

# LAND AND PROPERTY STRATEGY

2023-2027



# FOREWORD

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

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

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

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

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

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

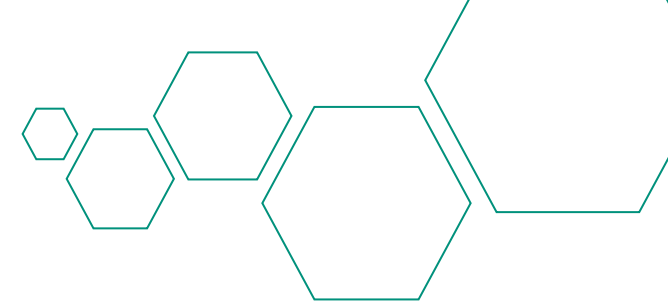
Our property assets are key to delivering on the promises we made to residents in the Council Plan. The council continues to work in a resource-constrained environment, so this new land and property strategy is about effectively and efficiently utilising all of the available resources the council has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



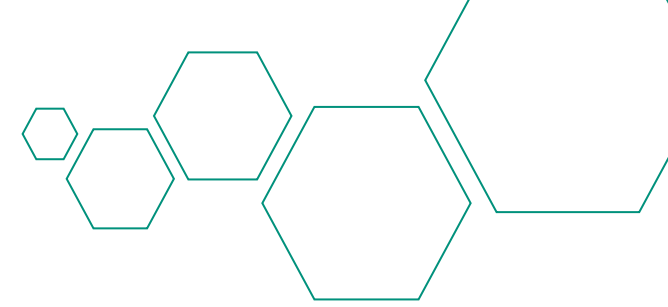
**Councillor  
Peter Mason,  
Leader of Ealing  
Council**



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



# MISSION AND AIM



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

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

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

## Council Plan strategic objectives



**CREATING  
GOOD JOBS**

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



**TACKLING  
THE CLIMATE CRISIS**

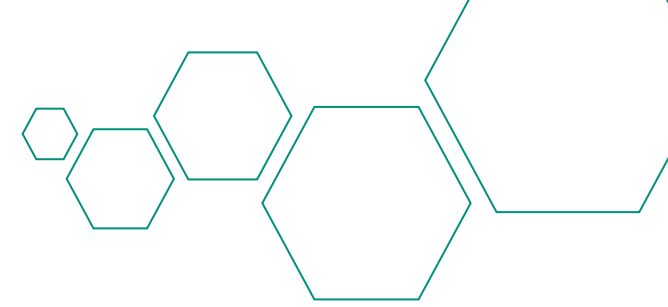
We will work to keep Ealing clean and green and take leadership in ensuring the borough we build is sustainable. We will take leadership on tackling the ramifications of the climate crisis, by aiming for the highest environmental standards as we grow new jobs and homes.



**FIGHTING  
INEQUALITY**

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



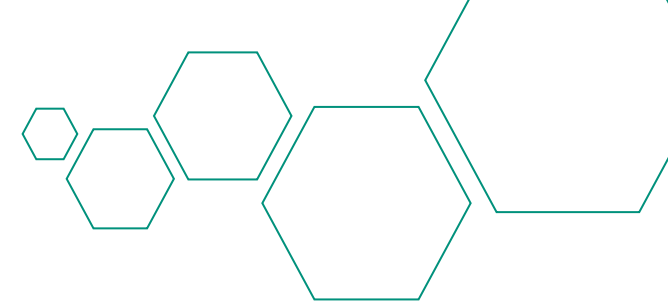


## Council Plan ten priorities

 <p><b>Tackling inequality and crime</b></p>	<p>Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.</p>
 <p><b>Climate Action</b></p>	<p>Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced.</p>
 <p><b>Healthy lives</b></p>	<p>Protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient and dealing with the ongoing impact of COVID-19.</p>
 <p><b>A fairer start</b></p>	<p>Ensuring all our children and young people get the best start in life, from their earliest years through to a great education.</p>
 <p><b>Decent living incomes</b></p>	<p>Bringing new and well-paid jobs back to Ealing and ensuring good businesses can thrive.</p>

