

Minutes of the meeting of the Cabinet

Date: Wednesday, 29 March 2023

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

Attendees (in person): Councillors

P Mason (Chair)
J Anand, J Blacker, D Costigan, S Donnelly, B Mahfouz, S Manro, K K Nagpal and
A Raza

Apologies:

None

Attendees (virtual): Councillors

None

Also present: Councillors

J Gallant, G Malcolm

1 Apologies for Absence

There were no apologies received.

Request to speak:

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

Item 7 - Cultural Manifesto

- Cllr Julian Gallant
- Cllr Gary Malcolm

Item 9 - Land and Property Strategy

- Cllr Gary Malcolm

Item 10 - Transport and Highways: LIP Programme 2023/24 and Development of a New Transport and Active Travel Strategy

- Cllr Julian Gallant
- Cllr Gary Malcolm

This meeting was held in a hybrid format with members and officers able to join the meeting remotely. However, regulations did not allow for members attending virtually to be counted as present in the attendance section of the minutes, and their attendance would not count as attendance in relation to section 85(1) of the Local Government Act 1972. Members attending virtually would be able to speak but would not be able to vote. There were no Members joining virtually.

2 Urgent Matters

There were none.

3 Matters to be Considered in Private

There were none.

4 Declarations of Interest

There were none.

5 Minutes

The minutes of the meeting, 22 February 2023, were discussed

RESOLVED:

The minutes of the meeting, 22 February 2023, were approved as a true and accurate record.

6 Appointments to Sub Committees and Outside Bodies

There were none.

7 Cultural Manifesto

RESOLVED:

- I. That Cabinet adopts Ealing's Cultural Manifesto 2023-2028 and the associated action plan.

REASONS FOR DECISION AND OPTIONS CONSIDERED:

- 1.1. In 2021, Ealing Council recognised the need for the Arts & Culture Service (ACS) to have engage with communities, the sector, and internal working groups to co-develop a 'cultural manifesto' and 'action plan', which followed key principles of Thriving Communities, such as establishing collaborative processes and empowering/supporting communities to make local decisions.

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

1.3. Why the need for a Cultural Manifesto?

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

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

1.3.3. The results of the Council's 2022 Arts & Culture Survey evidenced opportunities, gaps, needs and barriers for our communities and for the creative sector that would be best served by setting out in a strategic framework. As culture cuts across many areas and priorities of the council (for example, around regeneration, economic recovery, health & wellbeing, bringing diverse communities together), such a framework will also aid collaborative working across departments and provide a focus for the council, the creative sector, whilst sending a strong signal of the council's ambitions to key agencies such as Arts Council England and the GLA.

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

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

1.4. Aims

1.4.1. The manifesto would provide a vision and action plan for Ealing that achieved a step-change in the growth, resilience and sustainability of our creative economy and skills sectors; promoted excellence and accessibility in our arts, culture and heritage offer and ensured creativity permeates our sense of place and identity.

1.4.2. As the manifesto was co-created with and co-owned by the

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

1.5. Principles

1.5.1. The principles set out in the manifesto are:

1.5.1.1. Recognising cultural democracy/democracy of cultures: reflecting all cultures of Ealing/protected characteristics/geographic equity.

1.5.1.2. Co-authored and co-owned by the culture sector.

1.5.1.3. The inclusion of Youth Voice to inform the Cultural Manifesto.

1.5.1.4. To encourage localism, local decision making and empower grassroots.

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

1.5.3. The role of engagement in establishing the Cultural Manifesto

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

1.5.4.1. Step 1: Mapping through updating the GLA Cultural Infrastructure Plan

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

1.5.4.3. Step 3: To democratically inform the manifesto and in order to ensure that we don't just reach 'the usual suspects' with a council consultation, we also reached out through:- 3 pilot Youth Collectives in Acton, Greenford and Northolt. To reach a more diverse range of youth voice and young people that the council would otherwise not reach. - a creative installation that travelled to all seven Towns and Park Royal, acting as an icebreaker, a conversation starter, an innovative intervention to reach people that would otherwise not engage.

