

2023-2024 delivery plan



This document sets out the activity that the council will deliver this year to help meet the commitments we have made in the Council Plan 2022-26.

Tackling inequality and crime - four year commitments	23/24 deliverables
<p>TIC1: Tackle race inequality in our borough and launch the independent citizen’s tribunal to hold the council, police and other organisations accountable for the promises we make to end it</p>	<p>To hold ourselves and partners to account for tackling race inequality, we will evaluate and share the partnership’s progress against the action plan and evaluate the impact of the citizen’s tribunal’s work. This will include:</p> <ul style="list-style-type: none"> • An evaluation report showing progress against the Ealing Race Equality Commission’s (EREC) priorities and demands and the impact of the partnership’s work on race inequality • Public meetings for each of the six workstreams to share progress and impact, led by citizen tribunal members by March 2024 • Recommendations on the next phase of work to continue action against racial inequality
<p>TIC2: Reduce the inequalities faced by people and communities who face continued discrimination and inequality</p>	<ul style="list-style-type: none"> • Undertake extensive and inclusive engagement and consultation among key stakeholders who represent and reflect the communities who face continued discrimination to inform an equalities action plan which will be published by March 2024. • Continue to develop the “Ealing for Everyone” pledge, ensuring that all public spaces, businesses, and services are welcoming and accessible to people with physical and mental disabilities. • Build on the momentum and commitment of schools against the five leadership pledges set out in the Education Race Equality Plan 2022 – 2026 and monitor outputs.
<p>TIC3: Look to establish a dedicated transit site for the Gypsy, Roma, and Traveller (GRT) community, as well as additional permanent pitches, ensuring the GRT community are able to travel through the borough safely, free from discrimination, with viable alternatives to unauthorised encampments on private land and open spaces</p>	<ul style="list-style-type: none"> • Monitor and improve outcomes for the Gypsy, Roma and Traveller (GRT) community alongside the Greater London Authority (GLA) and local assessment of GRT accommodation needs. • Establish a forum providing a space for advocacy, mutual support, and discussion with the GRT communities who are settled and who are travelling through the borough. • Commission a specialist outreach service providing support for GRT families who are settled and who are traveling through the borough. • Complete the design and feasibility stages for a new facility for the GRT communities by the end of 2024.
<p>TIC4: Invest £13m in fighting antisocial behaviour (ASB), burglary, violent crime, and violence against women, ensuring a greater uniformed presence on our streets, and that community safety remains central to what we do. Keep the pressure on the Government to give the Metropolitan Police funding they need to keep our streets safe and increase police numbers, and work to deliver a permanent police presence in our major town centres</p>	<p>To ensure impact of this investment, we will:</p> <ul style="list-style-type: none"> • develop better connections between the police, residents and the council at neighbourhood level so that residents can be confident that local work and priorities are seen to influence the broader operational plans of the police • work with the police to ensure that all police ward panels are effective, linked in with local ward councillors and are promoted so residents can have more direct communication with local police teams to help drive performance, and

	<ul style="list-style-type: none"> • build trust and confidence • work with the police to develop better engagement with religious groups across the borough • continue enforcement activity through the Safer Communities Team
<p>TIC5: Invest £15m alongside the NHS in drug and alcohol treatment services ensuring that people have the support they need in the community to make positive changes in their lives</p>	<p>To ensure the impact of this investment, we will continue our programme of expanding the workforce and implement the recommendations of the drug and alcohol Joint Strategic Needs Assessment (JSNA) including:</p> <ul style="list-style-type: none"> • building on our programme of recruiting and training apprentices from Ealing’s communities, to ensure the workforce meets the needs of our diverse population. • prioritising early intervention including working with: <ul style="list-style-type: none"> ▪ the NHS integrated care teams to deliver outreach workers embedded in primary care ▪ hidden harm worker in social care to work with children who have parents or siblings with substance misuse problems ▪ a new partnership post to engage and improve reach with community groups • continuing to build on joint working with mental health services for clients with addiction and mental health problems.
<p>TIC6: 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</p>	<p>We will continue to build on our work making women and girls feel safe in our borough, including:</p> <ul style="list-style-type: none"> • feeding back what we have delivered as part of ‘A Safer Ealing for Women’ project • bringing forward a new action plan by October 2023 that will look to deliver on our new ‘Male Violence against Women and Girls Strategy’ published in February 2023 • continuing our dialogue with women to ensure we are working to and responding on their concerns around safety in our borough.
<p>TIC7: Maintain our borough wide prohibition against antisocial behaviour like street drinking.</p>	<p>We will continue our work to tackle anti-social behaviour (ASB) head on, challenging concerning and inappropriate behaviours on our streets including:</p> <ul style="list-style-type: none"> • working with the police, we will increase over the course of the next year the number of hours of patrolling delivered, both by neighbourhood teams and our council funded patrols, this will have the benefit of more ASB behaviours being challenged and also provide reassurance to residents by seeing more of a uniformed presence on the streets. • continuing enforcement work through the Safer Communities Team • developing preventative strategies with communities for issues like open drug dealing, street drinking and petty theft which is often to do with homelessness, poverty and family breakdown