 <p><b>Inclusive economy</b></p>	<p>Building wealth within the community by ensuring everything the council does increases social value and contributes to making Ealing a fairer place to live and work.</p>
 <p><b>Genuinely affordable homes</b></p>	<p>Delivering our radical programme of social rent council house building, affordable homes and ensuring our tenants are empowered and have ownership of their communities.</p>
 <p><b>Good Growth</b></p>	<p>Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes a great place, where people want to live.</p>
 <p><b>Thriving Communities</b></p>	<p>Bringing people together to build strong neighbourhoods, empowering volunteers, encouraging community activism, engaging civic and faith leaders, and delivering well-loved community facilities and services.</p>
 <p><b>Organisational Priorities</b></p>	<p>Focusing relentlessly on getting the basics right, ensuring we are well run and make best use of resources. We will also drive change to deliver a new culture of public service where we engage and work in partnership with our communities.</p>





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

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

## MISSION

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

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

## AIM

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

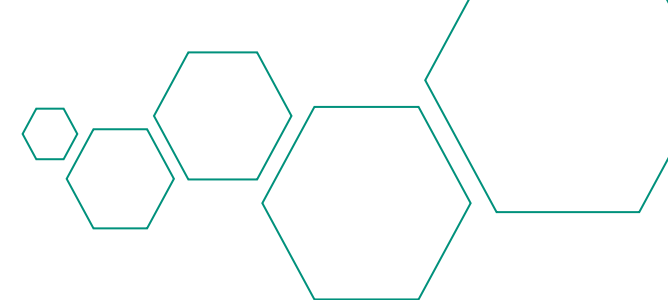
Viewing our seven towns as linked but individual is integral to the Council Plan and is at the centre of the approach taken in this Land and Property Strategy. We saw during the pandemic that people valued their local areas more than ever and we want to build prosperous, inclusive and sustainable neighbourhoods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

