support services is informed by survivors' experiences of those services
2. Ensure that women have a choice of support services that suit their needs, ensuring that specialist organisations that support particular groups, for example LGBT clients, older clients and BAME women, are included.
3. Ensure professionals and victims/survivors understand safeguarding pathways and know how to access support.
4. Increase communication between services, ensuring that all professionals know what to do in the case of a disclosure and how to refer appropriately.
5. Work with other agencies including community and faith organisations to ensure that in cases where translators are needed, these are not family members or from the community to enable victims to feel more confident reporting.
6. Ensure all services have a clear understanding of how to support victim/survivors.
7. Create safe spaces for survivors to disclose across Ealing.
8. Ensure that the partnership between statutory services and specialist violence against women and girls services has strong, clear and sustainable communication and pathways.



### 3.3 Developing a Community Co-ordinated Approach

#### What we know

- Where we have resilient communities, with residents better connected into a broader support network, with stronger links to others and are less isolated, they are more likely to have the tools and resilience required to report instances of MVAWG and see these through to an outcome. Stronger communities will help deliver the ambition of this strategy.
- No single agency can be responsible for ending violence against women and girls. Working in partnership across services and communities will provide the best response and outcomes for victims/survivors.
- Ealing has a strong community with networks already in place.
- There are still those in communities who may condone abuse or be perpetrators of abuse which is not challenged by others in their community. There are institutions, societal and cultural norms that mean that abuse goes unchallenged. Ealing's challenge will be to challenge and alter the acceptance and response to abuse within individuals and communities.

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#### Partnership Response

1. Ensure that the model that Ealing designs means any disclosure of violence against women and girls triggers immediate support, and where appropriate, connecting victims and survivors to community initiatives to reduce isolation and increase confidence and provide them with a supportive network.
2. Ensuring that community initiatives have peer networks of survivors as well as generic community groups that have been identified as safe spaces and who work with the specialist services to design suitable approaches.
3. Working with community groups to co-design the guidance and support they need to create safe spaces, deal with disclosures and refer victim/survivors to support.
4. Developing third party reporting centres where victim/survivors can disclose and be linked to specialist services.
5. Support the development of a network of peer support initiatives and confirmed safe community groups.
6. Develop tailored communications and awareness raising that speak to all communities ensuring that any materials are visible in relevant spaces.
7. Create a community response that fosters a culture of collective responsibility and accountability, where everyone has a role to play and everyone holds themselves and others to account.



### 3.4 Holding Perpetrators to Account

#### What We Know

- Perpetrators of violence against women and girls are overwhelmingly men.
- A multi-faceted approach with programmes addressing behavioural and attitudinal change alongside support for the non-abusing partner has proved to be effective with perpetrators and reduces rates of violence against women and girls.
- In the wider context of violence against women and girls, perpetrators can be intimate partners but also wider family members.
- Domestic abuse perpetrators often tend to be younger, further evidencing the need for prevention programmes.

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#### The Partnership Response

1. Commission preventative/early intervention programmes targeting boys and men.
2. Commission accredited perpetrator programmes which are integrated into the wider response to violence against girls in the borough.
3. Work with criminal justice partners to increase the percentage of successful outcomes for victims/survivors and increase accountability for perpetrators across all areas of MVAWG.
4. Develop stronger links between Integrated Youth Services and wider Children and Families' services to strengthen multi-agency working to tackle younger perpetrators of violence against women and girls.
5. Utilise existing anti-social behaviour and civil enforcement powers to overcome instances where managing perpetrators via the more traditional criminal justice route has proven challenging.



# LOOKING FORWARD

## What Does the Approach Mean for Ealing Victims/Survivors and Communities in Ealing?

The commitments made in this strategy are intended to have a positive impact on the lives of not only victims and survivors of violence against women and girls, but more broadly on the lived experience of women and girls' safety in general in the borough. If this approach is successful:

1. Women and girls are empowered to disclose what is happening, knowing where to go for help and that support will be available.
2. Residents and professionals will have strong knowledge of how to support people within their communities who are experiencing abuse.
3. Individuals and communities will feel confident to challenge attitudes that can lead to violence against women and girls and have the knowledge to respond safely.
4. Relevant support that meets individual needs will be available.
5. Abusive practices that target women and girls will be recognised and challenged.
6. Residents, communities, victims/survivors and professionals will be working together to tackle abuse in Ealing.
7. Women and girls will feel safer in public spaces in the borough and feel confident in reporting incidents should they occur and receive an appropriate response.
8. Focus future project and funding opportunities that support and assist victims in the criminal justice process, see through allegations to outcome, and support consequences and sanction for perpetrators.
9. Perpetrators of violence against women and girls will know that Ealing takes a zero tolerance approach to violence against women and girls and they will be held to account.
10. It must be recognised that over the past three years there has been a number of high profile incidents within statutory authorities, including the Met Police and LFB, that have directly impacted the levels of trust and confidence communities, and in particular women, have in these services. Hence a key focus for our partnership is a commitment to calling out inappropriate behaviours within services and holding each other to account. Further to this, as these behaviours are addressed and rooted out, we must support the community and work to rebuild trust and confidence within our key public services to ensure the delivery of many strands of this strategy.



### Key areas of focus to deliver the objectives set out in this strategy

As we work to consider and implement the findings and recommendations of this strategy, in addition to taking forward the identified areas of action already committed to as part of the Safer Ealing for Women report and action plan, we will also look to explore the following key considerations to assist in developing our organisational and partnership-based approach to MVAWG in Ealing:

- The Council has committed to providing additional funding via the Housing Revenue Account to support the commissioning grant for Independent Domestic Abuse Advocates which is due to be taken forward in Autumn 2023. This will ensure continued levels of service and ensure victims are supported to escape MVAWG.

- We will work with partners to consider further the link between housing and domestic abuse. As a landlord we have additional support and funding opportunities in addition to further interventions and enforcement options to seek to deliver better outcomes for tenants that are victims of MVAWG.
- We will also seek to better understand the effects of MVAWG on homelessness and work to address these and enable victims to access safe, secure housing.
- Work with partners within Adults' and Children's Services to further develop and update our DA MARAC process, creating better links and integration between services to support vulnerable victims and provide a route out of violence and abuse.
- We will focus on finding new or previously unrealised funding provision to build services that will primarily seek to:
  - Support victims to access and develop support networks, actively report and take forward MVAWG offences and successfully exit abusive relationship and circumstances.
  - Continue to build a perpetrator focussed response, including preventative opportunities in educational settings and support work to reduce recidivism, with targeted enforcement actions against repeat and predatory abusers.
  - As part of this approach, we will build and grow the offer made available via the Women's Wellness Zone, our one stop shop for women with complex needs. This will include additional provision for high risk victims as well as developing our offer for lower risk groups and those who are on a risk pathway to higher need.