TIC9: Reduce the number of young people’s lives being ruined through entering the criminal justice system, investing £2m in preventing youth violence, rapidly reduce fixed and permanent school exclusions through a new mentoring network and establish a dedicated gangs and violence unit within the council, focusing our resources to prevent and disrupt crime that ruins lives

- Expanding the Mentors in Violence prevention (MVP) mentoring scheme across Ealing’s high schools
- delivering family group conference pilots to support young people at risk of entering care to have their needs appropriately met within community settings
- continuing to implement programmes in schools to better understand and meet young people’s needs, reduce suspensions and exclusions
- continuing to deliver a violence reduction plan to reduce the exploitation of young people
- Securing national funding from the Turnaround Programme to deploy a second Early Intervention Officer within the Youth Justice Service to support children at the earliest stage when anti-social behaviour, difficulties at school or at home are first highlighted
- implementing year three of the London Councils led ‘Your Choice’ initiative which supports children at risk of offending behaviours
- training a further group of community-based practitioners in cognitive behavioural therapeutic approaches to divert children away from crime, particularly serious youth violence

Climate action - four year commitments

23/24 deliverables

CA1: Create 10 new parks and open spaces, give back to nature 800,000 m2 (the same as 130 football pitches) through re-wilding and re- introducing wildlife, and pioneer 10 new community growing spaces in our housing estates and new developments

- Deliver the next phase of the Warren Farm project including commissioning further feasibility works.
- Implement the Ealing Sports Facility Strategy which was agreed in 22/23
- Agree a Greening Ealing approach and commission a feasibility study for the development of a new ‘West London’ Regional Park.
- Deliver a new park in both Perivale and South Acton
- Develop a Borough wide rewilding plan
- Deliver 2 further growing spaces for communities in the borough

CA2: End the need to send any of Ealing’s waste to landfill through increasing reuse and recycling and reducing unnecessary waste, deliver the borough’s first ultra- low waste zone trial, its first Library of Things, work to end our use of single- use non-recyclable plastics and work with communities to deliver new surplus food projects to reduce the amount of perfectly good food going in the bin

- We will continue our drive to use less and recycle more through:
- Improving our food waste collection service - Creating a local demonstrator low waste site to support a low carbon circular economy society in Ealing
 - Delivering the boroughs ULWZ pilot
 - Opening Ealing’s first Library of Things in the first quarter of 23/24
 - Ensuring that recycling rates remain in top three in London.

CA3: Launch our Active Travel Charter setting out how we will deliver active travel in the borough and invest at least £10m to increase cycling, walking, running, and scooting and reduce polluting vehicles through active travel schemes, rapidly expand our popular School Streets programme to 50 of our schools, delivering schemes only where we have the support of residents

- Monitor implementation and impact of the Travel in Ealing Charter through the action plan.
- Develop an Ealing “Free range Urban Neighbourhoods (FUN)” strategy and action plan to be published by March 2024, which will include the continued roll out of the school streets programme.
- Continue to invest in increasing cycling, walking and running, and reduce polluting vehicles through active travel schemes, targeting investment in Northolt and Southall.