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

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



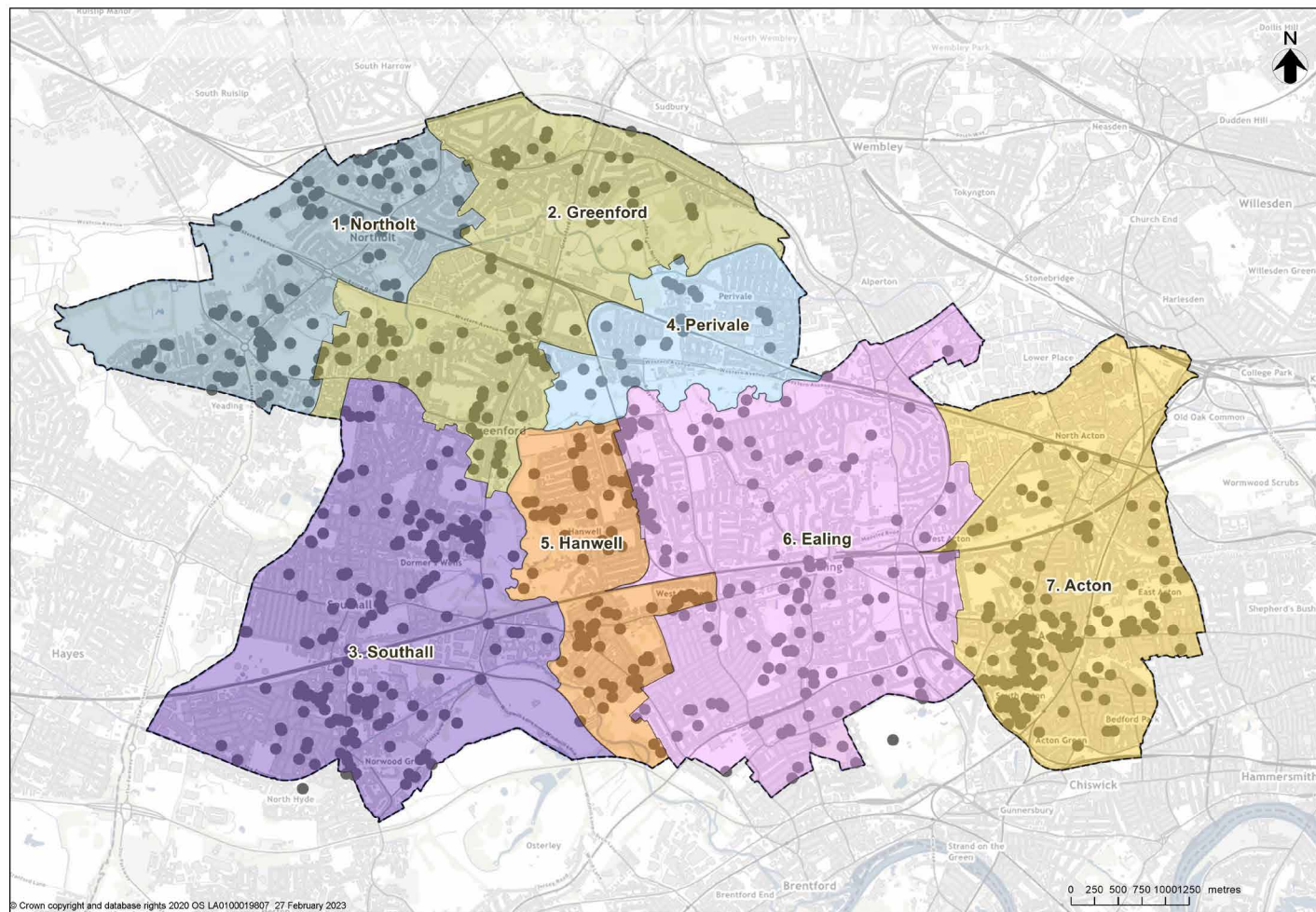
# EALING'S PROPERTY PORTFOLIO



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

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

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



## EACH YEAR OUR PORTFOLIO DELIVERS:



460,000 visits to children's centres



660 visitors to local regeneration workshop events



15,000 visits to our older adults' day centres



800,000 visits to our libraries



123,000 visits to council-run community centres



1,957,200 visits to our leisure facilities



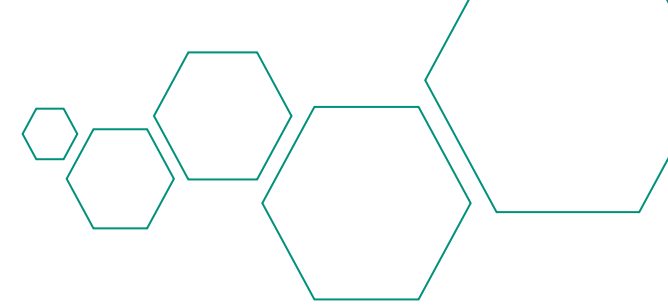
20,000 visits to our youth centres



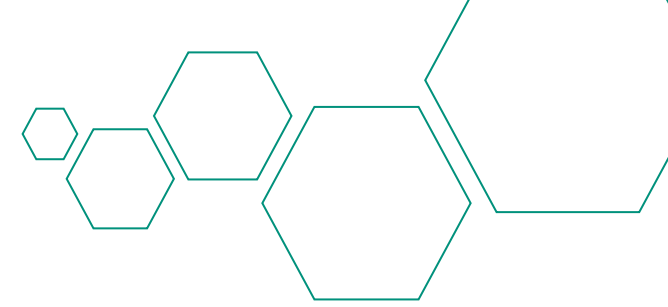
29,000 tonnes of waste recycled in our depots