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

- 1.5.4.5. The purpose of the Culture Task Group was to co-decide on processes and to steer the content of the Cultural Manifesto. The group is a task-and-finish group, i.e., set up solely to support and steer the development of the Cultural Manifesto.
- 1.5.4.6. Step 5: A cross Council group was set up to feedback and input in the drafting, in particular to ensure that the action plan is owned across service areas and directorates, not just the ACS. (Please see named individuals in 'consultation' section.)
- 1.5.4.7. Step 6: Further feedback and consultation: During the drafting stages, further feedback was sought from external specialists, including a panel of academics at University of West London and external specialist/consultant Adriana Marques, Head of Cultural Strategy for Thamesmead at Peabody. They were unanimously impressed with the quality and creativity of the document.
- 1.5.4.8. Step 7: During drafting, five further focus groups were set up in January 2023, with the South Asian, Somali and Arab community in Southall; African Caribbean group in Acton; Syrian and Afghan groups in North Acton and West Ealing; young people group in Northolt/Greenford; Polish community group.
- 1.5.4.9. Step 8: A schools' video competition was launched in January 2023 around the relevance of the Cultural Manifesto for young people. 1 minute video submissions invited on 'how does the manifesto relate to me, my generation, my school'. This is delivered through our Cultural Education Partnership.

8 Greener Ealing Business Plan 2023/24

RESOLVED:

- I. Agreed the appended Greener Ealing Business Plan for 2023/24.
- II. Noted that the related Council budget for the total GEL scheduled works contract sum of £23.102m for 2023/24 was subject to approval of the contract inflation of £0.567m which was delegated to the Strategic Directors of Resources and Housing and Environment in-year.
- III. Noted that the remaining GEL scheduled works budget gap was to be mitigated in-year either through other efficiencies and/ or use of reserves.
- IV. Noted the acceleration of the approved GEL FE1 savings from 2024/25 to 2023/24.

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

REASONS FOR DECISION AND OPTIONS CONSIDERED:

1. The attached Business Plan for 2023/24 supports the short to medium term GEL objectives agreed with the Council in line with performance requirements and affordability.
2. 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.
3. Greener Ealing has a public service ethos, and this is reflected in the nature of support given to its staff. All staff have benefited from an uplift in salary and are now paid more than the London Living Wage. All staff have access to an improved pension scheme and a number of former Ealing employees have admitted body access to the Local Government Pension Scheme.
4. Although the use of temporary staff is commonplace in the services covered by Greener Ealing, the company has reduced the reliance on agency workers In line with the Council's good jobs objectives, prioritising the provision of permanent local employment opportunities. Greener Ealing provides training and development opportunities for staff, identifying opportunities for advancement for front line staff to Drivers and beyond to Supervisory and Managerial levels and improve in areas where skills development has been neglected or left behind e.g. horticultural skills, vehicle fitters or HGV training – the company will grow its own. Greener Ealing is also developing a new apprenticeship programme.
5. 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.

6. Greener Ealing and its senior management team is held transparent and accountable to the Council with performance measured against robust key performance indicators. These are governed by monthly Board meetings in addition to management meetings and fit for purpose contract monitoring arrangements.

9 Land and Property Strategy 2023-2027

RESOLVED:

- I. Approved the Land and Property Strategy 2023-2027
- II. Delegated authority to the Strategic Director of Corporate Resources to make minor amendments prior to publishing the final version of the Land and Property Strategy 2023-2027 following consultation with the Cabinet Member for Good Growth and New Housing.
- III. Approved the Property Purchase Policy and proposed governance process.
- IV. Approved the creation of a one-off £50m Property Purchase Capital Fund for use only in line with the Property Purchase Policy, with any individual property purchase price capped at £20m.
- V. Delegated authority to the Cabinet Member for Good Growth and New Housing, following consultation with the Leader, the Cabinet Member for Inclusive Economy, the Strategic Director of Corporate Resources and the Director of Legal and Democratic Services to authorise individual purchases and the inception of the associated budget within the Capital Programme, subject to meeting the criteria in the Property Purchase Policy and the purchase not exceeding the funding available.

REASONS FOR DECISION AND OPTIONS CONSIDERED:

- 1.1. Ealing Council owned around 18,000 housing stock assets and 760 non-residential assets, which comprised of land, buildings and infrastructure that are used for a wide range of purposes to deliver services to our communities. These uses included children's centres, schools, leisure centres, libraries, car parks, community centres, adult services centres, parks, sports facilities, highways, shops and offices.
- 1.2. Historically, the Council managed the land and property portfolio through individual services holding strategic ownership and responsibility for their operational sites. As a result, different property strategies across the Council were created, each with service specific goals. While this approach proved successful for some services, opportunities for efficiencies were missed in this process and with ever increasing demand

for Council assets, the Council needed to revisit how it manages the entire land and property portfolio.