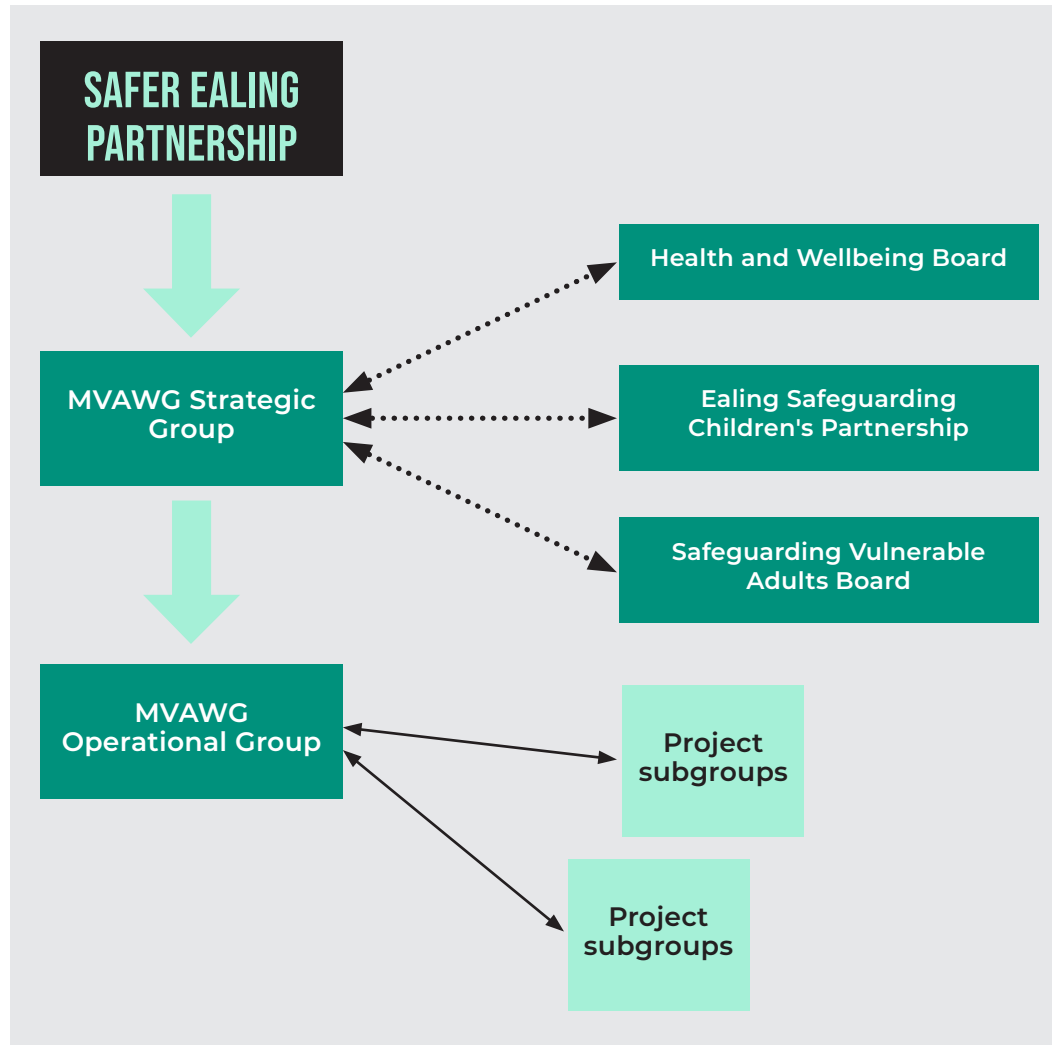


## Governance Arrangements

The Safer Ealing Partnership owns this strategy and is ultimately responsible for ensuring its delivery. The MVAWG Strategic Group will oversee delivery of the strategy. This Group comprises senior officers representing a range of agencies and sectors, including Ealing Council, the police, and the health, probation, courts, and voluntary sectors.

The MVAWG Task Group will provide operational support, supplemented by time limited, task and finish, project subgroups. Membership of the Task Group aligns with the Strategic Group, but from an operational and service delivery perspective.

These arrangements are summarised in the diagram below. Responsibilities for specific objectives and pieces of work will be explained in the detailed Action Plan associated with the strategy.



## Measuring the impact of the strategy

It will be important to monitor the impact of the strategy and keep track of progress with specific items in the Action Plan. In addition to considering this, during meetings of the Strategic Group, partners will deliver a joint annual report on MVAWG progress to the Safer Ealing Partnership.

Outlined below are some of the key performance measures relating to the priority areas in this strategy. More detailed measures and indicators will be specified in the Action Plan.

Although some measures have been identified, it should be noted that the true impact of this strategy will not be felt in the short term. It is likely to take years, if not decades, to fully achieve the kinds of changes needed to eradicate MVAWG. The 'hidden' nature of MVAWG also makes it difficult to understand the size and nature of the problem and measure the impact of interventions.

As well as there being limited data and evidence for many aspects of MVAWG, there are other difficulties associated with quantitative measurement. An increase in reporting across those priorities we have identified could indicate that the strategy is achieving its objectives. For example, in the short term, an increase in referrals to MARAC

would be a good way of measuring whether victims are aware of MVAWG and feel supported to seek help. In the longer term, though, we would expect to see a reduction in this number, as the combined prevention-related activities take effect.

Furthermore, victims and perpetrators will have different experiences, which cannot be measured simply as a number or statistic. As part of the ongoing review of the strategy, it will be important to seek feedback from the people we come into contact with. Members of the MVAWG Strategic Group and Operational Group will have a key role to play in this.

## Performance indicators

### Priority 1: Preventing Violence Against Women and Girls

To be measured by:

- An increase in awareness of MVAWG, including how to report and where to seek advice;
- A long-term reduction in MVAWG-related crime – as indicated by crime survey data and local police data analysis;
- An increase in appropriate referrals – as indicated by MARAC referral numbers and quality assurance feedback.

### Priority 2: Improving Support for Victims and Survivors

To be measured by:

- Improvements in the user experience – as indicated by feedback to MVAWG groups and agencies.

### Priority 3: Developing a Community Response

To be measured by:

- Improvements in the user experience – as indicated by feedback to MVAWG groups and agencies;
- Communities actively support tackling violence against women and girls by promoting campaigns, work in partnership to tackle issues within their communities.

### Priority 4: Perpetrators

To be measured by:

- An increase in detection sanction rates – as indicated by police data;
- A reduction in the number of repeat victims – as indicated by police data and MARAC cases;
- The percentage of perpetrators engaged in and successfully completing programmes addressing their offending.



# CONCLUSION

Ealing and its wider partnership have, over the past four years, delivered significant outcomes in areas relating to MVAWG, establishing the Women's Wellness Zone and taking ground-breaking action to protect women accessing abortion services from intimidation and interference in the UK's first Safe Zone.

More recently, the Safer Ealing for Women listening exercise provided unique insight from women living in and visiting our borough around their perceptions of safety and what they expect us as a community safety partnership to do about it. The challenge is now to build on this and to ensure tackling male violence against women in all of its forms is at the heart of the Safer Ealing Partnership's operational work.