25,000 children are educated in Ealing owned schools



# OBJECTIVES AND PRINCIPLES



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

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

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

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

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

## OUR OBJECTIVES

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

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

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

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

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







## OBJECTIVE A

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

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

### PRINCIPLES

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

### DELIVERY

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

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

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

### COMMITMENTS AND PRIORITIES



# ONE-STOP COMMUNITY HUBS

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

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

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

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

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





# OBJECTIVE B

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

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

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

## DELIVERY

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

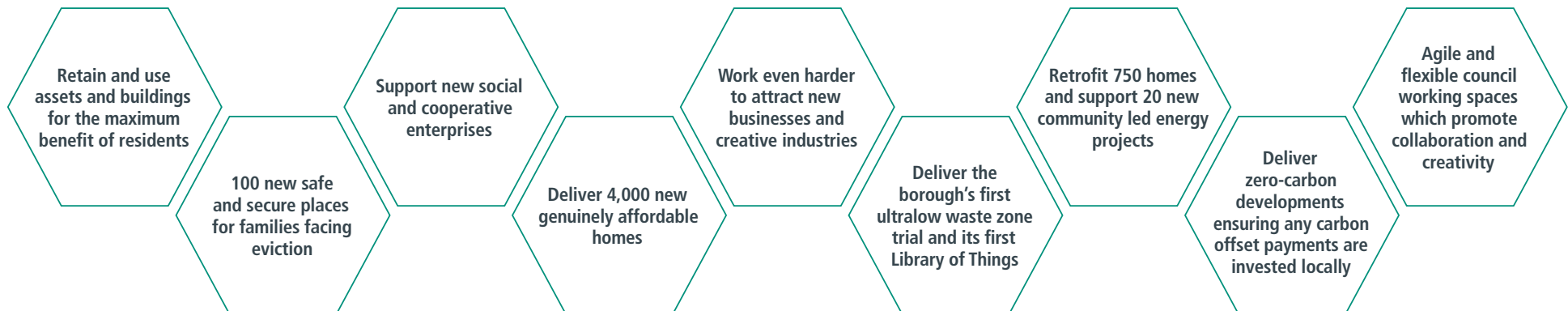
We will assess how effectively our land and property is used to deliver services and priorities and seek to identify opportunities for rationalisation and delivering commitments from the space we unlock.