<p>CA4: Make our streets and open spaces beautiful and resilient through planting another 50,000 trees, work towards increasing the proportion of the borough covered by tree canopies to 25% by doubling the number of trees we plant each year, ensuring every town has access to wild fruit, and keeping them clean and clear of fly tips and graffiti</p>	<ul style="list-style-type: none"> • Plant 13,500 trees in 23/24, with a strategic approach to their locations targeted at increasing canopy cover across the borough. • Continue to expand our network of street champion and volunteers to raise awareness around fly tipping issues • Continue to support and champion neighbourhood environmental activism. • Review HANGOT wild fruit project to decide how the approach can be adopted elsewhere in the Borough
<p>CA5: Rapidly expand the number of bike hangers to at least 150 where communities want them, and electric vehicle charging points to at least 2,000 across the borough, invest £35m in improving our roads, tracks and pavements, and continue to implement controlled parking zones where a clear majority of residents want them</p>	<p>Take a reclaim and repurpose approach to highways investment programme, including:</p> <ul style="list-style-type: none"> • SUDS projects (Dean Gardens and Bellvue Park) • Delivering 50 bike hangars by 2024. • Delivering 300 EVCPs by 2024. • Delivering 2 more Controlled Parking Zones 23/24. • Increasing dedicated microbility parking
<p>CA6: Retrofit 750 homes in Ealing, supporting residents to insulate, power, heat and cool their homes sustainably, reduce energy bills and harmful emissions produced from gas boilers and combustion fuelled power stations through supporting 20 new community led energy projects</p>	<p>Improve the quality and affordability of council owned homes by:</p> <ul style="list-style-type: none"> • Deliver a net-zero energy retrofit pilot to 44 council homes. • Trialling innovative domestic heating solutions for council properties, including the Greenford pilot. • Agree a zero-carbon housing action plan by March 2024. • Complete the installation of solar PVs on 5 schools in partnership with Ealing Transition’s Community Energy group. • Deliver decarbonisation works to three leisure centres and 7 schools
<p>CA7: Campaign for greater powers to regulate polluting industries, and for a Clean Air Act that gives us the tools we need to tackle poor air quality, smells and pollutants</p>	<ul style="list-style-type: none"> • We will continue to: <ul style="list-style-type: none"> ○ campaign through London Councils to present the case to government for increased powers to tackle polluting industries ○ use our existing powers under the Environmental Protection Act and work closely with the Environment Agency to encourage them to take the strongest possible action to protect the health of our residents in industry pollution hotspots • We will publish an Ealing Air Quality Strategy by December 2023.
<p>CA8: Campaign to win the powers we need off the Government to enforce 20mph speed limits and ramp up fines for idling vehicles to the maximum.</p>	<ul style="list-style-type: none"> • Deploy new signage and a media campaign to underpin engagement and enforcement. • Introduce a borough-wide traffic management order (TMO) in quarter 1 2023/24, to implement the council’s idling engagement and enforcement approach, which was agreed by Cabinet in June 2023. • Continue to lobby alongside London Councils for 20mph enforcement powers.
<p>CA9: Work proactively with our own pension fund, and pension funds across London to decarbonise our investments, by developing and demonstrating that alternative, sustainable investments can both sustain pensions and decarbonise the economy at the same time</p>	<p>To deliver the Pension Fund’s net zero by 2040 target, this year we will:</p> <ul style="list-style-type: none"> • develop a new Investment Strategy following its three-year review • produce a baseline reporting position under the proposed new reporting requirement • review the strategy and approach including investment strategy to influence change through the Pension Fund Panel

Healthy lives - four year commitments

23/24 deliverables

HL1: Ensure every care worker in Ealing is paid the London living wage, and work with homecare and care home providers to increase standards and quality

HL2: Empower people and families who receive financial support for social care to have greater freedom, control and power over how that money is spent, bringing people, families and communities together through a mutual and cooperative approach to commissioning care

HL3: Establish a new community-based support network to deal with social isolation and improve mental health resilience, ensuring that anyone on the edge of mental crisis, suffering from loneliness and still recovering from the impact of pandemic lockdowns has the support they need

HL4: Deliver 300 new state of the art, purpose built supported accommodation homes, to enable older people to lead independent lives, and meet the need for affordable homes that also provide additional support

HL5: Work to prevent older people needing to go into care homes, supporting 3,000 of the most vulnerable residents get the care they need in their own homes, and invest at least £20m in home adaptations

HL6: Take on the huge health inequalities within our communities that the pandemic has highlighted, and ensure that we learn the lessons from COVID-19, investing £100m in the next four years to enable people to live healthy, active and independent lives from day one, and publish an annual 'Health of the Borough' report setting out how every part of the council contributes to reducing health inequality