There is clearly still much to do to end male violence towards women and girls. We believe this strategy sets out the ambition of the partnership, providing the approach and direction needed.



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# A SAFER EALING FOR WOMEN ACTION PLAN

	WHAT YOU SAID	WHAT WE'VE DONE
<b>STREET LIGHTING</b>	93% of women reported that improved lighting will make them feel safer	Increased illumination of street lighting on all residential roads. Upgrading 3,100 street light columns to LED.
<b>CCTV</b>	66% of women highlighted that CCTV will make them feel safer	Upgraded 20 existing CCTV cameras to high definition (HD). Installed 24 new HD CCTV cameras in hotspot locations.
<b>REPORTING</b>	90% of women did not know where to get help in response to unacceptable attitudes or unwanted sexual behaviour	Launched a website dedicated to providing information on all violence against women and girls (VAWG) issues and where to get help and support both locally and nationally. Created posters and leaflets linking to the dedicated website and providing information on support organisation locally and nationally.
<b>EDUCATION</b>	Key to improving behaviour and attitudes towards women	Delivered a Healthy Relationships education programme to secondary schools across the borough, reaching almost 1500 young people. Delivered specialist training on domestic abuse, it's impact and how to support survivors to front line professionals.
<b>POLICE COMMITMENTS</b>	58% said they were dissatisfied with their experience reporting to an authority	The Police have delivered a series of 'walk & talk' and community engagement events across the borough. Promoted public use of StreetSafe to report unsafe locations and inform decision making on police patrols.

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

**Item Number:**

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	Tri-Borough Leisure Contract Procurement
<b>Responsible Officer(s)</b>	Peter George, Strategic Director of Economy & Sustainability
<b>Author(s)</b>	Chris Bunting, Assistant Director of Leisure
<b>Portfolio(s)</b>	Cllr Polly Knewstub, Cabinet Member for Thriving Communities
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	17 April 2024
<b>Implementation Date if Not Called In</b>	30 April 2024
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Tri-borough, Leisure, Contract, Procurement, Tender, Leisure Centres, Operations

**Purpose of Report:**  
 This report seeks authority to tender for a Tri-Borough Leisure Contract, (with the London Boroughs of Brent and Harrow) for a period of 10 years plus a 5 year extension option from 1<sup>st</sup> September 2025.

**1. Recommendations for DECISION**

1. Authorise the Strategic Director of Economy & Sustainability, following consultation with the Strategic Director of Resources, the Director of Legal & Democratic Services and the Portfolio Holder for Thriving Communities, to commence a collaborative procurement of the Council's Tri-Borough leisure contract with the London Boroughs of Brent and Harrow with an approximate annual value of £1m across the three authorities which is payable to the councils from the operator in the form of a management fee.
  
2. Authorise the Strategic Director of Economy & Sustainability, following consultation with the Strategic Director of Resources, the Director of Legal & Democratic Services and the Portfolio Holder for Thriving Communities, to finalise the services, the contract terms and facilities within the scope of the procurement of the council's Tri-Borough leisure contract.

3. Authorise the Strategic Director of Economy & Sustainability, following consultation with the Strategic Director of Resources, the Director of Legal & Democratic Services and the Portfolio Holder for Thriving Communities to agree formal collaborative governance arrangements between the three boroughs to manage the procurement and the contractual arrangements for the leisure services and enter into an inter authority agreement.

## **2. Recommendations for NOTING**

- 2.1 Note that the Contract Procedure Rules adopted by Harrow as the Lead Authority for procurement will apply to the collective procurement.
- 2.2 Note that Harrow have commissioned FMG on behalf of the three councils to assist the councils with the procurement of a new tri-borough leisure management contract.
- 2.2 Note that a report will be brought back to Cabinet for a decision to award the contract in due course.

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

- 3.1 The Brent, Ealing and Harrow Strategic Cultural Partnership was established in 2012 for the purposes of procuring a joint leisure management contract. The 10-year contract was signed with Everyone Active (SLM Ltd) (EA) to operate leisure facilities for the three respective councils commencing on the 1<sup>st</sup> September 2013 and running until the 31<sup>st</sup> August 2023.
- 3.2 The contract with EA resulted in projected savings of c.£30m for the three boroughs compared with previous arrangements.
- 3.3 The current contract was extended for up to 2 years from the 1<sup>st</sup> September 2023 to 31<sup>st</sup> August 2025 to facilitate a sector recovery from the pandemic.
- 3.4 Each council is now considering its strategic approach and options for future delivery of its leisure services. A new management contract (or alternative management arrangement) will need to be in place by 1<sup>st</sup> September 2025.
- 3.5 The Sport, Leisure and Culture Consultancy (SLC), a specialist public leisure sector consultancy was commissioned by the Brent, Ealing and Harrow Strategic Cultural Partnership to independently support and provide a review of the future service delivery options and support in shaping and refining an emerging optimal approach. SLC has completed a focused scoping exercise to identify the current state of readiness, gaps in key data, insight and key future workstreams required to support the Tri-Borough partnership in developing an approach and associated work programme including:



- Strategic Clarity / Future Direction of Leisure Services
- Facility Condition and Future Investment
- Future Service Scope
- Affordability
- Service Delivery Options (assumed Procurement)

3.6 Under the terms of the original contract, a net annual income has been paid to the council. However, due to the impact of the Covid-19 pandemic, the council provided a financial subsidy to EA for financial years 2020-21 to 2021-22.

3.7 The leisure contract with EA has performed well up to and post the Covid-19 pandemic. In 2022/23 there were a total of 1,908,672 visits (including Gunnersbury Sports Hub) to the leisure centres with approximately 10,000 gym memberships.

3.8 Gurnell Leisure Centre is currently closed, pending redevelopment and the current programme indicates a 2027 opening of the new facility. It is recommended that the new Gurnell Leisure Centre is included in the procurement package.

3.9 Dormers Wells Leisure Centre is included in scope. The council is currently undertaking a feasibility study for a refurbishment/redevelopment of this site within the scope of the proposed new contract term.

3.10 Five of the facilities are based on school sites and community use is managed through a dual use agreements. Agreement will need to be secured with the schools to agree revised arrangements and dual use arrangements post 31<sup>st</sup> August 2025 if they are to continue to be part of the contracted portfolio of sports facilities.

3.11 It is proposed that the operation of Brent Valley Golf Course is included within the scope of facilities. The decision to close Perivale Park golf course before the new contract commences removes that facility from the existing managed facilities.

3.12 Therefore, it is proposed that the following leisure facilities would be in the scope of the procurement:

- Everyone Active Acton Centre
- New Gurnell Leisure Centre
- Dormers Wells Leisure Centre
- Northolt Leisure Centre
- Brent Valley Golf Course & Fitness Centre
- Perivale Park Athletic Track
- Elthorne Sports Centre
- Greenford Sports Centre
- Northolt High School Sports Centre
- Reynolds Sports Centre

- Swift Road Outdoor Sports Centre
- Twyford Sports Centre
- A new turnkey sports hall and gym in the Green Quarter, Southall

Plus 3 sites in Harrow and 1 in Brent.