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

## PRINCIPLES

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

## COMMITMENTS AND PRIORITIES

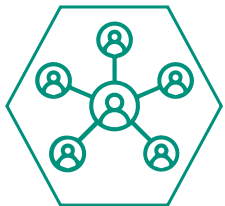


# NEW LIFE FOR OLD FARM BUILDINGS

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

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





## OBJECTIVE C

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

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

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

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

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

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

## DELIVERY

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

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

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

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

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

## COMMITMENTS AND PRIORITIES



## PRINCIPLES

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

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

# ACCESSIBLE SPACE FOR LOCAL COMMUNITY GROUPS

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

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

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

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

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

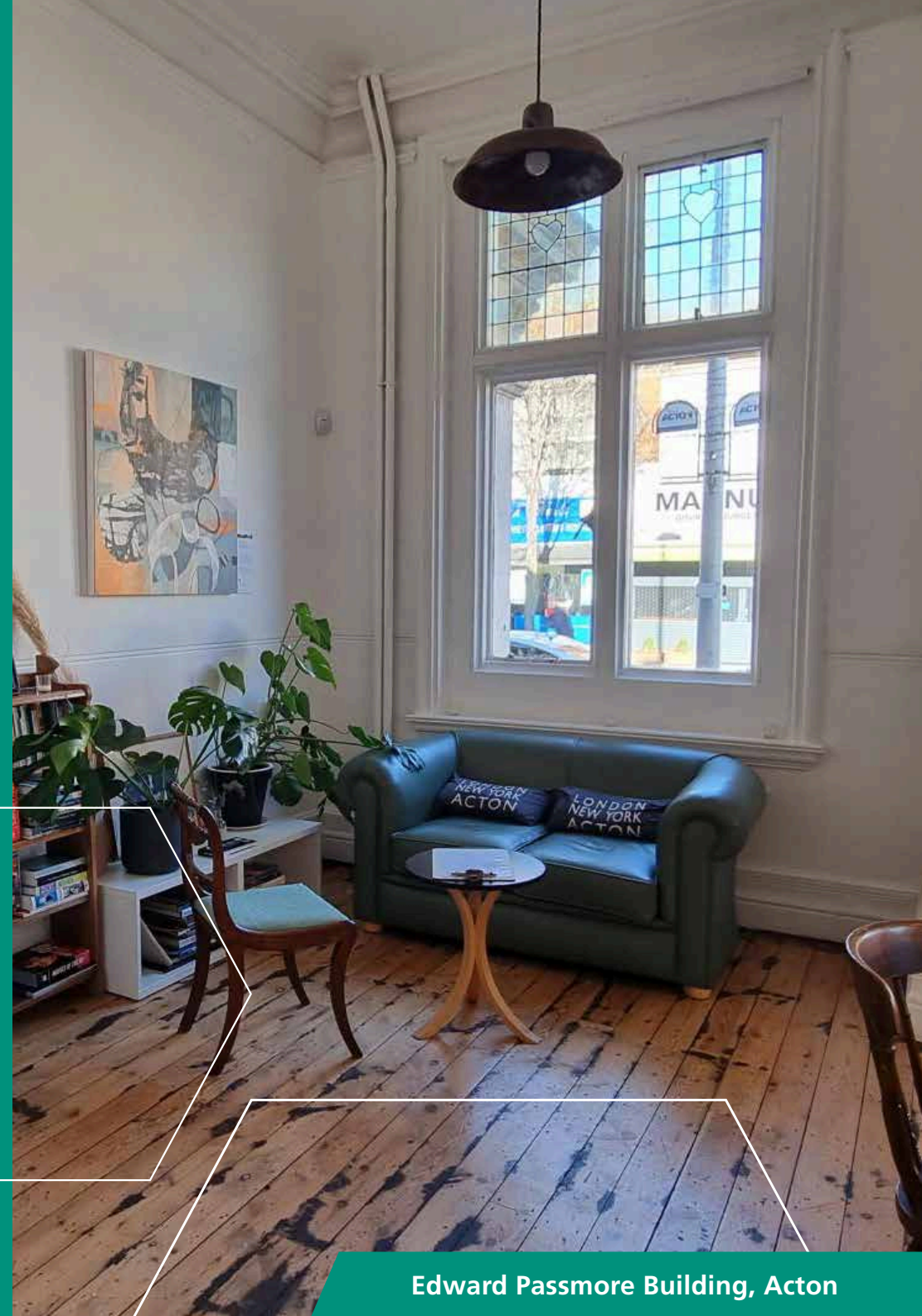


# EMPOWERING COMMUNITIES

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

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

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







## OBJECTIVE D

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

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

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



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

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

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