1.3. The Council always adapted how it uses land and property to meet the needs of the borough, and previous strategies reflected this. Since 2010 Ealing's core government grant was cut by over 64%, and aligned to this, the 2010 Property Strategy focused on rationalising the portfolio, reducing operating costs and realising capital receipts to support the budget.

1.4. In 2018 the Council prioritised delivering services, followed by generating genuinely affordable housing to meet the local housing crisis, and the Council was awarded over £209m of funding from the Greater London Authority for this purpose.

1.5. The Council was in a position to launch a new strategy, to improve how we manage our land and property, and deliver much needed services to our residents and communities.

1.6. The Mission for the Strategy was:

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

1.7. The Aim of the Strategy was:

“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.”

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

1.9. The five key objectives in the Strategy were:

- To plan and manage the property portfolio as a corporate resource to enable service delivery from fit-for-purpose, accessible, resilient properties and achieve the Council's corporate priorities
- To manage and maintain land and property effectively and efficiently, together with optimising financial return, social value and commercial opportunities
- To use land and buildings in an efficient, inclusive way to create social infrastructure that supports local community needs and empowers and strengthens communities
- To use land and buildings to stimulate development and growth and

encourage new jobs and businesses to the area

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

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

Property Purchase Policy

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

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

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

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

10 Transport and Highways: LIP Programme 2023/24 and Development of a New Transport and Active Travel Strategy

RESOLVED:

Cabinet approved:

- I. The Transport and Highways – LIP Programme 2023/24, including:
 - a. Local Implementation Plan (LIP) grant and other Transport for London (TfL) grant funded programmes.
 - b. Capital Programme on Infrastructure Renewal Programme,

Sustainable Drainage (SuDS), School Safety Schemes and CPZs.

c. Authority to ringfence funding from School Streets PCNs for the delivery of School Streets.

- I. The £0.492m revenue expenditure budget and to incept into the capital programme an additional capital budget of £5.023m for Transport and Highways – LIP Programme 2023/24.
- II. Incepted into the capital programme a School Streets capital budget of £2.523m for three years from 2023/24 to 2025/26, to be funded from the Parking Revenue Account where School Street PCNs are collated.
- III. Delegated authority to the Strategic Director of Housing and Environment to approve a revised Transport and Highways Programme 2023/24, should the level of confirmed TfL grant for the Council be lower than expected, following consultation with the Chief Finance Officer and the Portfolio Holder(s).
- IV. Delegated authority to the Strategic Director of Housing and Environment to take the necessary steps to implement the schemes identified in the programme (which includes those schemes funded through S106) amend the programme within available funding should any of the proposed projects not be possible to be implemented) following consultation with the Portfolio Holder(s), subject to relevant detailed design and approvals and the outcome of any statutory consultation that may be required.
- V. Delegated authority to the Strategic Director of Housing and Environment following consultation with the Portfolio Holder(s) and the Strategic Director of Finance, to authorise the ringfencing of funding for the delivery of the School Streets from 2023/24 to 2025/26.
- VI. Commenced a wide-ranging strategic review to develop a new Transport and Active Travel strategy to provide a clear, strategic, and sustainable approach to inform effective future investment into infrastructure and services.

REASONS FOR DECISION AND OPTIONS CONSIDERED:

1.1 The Council's prior Transport Strategy (2019) set out the transport priorities for the Council in accordance with the Mayor's Transport Strategy 2018 (MTS) and focused on the initial 2019-22 period.

The strategy had three core objectives which are as follows:

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

These three objectives were underpinned by four main principles:

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

1.2 The Vision for the current Transport Strategy was:

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

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

1.4 The prior Transport Strategy supported the work of the entire Council and had significant input including from the Highways, Parking, Regeneration, Planning, Pollution, Public Health teams as well as the Transport Planning team.

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

11 Grant agreement with GLA for Ealing's UKSPF core grant allocation

RESOLVED:

That Cabinet authorised the Strategic Director for Economy & Sustainability, following consultation with the Director of Finance and Portfolio Holder for Decent Living Incomes, to

- i. accept the £2.08M UKSPF core grant allocation from the GLA and progress deliver of projects under the grant funding agreement to 31 March 2025.
- ii. utilise the grant in compliance with associated Government guidance, ensuring oversight, governance and monitoring of the programme to March 31, 2025
- iii. Enter into the necessary grant agreement with the GLA necessary to secure the funding.
- iv. Incept the UKSPF capital budget of £1.06m in the capital programme to be funded by UKSPF capital grant subject to accepting the £2.08m UKSPF grant from GLA (see section 5 for more details).