HL7: Continue to defend Ealing Hospital, our Accident and Emergency department, oppose further cuts and closures of acute services and demand the Government gives the NHS the resources it needs to clear the huge record waiting lists dating from before the pandemic and timely access to GP appointments

HL8: Work even harder to ensure people don't have to spend a day longer than necessary in hospital and are enabled and empowered to recover quickly and effectively at home

HL9: COVID-19 has shown clearly that the government should fix social care, so it is not left to council taxpayers, or families forced to sell their homes to afford to pay. We will campaign for a long-term settlement and a national care service that ensures everyone has the care they need

We will strengthen the voice and influence of local people and local communities by:

- implementing Partnership Boards
- engaging with local communities
- producing a new guide to social care
- commissioning strategy for carers to be refreshed.
- increasing the choice and quality of services available to local people and communities
- finalising Direct Payments plan
- delivering the Ealing Direct investment review
- Market Quality Assurance frameworks.
- ensuring the council well is well prepared for CQC inspection programme and sees CQC ratings improvements

We will improve the resilience of local communities on a seven towns basis by:

- implementing the Health and Wellbeing Borough Board strategy
- establishing change partnership initiatives which promote community wellbeing and connection in our seven towns
- completing the demand led services reviews
- delivering and monitoring the 'Home adaptations through the Older People Housing Strategy', which focuses on building or adapting homes so we can help people to stay in their homes and communities
- agreeing grants to the voluntary sector
- developing bespoke Community Champions programme throughout the seven towns

We will improve the outcomes for local people and communities through the alignment of health and council systems and services by:

- developing and strengthening the Borough Based Partnership (BBP) to support choice and connection, so that local people get what they need from each other and from the partnership
- Performance monitoring via BBP to be reviewed.
- recruiting a BBP director post
- reviewing and agreeing the Better Care Fund
- reviewing and refreshing the Section 75 for commissioning and operations
- continuing the transitions work
- appraising the options for the integration of rehab and reablement services completed.
- commissioning an independent review of in-house services
- continuing to lobby on national funding for social care through London Councils Network and national consultations

A fairer start - four year commitments

23/24 deliverables

FS1: Launch “Ealing: It Takes a Town”, bringing the entire borough together and build up towards ensuring every child from whatever background, by the time they have left education has had the opportunity to expand their horizons and experience new social, cultural, and learning opportunities

- Continue the ‘discovery phase’ of our work on Family Hubs - placed-based integrated prevention and early help services, in line with council developments towards a ‘seven towns approach’.
- Increase engagement and confidence in cultural activity for both children and teachers as detailed in the Childrens’ Service Plan.
- Increase the numbers of children and families registered with and attending Children’s Centres and provide a variety of sessions to support children’s development and parenting support.
- Develop an enhanced housing offer for young adults leaving care.

FS2: Deliver a new state of the art youth centre in Southall, putting it into the hands of young people, amplify the voices of young people who are underrepresented, and expand our youth service to enable at least 300 more young people to access the specialist support they need, and increase the number of young people involved by 10% year on year

- Continue to work with young people on the design, build and management of the Young Adults Centre (YAC) in partnership with the Southall Community Alliance and Young Ealing Foundation – due for completion in Autumn 2024.
- Develop and strengthen partnerships with the Southall Community Alliance from the secondary schools at Villiers, Dormers Wells HS, Greenford High and Featherstone.
- Work with Brentford FC Community Sports Trust, who are leading on an FA sponsored initiative called PlayZone, to secure funding from the FA for the Multi Use Games Arenas (MUGA) at the YAC.

FS3: Do everything we can to help children catch up on their education in every school, campaign for the money and resources schools need, and continue to expand our Breakfast and After Schools Clubs to ensure every child is supported

- Expand Ealing Learning Partnership’s investment in Voice 21 oracy programme to secondary and special schools to ensure that gaps in learning, equity and confidence are identified early to ensure that no learner is left behind.
- Develop and expand Special Educational Needs and Disabilities (SEND) initiatives, as detailed in the Childrens’ Service plan, increasing the capacity of schools and parents to support children with additional needs to access learning, make progress and become independent.
- Build greater local sufficiency to expand the early years education entitlements, invest in wrap-around (breakfast and afterschool clubs) in primary schools, introduce market reforms and grants for childminders. Sufficiency assessment and plan to be published by year end.
- Continue to deliver the Holiday Activities and Food Programme (HAF) providing enriching activities and nutritious food, supporting children in receipt of free school meals, and a targeted group of vulnerable children and children with SEND who are not in receipt of free school meals, throughout the spring, summer, and winter holiday periods.
- Develop a multi-disciplinary approach across the borough to support and improve rates of full-time school attendance.