### PRINCIPLES

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

## DELIVERY

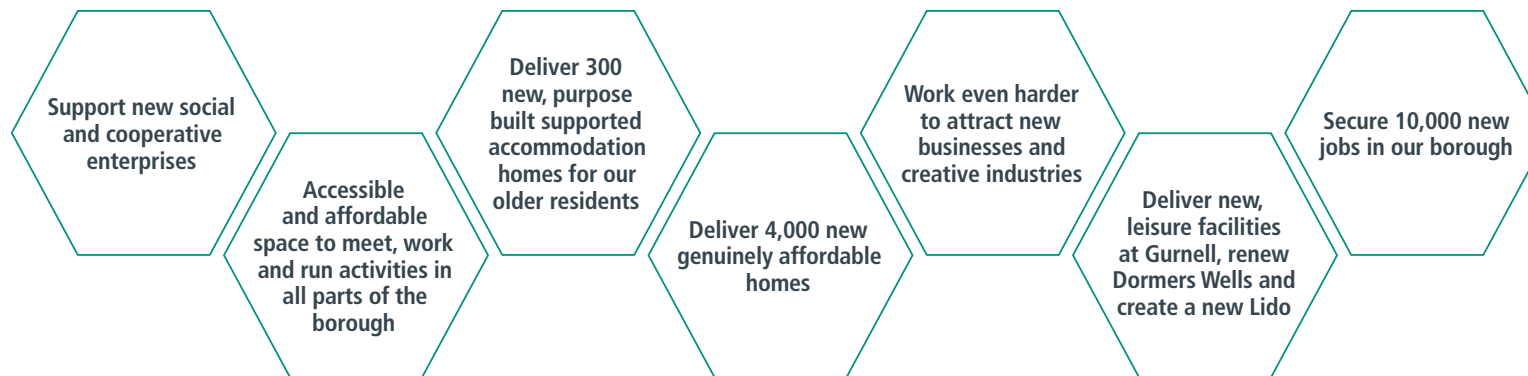
The Council Plan 2022-2026 sets out an ambitious pipeline of future development projects and community infrastructure, including leisure centres, a new lido, new community sports facility and young adult facilities.

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

- Development and growth and in line with all our objectives and Council Plan commitments
- Encouraging new jobs and businesses into the borough
- Wider area-based regeneration opportunities
- New genuinely affordable homes
- Land assembly opportunities, including through One Public Estate

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

## COMMITMENTS AND PRIORITIES



# GENUINELY AFFORDABLE HOMES

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



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



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



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



# LEISURE FACILITIES FIT FOR EALING

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

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

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





## OBJECTIVE E

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

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

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

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

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

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

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

### PRINCIPLES

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

### COMMITMENTS AND PRIORITIES



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

## DELIVERY

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

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

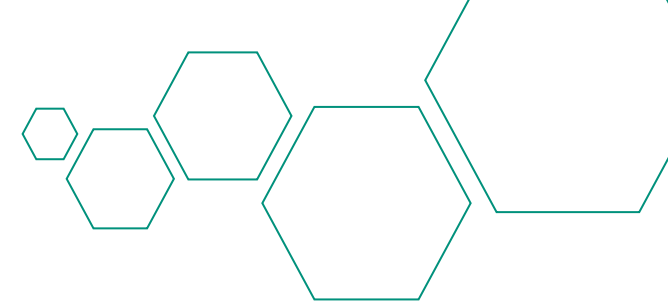
The council is looking at ways to draw carbon from the atmosphere and locking it away by greening spaces;