Recommendations for NOTING

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

REASONS FOR DECISION AND OPTIONS CONSIDERED:

- 1.1. It is necessary for Ealing Council to enter into a grant funding agreement with the GLA in order to draw down the borough's total allocation of £2.08M under the GLA's £144M UKSPF programme for London.
- 1.2. The delivery timescale for the UKSPF funding is from 1st of April 2022 to end of March 2025. While some costs have been incurred during 2022/23, the majority of spend is expected to be re-profiled into 23/24 and 24/25 once the funding agreement is signed.
- 1.3. No other options were considered or necessary.

12 Update on Equality Diversity & Inclusion Workforce Action Plan

RESOLVED:

- I. Noted and agreed the implementation of the 2-year corporate EDI

RESOLVED TO NOTE:

- II. Noted the following key corporate EDI actions and activities delivered to date

REASONS FOR DECISION AND OPTIONS CONSIDERED:

- 1.1 Tackling inequality was one the council's three strategy priorities. The Council Plan 2022-26 set out commitments to address inequality and in particular racial inequalities. Ensuring a diverse workforce that reflects the diversity of the community served, where we could attract and maximise the talents of a diverse range of staff contributing to the council's success. In 2020, the council held 'A Big conversation' with staff to understand their views on equality and followed up by implementing several actions in response including the development of the Corporate Action Plan.
- 1.2 The Corporate EDI Strategy reinforces the commitment of the organisation to pace, leadership and accountability on this agenda. The attached corporate action plan represented a whole organisation approach to address these concerns, at the same time as recognising that each directorate must bear responsibility for addressing the specific issues relevant to their immediate workforce, at pace.
- 1.3 The council had therefore committed to placing a 'high priority and high ambition' on its priority of tackling race inequality and ensuring race equality is central to all we do internally with our workforce and externally in communities in delivering our responsibilities as a local authority. Inaction would not add sufficient value to the council's business objective nor meet the principles established by the public sector equality duty. The alternative option considered was not to develop an action plan which was discounted in view of the level of importance attached to this agenda.
- 1.4 Our increased focus on EDI coincided with the events following the death of George Floyd, including the world-wide and national Black Lives Matter protests. Another crucial factor was the disproportionate impacts that covid-19 has on different minority ethnic communities. Recognising the sensitivities associated with the EDI agenda, we sought external support and advice to progress our actions and the strategic leadership team committed to identifying resources and holding all stakeholders to account.

1.5 The staff engagement approach included Trade Union representatives to gain rich information about employees' lived experiences in Ealing Council. Over two hundred staff took part, and some sessions were specific to the Equality Act 2010 protected characteristics. The outcome of this exercise has been considered by the strategic leadership team and consolidated into the corporate action plan (Appendix 1). In addition, elected members across the political divide attended a session as part of a separate commissioning arrangement.

1.6 There was also a significant engagement with senior managers across all directorates, HR and L&D, trade union representatives and the various 'equality groupings' across the council.

13 Report by the Local Government and Social Care Ombudsman

RESOLVED:

That Cabinet:

- I. Noted the findings of the Local Government and Social Care Ombudsman (LGO).
- II. Noted that the Council accepts the recommendations and has issued an apology to the complainant and paid her £500 as suggested by the LGO as a remedy.
- III. Noted that the other recommendations that the LGO has made have either been completed or are underway.

REASONS FOR DECISION AND OPTIONS CONSIDERED:

- 1.1 The LGO completed its investigation into a complaint made against the Council in June 2021.
- 1.2 The Council accepted the LGO's findings and recommendations and has actioned, or in the process of actioning all of the recommendations.
- 1.3 The LGO asked the Council to report its findings to an appropriate body of Council as it found that the complainant had suffered injustice as a result of maladministration. The Council is required to comply with this request by Section 31 (2) of the Local Government Act 1974.

- 1.4 The Council was also required to place two public notices in local newspapers or local newspaper websites notifying the public of the existence of a report of injustice as a result of maladministration made by the LGO. This requirement has also been completed.
- 1.5 The complainant received a formal apology and was paid the £500 remedy.
- 1.6 The Council also agreed to obtain the missing information referred to in the report, and investigate the stage two complaint without further delay.
- 1.7 A review of information sharing arrangements with the National Fostering Agency and other Fostering Agencies is currently underway. This exercise should improve information sharing and prevent a repeat of this issue in the future.

14 Date of the next meeting

The next meeting will be on 19 April 2023.

Meeting commenced: Time Not Specified

Meeting finished: Time Not Specified

Signed:

Dated: Wednesday, 19 April 2023

P Mason (Chair)