### **Options considered.**

#### **Option A: Tender the council's current Tri-Borough leisure contract (with the London Boroughs of Brent and Harrow).**

This option is recommended under Contract Procedure Rules adopted by Harrow as the Lead Authority for procurement applied to the collective procurement.

#### **Option B: Tender the council's leisure contract as a standalone authority.**

The approach to developing the Tri-Borough partnership was founded upon a desire to create additional scale and to drive efficiencies.

Ealing has by far the largest portfolio of the three Boroughs and would have therefore benefitted from considerable economies of scale under a separate single-borough arrangement. However, the inclusion of the Brent and Harrow facilities will have extended these economies of scale and potentially attracted stronger financial offers from the operator market on the basis of the size and scale of the portfolio and the 'kudos' of operating such a large and unique contract on behalf of three London Boroughs.

There have been benefits from a non-financial perspective to the Tri-Borough approach through shared contract management and learning / knowledge sharing across the three authorities, although there is scope to take this further if the arrangement continues.

Whilst this option is not recommended above the Tri-Borough option; should the Tri-Borough partnership not proceed for any reason; this would be the next best option.

#### **Option C: Bring the management of the leisure facilities back in-house at the end of the current leisure contract with Everyone Active (SLM Ltd).**

Under this management option the council would carry all the operational, commercial, and financial risks.

In preparation for procurement, Harrow commissioned SLC to undertake a "Shadow Bid" exercise to help inform the procurement approach of a new leisure operator. This identified that in Harrow's case there would be approximately £900k additional costs per annum if the service was managed in-house. There would be a significant increase in staff on-costs with staff moving onto full local

government terms and conditions under a TUPE transfer. Compared to the existing leisure contract with EA, the council would also incur increased net business rate costs. EA are currently able to claim 80% relief. The financial assessment also included additional management and administrative staffing costs required to manage the leisure centres. In addition to the ongoing costs that have been identified, there would also be one-off transitional costs including project management resource, HR and legal support, and IT infrastructure purchase costs and data migration costs.

Officers understand that direct delivery by the council would be much more costly and that it would require significant resources to manage such a transformation programme. There are also concerns regarding the lack of internal capacity to manage a commercial service which needs to be agile and responsive in meeting the evolving needs of customers.

This option is not recommended.

**Option D: Transfer the management of the leisure facilities into the council's LATCo, Greener Ealing at the end of the current leisure contract with Everyone Active (SLM Ltd).**

A LATCo delivery model is seen as being more achievable and affordable, although there would still be significant challenges linked to securing suitable expertise and support in areas such as marketing and potentially significant resource implications associated with the transfer of the service. It is likely it would be less cost effective than an outsourced model.

This option is not recommended.

## **4. Key Implications**

### **4.1 Ealing's strategic objectives for the leisure contract**

As part of the contract specification documentation, the 3 boroughs are developing their own strategic objectives and a detailed active communities programme. The council's will be based upon the following strategic objectives:

- Protecting and enhancing the physical and mental health of all
- Increasing participation especially amongst low participant groups
- Provide support and services to older residents and those with a disability and/or limiting long term illness to enable them to remain healthy, independent and resilient for longer
- Provide facilities and activities for women to be active in an appropriate environment
- Provide facilities and activities for young people to become and stay active
- Improvement of public health and wellbeing especially contributing towards tackling health inequalities

- An inclusive service that reduces cost barriers to participation and is accessible to all
- Where possible, providing employment opportunities for local people
- Contribute as applicable, towards tackling the climate emergency by the way services are delivered.

4.2 SLC identified a slow and stagnating rate of recovery being experienced across the leisure sector, particularly by older leisure sites. The council has a range of older and newer facilities and some that are in development. Data collated since the pandemic indicates the usage and membership of the council's sport and leisure centres has returned to pre-pandemic levels. Whilst leisure operators are bidding for new contracts, they are being more selective and will generally not bid for contracts where they feel the balance of risk is not seen as favourable or provide the same level of management fee to clients and are less able to invest significantly in facilities using their own capital. Whilst this is currently not deemed to be a significant risk for the council, projected income included in recent financial submissions from bidders for new leisure contracts for health and fitness has been lower than pre-pandemic, although typically projecting higher income on swimming and swimming lessons. Financial submissions for new contracts are, therefore, likely to be more cautious with a significant gap in income of approximately 10%-15%. Significant increases in energy costs, increased staffing costs and other costs of living increases means that the next couple of years remain uncertain for the leisure market with operators likely to continue to take a more cautious approach. Maintenance risk largely depends on the age and condition of buildings, with the operator's general preference being to share the maintenance risk with the council particularly for older buildings.

## **5. Financial**

- 5.1 The contract extension from September 2023 included applying the Real Living Wage, this was funded by the council. These costs would be transferred to any new operator from September 2025.
- 5.2 Many public sector leisure operators are asking clients to review the management fees to take account of the impact of the pandemic on income levels, staffing costs, supply chain issues and, critically, utility costs.
- 5.3 The level of risk leisure operators that are prepared to take is at a significantly lower level than historically, encompassing a wide range of areas including income, asset responsibilities, utilities, etc. Bids are being developed more conservatively from a financial perspective and operators are turning down opportunities to bid for contracts where previously acceptable risk allocations are judged to be too heavily weighted towards them.
- 5.4 The unprecedented levels of inflation, utility cost increases and additional issues such as supply chain costs (such as pool chemicals, staffing costs) are

all impacting on the financial submissions that bidders are willing to commit to for contracts coming to market under the current climate.

- 5.5 Pre-pandemic, the council were being paid a net £322,000 per year for operation of its portfolio of facilities, some of which generated a positive management fee (primarily the core leisure facilities in Acton, Northolt and Dormers Wells) and others, including the golf courses, outdoor sports and dual use centres typically requiring a subsidy.
- 5.6 As part of the contract extension variation, there was a small reduction in the management fee paid to the council arising from the post pandemic recovery, cost of living crisis and increase in utilities costs challenges. This is a positive position for the council and not one enjoyed by many local authorities across the UK, including Brent and Harrow who are continuing to provide support funding or accept a less beneficial management fee arrangement.
- 5.7 The council has a clear understanding of the specific financial arrangements for each facility in the current contract, both in terms of the management fee paid to/from EA but also details of council-retained costs and PFI payments for Greenford and Reynolds Sports Centres. This gives clear visibility on the relative financial strengths and weaknesses of all facilities within the portfolio which will be critical to inform the strategic approach to the future delivery of services and scope of any new management arrangements moving forwards.
- 5.8 Affordability of future services is critical given the ongoing financial pressures faced by the council.
- 5.9 Affordability of the future services will depend upon the scope of facilities (core leisure, golf courses, outdoor sports and dual use sites), the potential for future investment and the way in which services are to be delivered, both in terms of strategic priorities and management model.
- 5.10 In March 2023, HMRC announced a significant change to the VAT treatment of local authority leisure services. Prior to March 2023, local authorities managing in-house leisure centres were required to treat services such as gym memberships and other facility visits as business activities for VAT purposes and pay VAT to HMRC from the income. Now, a revised treatment of VAT states these services are classified as non-business supplies for VAT purposes. This means local authorities pay no VAT on their income, as well as reclaiming all the VAT they incur on the related costs (revenue and capital) unconditionally.
- 5.11 In consideration of this change, several operators who manage centres on behalf of local authorities are considering how this VAT ruling could also improve the VAT position between themselves and their local authority clients.
- 5.12 Many are not for profit and therefore gain no further benefit on income, as they account for no VAT on activity income, however, they must pay corresponding irrecoverable VAT on expenditure. Some are considering a

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new 'agency' model, whereby they collect income on behalf of the local authority so income remains 'non-business', which would mean they too would not have to pay irrecoverable VAT on expenditure.