FS4: Ensure every child in Ealing continues to have access to good and sustainable schools in their local community. We will continue to invest in schools so every child can learn in a modern and fit for purpose building and expand special educational needs places by at least 70

- Maintain excellent educational outcomes that are significantly above the national at every published assessment point and strong overall school performance.
- Deliver £8m of investment to improve facilities and accommodation, including improved energy efficiency, benefitting children at more than 20 schools across 39 projects.
- Continue to progress plans for new build accommodation at a further three schools to be delivered during the four-year plan period.
- Invest a further £5m in the provision of first-class special education needs places, contributing to at least 60 additional SEN places for 2023/24.

FS5: Extend our support for children and young people with additional education needs, acting quickly to ensure families are supported to identify at the earliest possible age the support they need, and empower every child to feel safe and welcome within the community as they grow into adulthood

- Launch and communicate the Ealing Additional Needs, SEND and Inclusion Strategy 2023-2027.
- Increase the range of short break provision via our dynamic purchasing vehicle (DPV).
- Embed the revised SEND employment pathway to increase work-based placement opportunities for young people via the leadership of the SEND Employment Forum.
- Deliver earlier identification of children's needs and high-quality support through the work of the new Portage service in Early Start SEND and Inclusion.
- Develop the early years to age 6 enrichment and intervention offer for children in care and their carers, to support cognitive development and self-regulation.

FS6: Bring the entire community of Ealing alongside the whole of the public sector together as 'Our Horizons', ensuring that every child in, or leaving care can fulfil their dreams and their potential, by guaranteeing their access to education, training, jobs as well as social networks to lead independent, happy and fulfilled lives as adults

- Develop and publish an action plan to deliver on the council's commitment to care leavers as a protected characteristic, including care leaver takeover day at the council and the care leaver pledges/commitments made at the Spring 2023 Care Leavers Summit.
- In partnership with the Integrated Care System, provide care leavers with an NHS Prescription Prepayment Certificate so they do not need to pay for items prescribed by their GP.
- Support care leavers to follow the education, employment and training (EET) route that is their ambition and, within that, maintain the achievement of: 18% at university and a target 70% of care leavers aged 16-25 in EET.
- Strengthen and enhance the accommodation pathway and sufficiency for children in care/young people leaving care by a review of commissioning arrangements for this group.
- The Virtual School will continue to implement additional targeted interventions focused on school attendance and access to enrichment activities so that looked after children recover from disrupted learning to secure expected academic outcomes at KS4.
- Strengthen the active involvement of children and young people in care in shaping and developing services.

FS7: Work even harder to support families, prevent breakdowns, reduce the number of children and young people who need to be taken into care, and invest £1.5m in working with families to prevent those on the edge, falling into care

- Provide universal and targeted services (pre-birth to 5 years) through Children's Centres, with a key focus on parent/carer-child attachment, early learning opportunities and child development.
- Continue to deliver SAFE interventions at the earliest opportunity, to prevent escalation of needs within families.
- Strengthen the work of the REACH Team pilot to support children and young people at risk of entering care, support placement stability and returns to family/kinship settings.
- Deliver the Family Group Conference pilot, with two of the priority areas being young people at risk of entering care and reunification.
- Develop a housing training module for staff working with families in Ealing around the local housing situation, understanding the housing department in Ealing and how to help families access support.
- Further strengthen the stability, resilience, and knowledge of the Children Services workforce by launching Ealing's Social Care Academy to drive and consistently embed effective practice.