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

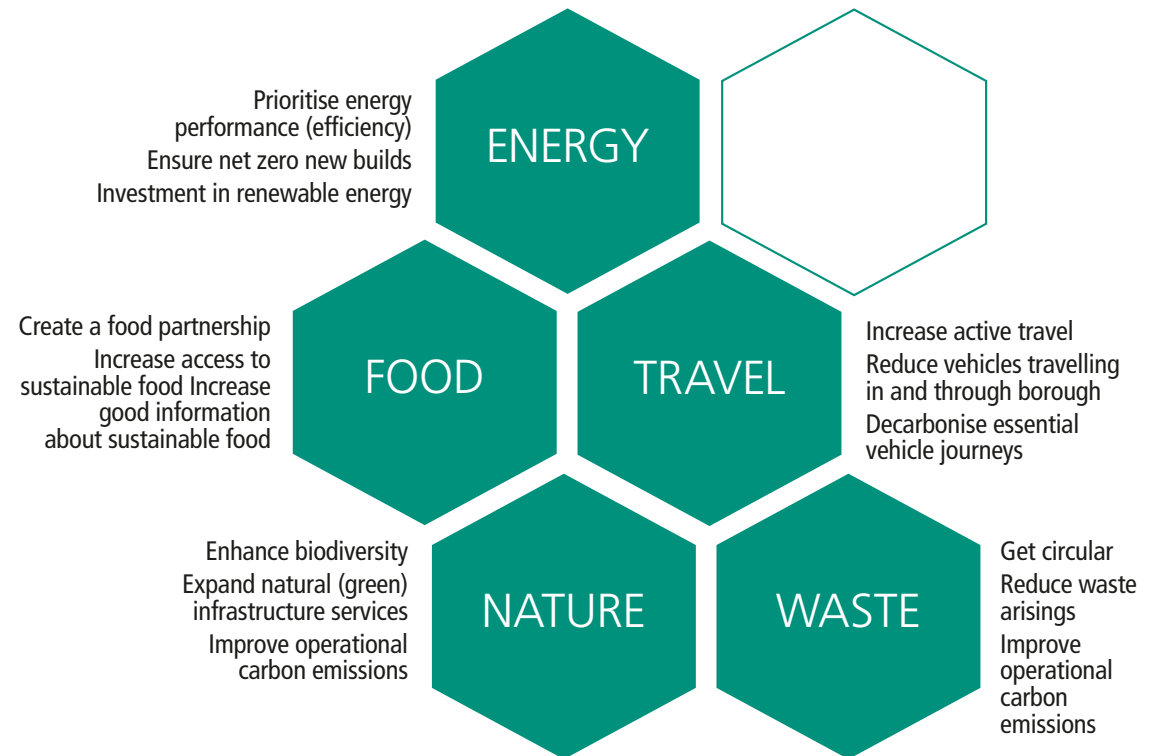
Working in partnership with communities, initiatives will be developed to support the borough's circular economy to reuse, repair and maximise the life of materials and to facilitate sustainable food growth and community growing spaces.

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

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



# OUR CARBON NEUTRAL 2030 OBJECTIVES AT A GLANCE



# TACKLING THE CLIMATE CRISIS THROUGH ENERGY EFFICIENCY

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

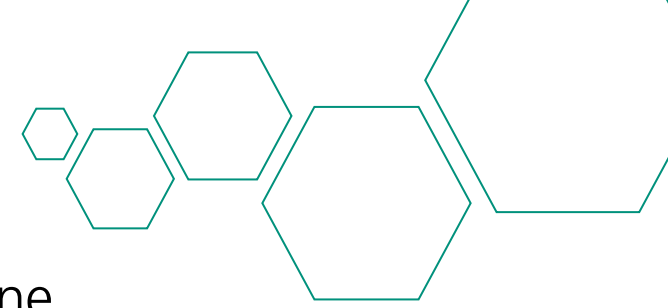
In 2022, we secured further external funding through the Public Sector Decarbonisation Scheme to deliver energy efficiency projects at 12 high-consumption sites in Ealing. Works are underway at eight schools, and four residential projects, and we aim to achieve significant carbon savings as these projects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

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



# ANNEXE 1

## Community Spaces Delivery Plan – Process and indicative timeline



### Phase 1

#### Stage 1 – Identify

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

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

#### Stage 2 - Plan

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

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

#### Stage 3 – Deliver first projects

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

### Phase 2

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

#### Ongoing delivery of social infrastructure

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

#### The community space review process:

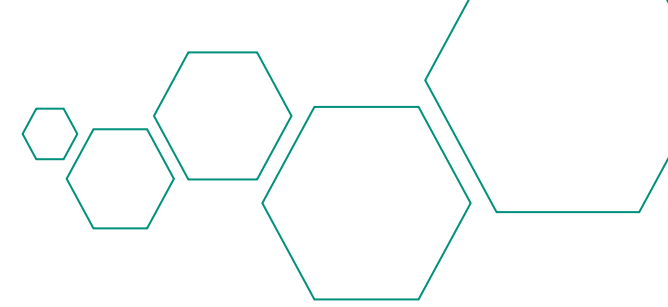
The council will adopt a five stage approach to reviewing community spaces commencing with Phase 2.

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

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



# ANNEXE 1 Community Space – Draft process and timeline



## Community Spaces Indicative Timeline

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

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