### **Financial impact on the budget**

- 5.11 The Council's Medium Term Financial Strategy (MTFS) currently assumes no change in relation to the leisure services. The level of management fee and therefore impact on the leisure budget will not be clear until the procurement exercise is completed.
- 5.12 Harrow have commissioned FMG on behalf of the three councils to assist the councils with the procurement of a new tri-borough leisure management contract. The council's contribution for the commission is £15,000 which will be met from the service revenue budget during 2024/25.

## **6. Legal**

- 6.1 The procurement will be conducted in accordance with the Public Regulations 2015 in particular Regulation 38 which permits local authorities to jointly procure contracts. The three authorities will enter into one contract with the successful bidder.

## **7. Value For Money**

- 7.1 This proposal has given due consideration to Value for Money throughout and will help provide a long-term sustainable approach to the future management and operation of the council's leisure facilities. The procurement of this contract will seek to build upon a comprehensive and significant contribution to the council's current social value offer.
- 7.2 The contract specification is being developed to support the aim of increasing participation by the whole community, with programmes that are inclusive and affordable to all. Through a wide and varied programme of centre-based and outreach programmes, an appropriate pricing policy and partnership working, it will support the partnership aims of increasing participation from the following groups:
- Children and young people
  - People with disabilities and/or additional needs
  - Ethnically diverse and minority communities
  - Women and girls
  - People on low incomes
  - Older people

## 8. Sustainability Impact Appraisal

8.1 The successful bidder will be required to supply information pertaining to environmental performance as part of the tender documents to demonstrate a clear responsibility for minimising the environmental impact of the contract, including targets relating to the reduction of carbon dioxide emissions, energy efficiency, noise pollution, waste minimisation, water conservation and green travel behaviour.

## 9. Risk Management

A full risk log for the project has been developed. The key risks identified are:

Risk	Mitigation
Breakdown in cross-borough working; risk that during the duration of the project, the alliance between the three boroughs breaks down, due to changed political or business drivers.	There is a strong track record of collaboration across West London and a commitment by senior officers, endorsed by Chief Executives and Leaders.
Boroughs unable to agree contract or specification details. In principle, there will be a core contract with borough specific contract 'lots'.	Each borough will be able to specify what is included and excluded from the contract and when services and / or facilities would be included.
Lack of capacity to deliver.	Each borough has committed to the process and agreed governance arrangements, including an officer working group and steering committee. Harrow have commissioned FMG to assist the councils with the procurement of a new Tri-Borough leisure management contract.
Reduction in Management Fees	Ensure that Tender pack includes accurate data to reflect the strength of the financial performance of the current contract. Ensure information relating to buildings and utility costs are up to date; including undertaking condition surveys including the significant investment in decarbonisation at three centres.
Insufficient Market Interest	Programme includes soft market testing and use of Prior Information Notice (PIN) notice which sets out the authority's purchasing intentions.

## **10. Community Safety**

10.1 There are no implications for community safety arising from this report.

## **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**

An initial Equalities Analysis Assessment (EAA) has been completed. This has identified that to ensure that any negative impact on equalities, human rights and community cohesion is properly considered, the contract with an external provider will include:

- Protection and enhancement of service and targeted provision for protected groups
- Quarterly contract monitoring and annual review to review requirements for protected groups
- Annual user survey to identify protected groups and how they use services, including targeted services.

The EAA will be kept under review throughout the project. A full EAA will be carried out on the specification once it has been finalised.

## **13. Staffing/Workforce and Accommodation implications**

13.1 Colleagues from a wide range of services, including Legal, Finance, HR, Commercial Hub and Property Services will be involved and consulted on the project throughout.

13.2 Consultation with staff and trade unions will take place throughout and will be in line with the requirements related to any TUPE transfer.

## **14. Property and Assets**

14.1 Ownership of the council owned properties involved would remain with the local authority. There are PFI arrangements at Greenford Sports Centre, 25 year term ends 2033, and Reynolds Sports Centre (Acton) 25 year term ends 2032. However, it is anticipated that the new provider would operate under a



lease or licence to operate from the council's facilities for the duration of the contract.

## 15. Any other implications

None

## 16. Timetable for Implementation

<b>Section 1 - Planning / Engagement</b>		<b>Schedule Start/Due Date</b>	<b>End/Return Date</b>
1.1	PIN Notice and Market Engagement	01/05/2024	13/05/2024
1.2	Developing the Specification	01/11/2023	29/05/2024
1.3	Invitation to Tender (ITT) Documentation, Specification, Method Statement Questions and Evaluation Criteria	01/11/2023	31/05/2024
1.4	Development of T's and C's of Contract, KPI's, Sub-contracting arrangements	01/11/2023	31/05/2024
<b>Section 2 - Approval Timetable</b>			
2.1	Brent Cabinet	08/04/2024	08/04/2024
2.2	Ealing Cabinet	17/04/2024	17/04/2024
2.3	Harrow Cabinet	01/07/2024	01/07/2024
<b>Section 3 - Procurement Process</b>			
3.1	Issue ITT on London Tenders Portal / Expression of Interests and Registrations (Competitive Procedure with Negotiations)	02/09/2024	02/09/2024
3.2	Shortlisting to 5 Bidders to participate in the tender	27/09/2024	01/10/2024
3.3	Issue of ITT and Invitation to Participate in Negotiation	07/10/2024	06/11/2024
3.4	Tender Deadline	06/11/2024	06/11/2024
3.5	Evaluate Final Tenders	03/03/2025	21/03/2025
3.6	Award Report	27/03/2025	01/04/2025
3.7	Award of Contract	29/04/2025	29/04/2025
<b>Section 4 - Contract Commencement</b>		<b>Schedule Start/Due Date</b>	<b>End/Return Date</b>
4.1	Service "Go Live"	01/09/2025	01/09/2025

## 17. Appendices

None

## 18. Background Information

- SLC Tri-Borough Scoping Support Report - July 2022

- FMG support for the procurement of a tripartite leisure management contract February 2024

### **Consultation**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent to consultee</b>	<b>Date response received</b>	<b>Comments appear in paragraph:</b>
<b>Internal</b>				
Cllr Knewstub	Cabinet Member for Thriving Communities	13/03/24		Throughout
Peter George	Strategic Director for Economy & Sustainability	13/03/24		Throughout
Emily Hill	Strategic Director for Corporate Resources	13/03/24	27/03/2024	Throughout
Alice Rowlands	Head of Legal (Commercial)	13/03/24		Throughout
Chuhr Nijjar	Senior Contracts Lawyer	13/03/24		Para 6
Yalini Gunarajah	Senior Finance Business Advisor, Housing and Regeneration	13/03/24		Para 5
Adrian Moody	Category Lead – Commercial Hub	13/03/24		Throughout
Julia Robertson	Sports Development Manager	13/03/24		Throughout
Pauline Lawrence	Leisure Operations Manager	13/03/24		Throughout

### **Report History**

<b>Decision type:</b>	
Key decision	
Report no.:	Report author and contact for queries:
	Chris Bunting, Assistant Director, Leisure Services <a href="mailto:buntingc@ealing.gov.uk">buntingc@ealing.gov.uk</a>



**Report for:**  
**ACTION**

**Item Number:**

<b>Contains Confidential or Exempt Information</b>	<b>Yes – appendix 1 is confidential pursuant to para. 3 of Part 1 of schedule 12A of the Local Government Act 1970 (Information relating to the financial or business affairs of any particular person, including the council). Urgent, pursuant to the following procedures: Rule 16 of the Access to Information Procedure Rules (impractical to comply with Forward Plan requirements) Rule 5 of appendix to the Access to Information Procedure Rules (urgent ICMD) Rule 16 of the Scrutiny Procedure Rules (special urgency and exemption from call-in)”</b>
<b>Title</b>	Approval of one year lease for temporary accommodation
<b>Responsible Officer(s)</b>	Nicky Fiedler, Strategic Director for Housing and Environment
<b>Author(s)</b>	Mark Awbery
<b>Portfolio(s)</b>	Cllr Mahfouz, Cabinet member for safe and genuinely affordable homes Cllr Manro, Cabinet member for good growth and new housing
<b>For Consideration By</b>	Cllr Mahfouz, Cabinet member for safe and genuinely affordable homes
<b>Date to be Considered</b>	27 <sup>th</sup> March 2024
<b>Implementation Date if Not Called In</b>	Not applicable, as the decision is exempted from call-in, pursuant to Rule 16 of the Scrutiny Procedure Rules.
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Lease of property for use as temporary accommodation or move on accommodation Housing Homelessness

**Purpose of Report:**

As a result of the housing crisis facing Ealing where an increasing number of households are approaching the Council for housing there has been an increasing use of nightly paid accommodation including bed and breakfast and commercial hotels. Due to the unplanned nature of the demand the bookings into such accommodation are based on immediate need and therefore subject to any fluctuations in the pricing of these types of accommodation which in itself is linked to wider factors, For example, concerts, school and public holiday times or other events etc.

The purpose of this report is to obtain authority for a one year lease for the provision of 73 units of dedicated use hotel accommodation with facilities (including laundry and shared kitchens) at a fixed rate to give the Council surety of the budget, and reduce the costs currently being incurred in relation to spot purchased B&B and commercial hotel rooms.

The accommodation includes larger rooms (which are suitable for families) and function spaces within the hotel that can be used to provide drop in services for those who are accommodated there.

Securing this accommodation will provide the Council with certainty of supply and cost for the units concerned - which is significantly lower than the commercial hotel rates it is currently achieving. It will also provide additional ongoing capacity that it can use to support accommodated households' move on from short term accommodation into either the private sector or other accommodation.

## **1 Recommendations**

It is recommended that the Strategic Director of Housing and Environment:

- 1.1 Agrees to enter into a lease for one year for the provision of emergency accommodation to homeless households.
- 1.2 Delegates authority to Strategic Director for Housing and Environment to finalise the terms of the lease following consultation with the S151 Officer.

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

- 2.1 The Council continues to experience a high level of statutory homeless acceptances generating a requirement to provide emergency and temporary accommodation.
- 2.2 Due to the shrinking private rental market and reducing availability of properties for use as temporary accommodation the Council is placing an increasing number of households into bed and breakfast and hotel accommodation. The commercial hotel accommodation is procured on a 'spot purchase' basis which means that these increase (from rates that are already well above subsidy) due to demand from other events and this is increasing the pressure on budgets as the cost fluctuates according to demand.
- 2.3 Leasing this hotel for one year will give the Council cost-certainty and offer savings in comparison to renting the room equivalents on an ad-hoc basis over this length of time, but more importantly, provide the Council with a secured amount of space in order to meet our statutory requirements.' There is still an expectation and focus on moving people on from this type of accommodation, but the leasing of this hotel will enable the Council to secure better financial rates and larger rooms with the relevant facilities.

### **3 Background**

- 3.1 The Private Rented Sector (PRS) in Ealing is reducing and is increasingly unaffordable to recipients of housing related benefits. The fact that owner occupation in London is beyond the reach of most people means that there are prospective renters on high salaries, and there is evidence that landlords are choosing not to expose themselves to the risk of renting properties to low-income families who rely on benefits.
- 3.2 This, along with the impacts of the cost of living crisis has meant an increase in homelessness approaches and a reduction in available properties to rent for temporary accommodation.
- 3.3 Cost of living factors, asylum seekers and other displaced groups are all increasing the demand for housing in the borough, and this – combined with the reducing supply has created a housing crisis with families remaining in ‘temporary accommodation’ for years, an increasing number of households placed into bed and breakfast (B&B) accommodation, and – more recently – into commercial hotels which is an unsustainable and inappropriate housing solution.
- 3.4 The use of commercial hotels is related to demand and so booking is done ‘at the time’. This means that the Council is exposed to fluctuations in price due to demand such as events in the wider area, or other organisations booking spaces. This means that there is no certainty on the price.
- 3.5 The majority of hotels being used have standard sized rooms, so larger families have to be accommodated in more than one room. The hotels do not all have laundry facilities, very few have cooking facilities and some don’t having fridges in the rooms. This makes them poorly suited to accommodating homeless households as well as being costly solution for the Council in meeting the increasing demand.

### **4 Temporary Accommodation**

- 4.1 The council is required to provide temporary accommodation to households in accordance with the homelessness legislation duties. Between 2011 and 2019, the number of households in temporary accommodation (TA) more than doubled, primarily due to changes in the Local Housing Allowance (LHA) system which reduced the purchasing power of low-income households in Ealing’s private rented sector.
- 4.2 The number of households in temporary accommodation continued to increase between 2018 and 2022, as even though the council continued strong work in prevention, the overall number of households approaching increased.
- 4.3 2023/24 has seen an increased use of B&B accommodation, and for the first time the use of Commercial Hotels used due to the lack of supply. With some private sector landlords requesting their properties back, some households are having to move back into B&B or hotel accommodation.

- 4.4 This means that there are currently 265 families (February 2024) in hotels and 443 in B&B.
- 4.5 Households' current average length of stay in B&B is over 22 weeks and in Commercial Hotels it is 15 weeks – both types of accommodation that are meant to be used for short periods in an emergency. The reason for this is the lack of supply that people can move on to, and a proactive approach to resettlement.

## **5 Budget Pressures**

- 5.1 The use of commercial hotels has almost tripled in the current year, and there are over 100 households that need more than one room. The costs for hotels is included in the confidential appendix.
- 5.2 The cost and use of B&B is also increasing and is now almost as much as a private sector leased property but more unsuitable for households who are accommodated there. For both B&Bs and commercial hotel there is limited or no access to cooking or laundry; households are often spread across a number of rooms and the location may be less than ideal for accommodated households impacting on school and work commutes.
- 5.3 The number of households in commercial hotels has increased by a similar amount to the reduction in the number in PSL and if this trend continues then the budgetary impact on the council will be significant.
- 5.4 The Council is under increasing risk of failing to meet its statutory duty to provide temporary accommodation, and this is also at an increasing cost with a high-level of reliance on local chain hotels and Bed & Breakfast accommodation.
- 5.5 The Council is also not in compliance with Suitability of Accommodation Order act which requires it to ensure that families are not placed in private non self-contained accommodation for more than six weeks<sup>1</sup>.
- 5.6 In summary, the statutory six week rule states that Bed & Breakfast accommodation is not suitable accommodation for homeless families with children and households that include a pregnant woman unless there is no alternative accommodation available and then only for a maximum of six weeks.
- 5.7 If the accommodation is “owned or managed” by a housing authority, a registered social landlord or a qualifying voluntary organisation, then this is deemed not to be bed and breakfast accommodation which falls within the statutory six week rule.
- 5.8 A number of projects are underway to reduce reliance on temporary accommodation. These include a broad-based purchasing programme, active

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<sup>1</sup> This rule does not apply to provision where the accommodation is owned or managed by a local authority, a registered social landlord or a qualifying voluntary organisation (by the Council using its own premises or leased premises)

resettlement conversations with residents currently accommodated in temporary accommodation as well as a review of those who have been in this for a long period to help them understand their future options (and choices).

- 5.9 As the Council now has a number of families in this type of accommodation over the six week period, it is required to submit a B&B elimination plan to the Department of Levelling Up, Housing and Communities (DLUHC) as a condition of its Homeless Prevention Grant funding.
- 5.10 As part of this there is a fortnightly officer group working on the exit plan from hotels and B&Bs. This has been developed holistically, and includes initiatives focusing on communications; resettlement; liaison with other services as well as the work already underway in acquiring new accommodation.

## **6 Transitioning Away from use of Commercial Hotels**

- 6.1 As part of the work on housing demand in temporary accommodation, a range of market opportunities have been assessed to address the increase in the use of commercial hotels. While the housing of residents in hotels is not a long term solution, this is a transition opportunity to provide accommodation with improved facilities at a lower price for the short term.
- 6.2 A hotel approached the Council in January 2024 offering a one year lease opportunity at a flat rate per room per night. Since that time work has progressed inspecting the premises and carrying out negotiations on rates, and we are now in a position to progress a decision. The property has been visited and viewed to ensure it is appropriate accommodation. It is close to local transport links although outside of the borough boundaries.
- 6.3 It is proposed that this hotel is leased for a period of twelve months with an appropriate break clause which will enable the Council to terminate the arrangement if expected levels of demand are not sustained, although we do have more than 70 households in commercial hotels at the current time.
- 6.4 The hotel is already carrying out works to create kitchen facilities that can be used by accommodated households, as well as a laundry room. Each room in the hotel will also have fridge facilities.
- 6.5 A council officer inspection will be undertaken at a minimum of three monthly intervals while in use and we will also ensure that all statutory compliance requirements are adhered to and have already reviewed certification in this regard.. Use will not commence until an inspection confirms the laundry and kitchen facilities are in place, and that confirmation is received that the accommodation is both compliant and satisfactory for us to use. The condition of the property and up keep will be a part of the lease ensuring that regular checks that are required are carried out, and spot checks will also be carried out during the term of the lease. The lease will cover the general requirements alongside terms of occupation such as such as cleaning, booking in and out, as well as liaison with Council officers as required.

6.6 The lease will provide Ealing with exclusive rights to use the accommodation for the duration of the lease and it is currently vacant having recently ceased trading as a hotel. It is anticipated that the lease will commence as soon as possible in April 2024.

## **7 Risks**

7.1 There are risks to the proposed arrangements as shown below:

### Reputational

7.2 The Council will need to ensure the accommodation provided is of a satisfactory standard and that it is regularly checked and reviewed. The facilities are being upgraded and the size of the rooms is significantly larger than in currently used commercial hotels with the inclusion of suites for larger families.

### Location

7.3 The hotel is not within the borough of Ealing, but is just outside and within walking distance to a tube station and has good transport links.

### Financial

7.4 The total cost of the lease is high, but this delivers a saving against if normal commercial hotels were used. The cost is a standard cost per room per night with no increase for larger rooms.

7.5 There is a risk that rooms may be left vacant, but a review of the current demand means that we can relocate people immediately and hold a number of rooms for future use. There is little likelihood of not being able to occupy all the available rooms all of the time.

7.6 There is a risk of repair cost but this will be covered within the heads of terms noting the different approach to intentional damage. All other repairs will be by the freeholder.

### Procurement

7.7 As this is a lease transaction it falls outside of Public Contract Regulations 2015 .

## **8 Legal**

8.1 Part 7 of the Housing Act 1996 imposes statutory duties on the council to provide temporary accommodation to homeless applicants in a number of situations. These include when it is assessing the homeless application of a person who it has reason to believe may be eligible for assistance, may be homeless and may be in priority need and when it has completed an assessment and concluded that an applicant is owed the full housing duty.



- 8.2 Section 206 Housing Act 1996 states that a local housing authority may discharge their housing functions under Part 7 of the Act only in the following ways—
- (a) by securing that suitable accommodation provided by them is available,
  - (b) by securing that they obtain suitable accommodation from some other person,
  - or
  - (c) by giving them such advice and assistance as will secure that suitable accommodation is available from some other person.
- 8.3 Section 208(1) Housing Act 1996 provides that so far as reasonably practicable a local housing authority shall in discharging their housing functions under Part 7 of the Act secure that accommodation is available for the occupation of the applicant in their district.
- 8.4 Section 210(1) states that in determining whether accommodation is suitable for a person, the local housing authority shall have regard to Parts 9 and 10 of the Housing Act 1985 (slum clearance and overcrowding) and Parts 1 to 4 of the Housing Act 2004 (houses in multiple occupation). The Secretary of State may, by order, specify circumstances in which accommodation is or is not to be regarded as suitable for a person, and matters to be taken into account or disregarded in determining whether accommodation is suitable for a person. The Secretary of State has done so by the following Orders: - Article 2 of Homelessness (Suitability of Accommodation) Order 1996 provides that in determining whether accommodation is suitable for a person there shall be taken into account whether or not the accommodation is affordable for that person. - Articles 3 & 4 of the Homelessness (Suitability of Accommodation) (England) Order 2003 provide that B&B accommodation is not to be regarded as suitable for an applicant with a family except where no accommodation other than B&B accommodation is available for occupation and the applicant occupies B&B accommodation for a period, or a total of periods, which does not exceed 6 weeks.
- 8.5 The Homelessness (Suitability of Accommodation) (England) Order 2012 states that in determining whether accommodation is suitable for a person, the local housing authority must take into account the location of the accommodation, including—
- (a) where the accommodation is situated outside the district of the local housing authority, the distance of the accommodation from the district of the authority;
  - (b) the significance of any disruption which would be caused by the location of the accommodation to the employment, caring responsibilities or education of the person or members of the person's household;
  - (c) the proximity and accessibility of the accommodation to medical facilities and other support which—
    - (i) are currently used by or provided to the person or members of the person's household; and
    - (ii) are essential to the well-being of the person or members of the person's household; and

(d) the proximity and accessibility of the accommodation to local services, amenities and transport.

8.6 The Department for Levelling Up, Housing and Communities has produced guidance on how local authorities should exercise their homelessness functions, in accordance with the Homelessness Reduction Act 2022. The combined effect of the above homelessness legislation is that accommodation provided or arranged to meet a homeless duty must be affordable for the homeless applicant. Accommodation is not affordable if the applicant would require the local authority to contribute towards the cost of the accommodation. Where affordable accommodation is not available in the borough the local authority must provide affordable accommodation out of borough.

8.7 The council has the power to acquire land under section 120 of the Local Government Act 1972.

8.8 The landlord will provide some services which are ancillary to the lease but the agreement is a land disposal which is exempt from the Public Contracts Regulations 2015.

## **9 Value For Money**

9.1 The value of the lease is included in Part B of this report and will be funded from the Housing Demand Revenue budget. The detail is shown in Part B. Value for money is considered as part of the Confidential Appendix in the form of a estimated cost avoidance/ saving.

## **10 Sustainability Impact Appraisal**

10.1 There are no Sustainability Impacts associated with this proposal.

## **11 Community Safety**

11.1 Providing suitable and sustainable housing provision for homeless households is key to creating and maintaining safe, welcoming and cohesive communities.

## **12 Links to the 3 Key Priorities for the Borough**

12.1 The council's three key priorities are:

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

12.2 The recommendations of this report will support the priority of fighting inequality.

## **13 Equalities, Human Rights and Community Cohesion**

13.1 Providing suitable and sustainable housing provision for homeless households is key to creating and maintaining safe, welcoming and cohesive communities.

#### **14 Staffing/Workforce and Accommodation implications:**

14.1 There are no direct staffing implications to this proposal.

#### **15 Property and Assets**

15.1 This is an all-inclusive lease which, in its final form, must protect the Council from unnecessary responsibility or costs and allow the Council to use it for Temporary Accommodation.

#### **16 Consultation**

16.1 None.

#### **Timetable for Implementation**

16.2 It proposed to begin the lease in April 2024 at the latest and to review mid way through the term to ascertain if it could be extended if required.

#### **17 Appendices**

17.1 Confidential appendix: Detailed costs and comparitors of the proposal.

#### **18 Background Information**

None

#### **Consultation**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent to consultee</b>	<b>Date response received</b>	<b>Comments appear in paragraph:</b>
<b>Internal</b>				
Nicky Fiedler	Strategic Director, Housing and Environment			
Alice Rowland	Head of Legal Commercial)			
Russell Dyer	Assistant Director of Accountancy			
Jessica Tamayao	Assistant Director of Strategic Property and Investment			

#### **Report History**

<b>Decision type:</b>	<b>Urgency item?</b>
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Key decision	<b>Urgent, pursuant to the following procedures:</b> <b>Rule 16 of the Access to Information Procedure Rules (impractical to comply with Forward Plan requirements)</b> <b>Rule 5 of appendix to the Access to Information Procedure Rules (urgent ICMD)</b> <b>Rule 16 of the Scrutiny Procedure Rules (special urgency and exemption from call-in)</b>
Report no.:	Report author and contact for queries:

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

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## INDIVIDUAL CABINET MEMBER DECISION – 27 March 2024

Decision by	Councillor Mahfouz
Subject	Approval of one year lease for temporary accommodation
Portfolio	Safe and genuinely affordable homes
Authority	Constitution part 3 Section 3

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Decision: That, the Cabinet Member for Safe and genuinely affordable homes:  
  
Agreed to enter into a lease for one year for the provision of emergency accommodation to homeless households.  
  
Delegated authority to Strategic Director for Housing and Environment to finalise the terms of the lease following consultation with the S151 Officer.

Reason for decision And Options Considered: The Council continued to experience a high level of statutory homeless acceptances generating a requirement to provide emergency and temporary accommodation.

Please see report attached Due to the shrinking private rental market and reduced availability of properties for use as temporary accommodation the Council was placing an increasing number of households into bed and breakfast and hotel accommodation. The commercial hotel accommodation was procured on a 'spot purchase' basis which meant that these increased (from rates that were already well above subsidy) due to demand from other events and this had increased the pressure on budgets as the cost fluctuated according to demand.

Leasing this hotel for one year would give the Council cost-certainty and offer savings in comparison to renting the room equivalents on an ad-hoc basis over this length of time, but more importantly, would provide the Council with a secured amount of space in order to meet Ealing's statutory requirements.' There was still an expectation and focus on moving people on from this type of accommodation, but the leasing of this hotel would enable the Council to secure better financial rates and larger rooms with the relevant facilities.

Date of Implementation: 28 March 2024

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Report published	19 March 2024
Opposition consulted	19 March 2024
Decision recorded	27 March 2024
Decision published	27 March 2024

Call-in deadline Not Applicable

Reason for urgency Urgent, pursuant to the following procedures:

Please see report Rule 16 of the Access to Information Procedure Rules (impractical attached to comply with Forward Plan requirements)

Rule 5 of appendix to the Access to Information Procedure Rules (urgent ICMD)

Rule 16 of the Scrutiny Procedure Rules (special urgency and exemption from call-in)

The reason for urgency is that by reason of the current housing crisis, the council is spending huge sums of money accommodating homeless families and individuals in emergency accommodation. This report proposal represents an opportunity to provide 72 units of dedicated hotel accommodation at a fixed rate. The council needs to move quickly to secure this rare opportunity.

The reason for lateness is that this opportunity has only become available very recently; officers are bringing it forward for decision as soon as possible after becoming aware of it.



Cabinet member's signature.....Date 27 March 2024

Councillor Mahfouz Cabinet Member for safe and genuinely affordable homes

Officer recording decision .....*merkesha grant*.....Date 27 March 2024

Designation Merkesha Grant  
Democratic Services