FS8: Combat the rise on online bullying, harassment, and harm by campaigning for greater protections on the internet, promoting online safety and support the campaign for an independent schools-based counselling service for young people, and push the NHS harder to expand provision for Child & Adolescent Mental Health

- Target Health Improvement support visits to schools with higher incidents of negative pupil wellbeing indicators (Health Related Behaviour Survey 2023).
- Ensure that 75% schools have a designated mental health lead equipped to lead on whole-school training and manage referrals to appropriate support services for pupils.
- Co-produce a tangible tool illustrating a care pathway for children and young people's mental health by Autumn term 2023.
- Provide online psycho-education webinars on internet safety for families through the Anna Freud partnership and add our voice to the call for greater protections on the internet.
- Support schools to deliver an inclusive offer to all children and young people, through SAFE workshops on online safety and healthy relationships and extending a counselling offer to schools.
- Train 100% of staff working in the youth justice service to enhance working practices utilising a relational approach and CBT Tools and techniques.

FS9: Fight against any attempt by the government to force our schools to become academies, which put profit making ahead of young people's education, and instead bring our local authority schools closer together, through our mutual learning partnership alongside pupils, parents, teachers, and the local community

- Maintain strong levels of commitment from 85 maintained schools and academies to Ealing Learning Partnership and to locality agreed priorities through strong partnership governance, excellent communications, high profile events and celebration of outstanding practice.
- Develop and embed models of sustainable school improvement that promote effective peer to peer accountability, shared practice, and a binding commitment to reduce in-school and cross-school variation in pupil experiences.
- Supporting schools to manage sustainable budgets and make effective use of available resources.
- Celebrate the success of schools and superb outcomes for children and young people in the borough through high profile events, national profile, and greater media coverage.

Decent living incomes - four year commitments

23/24 deliverables

DL11: Secure 10,000 new jobs in our borough, ensuring that every resident in Ealing can access a well-paid job, local to them, in a growing economy that keeps more of our money local

We will create 2,000 well paid employment and opportunities and 500 new diverse apprenticeships that are accessible to local people, with a particular focus in 2023/24 on:

- creating a new business data base and using that to target and build stronger relationships with the largest 30 business and employers in the borough (by employment numbers plus turnover)
- delivering a range of diverse events throughout the year, including jobs fairs, business Expos, sector specific forums, learning festivals
- further developing the Ealing inward investment proposition that focuses on attracting key growth sectors, to the borough and includes a clear narrative on Ealing's economic role within London
- joining up the Learn Ealing and Work Ealing services with the work of economic development and regeneration
- recalibrating and refreshing the strategic relationships with the OPDC, Heathrow Airport and all relevant FE/HE institutions to focus more on learner pathways and job creation for Ealing residents

DL12: Enable more small and medium sized business to start up in our borough by securing more affordable workspace across our seven towns, launch a Creative Enterprise Zone for Acton, an Innovation District for Greenford, and launch Southall Manor House as a centre for business incubation

Taking lessons from the success of the Creative Enterprise Zone, create an attractive, affordable and inclusive environment for small and medium sized businesses in Ealing to grow and thrive by:

- completing the Affordable Workspace policy for the new Local Plan.
- creating a delivery plan for the Industrious Ealing Strategy, to include production of the South Acton LSIS masterplan.
- putting in place a more robust approach to securing contributions to affordable workspace via pre-planning discussions/ s106 negotiations.
- re-commissioning Southall Manor House as an affordable workspace opportunity, which is financially viable and attractive to an operator.
- producing a workspace study document to help promote Ealing to attract a greater range and diversity of workspace providers.
- Using Town Forums and Perceval House engagement work to test innovative approaches to new workspaces.
- creating the partnership and governance structures to progress the Greenford Innovation Hub.

DL13: Establish new community hubs, located within our seven towns, supporting residents to access council services at a one-stop place that can support those most impacted by the cost-of-living crisis with

Place services at the heart of the communities that use them. We will continue to provide financial, educational and wellbeing support for the most vulnerable in our borough, through Community Hubs and our Cost-of-Living programme, including:

- investing UK Shared Prosperity Fund to deliver enhanced Community Hubs in Northolt and Southall
- expanding the Learning Zones to Hanwell, Ealing and other venues across the community to ensure full access to training by residents
- increasing awareness of financial and wellbeing support through events, media campaigns and local presence and by working with community groups

- and charity groups
- delivering multiply funded programmes to support residents develop skills to manage their finances
- increasing our support to the council’s workforce as part of, and advocates for, local communities
- increasing access to digital devices and data
- working with our voluntary and community sector to prepare for winter, developing warm spaces, tackling food poverty and increasing community connection

DLI4: Deliver our Plan For Good Jobs, achieve “Good Business Charter” accreditation; increase the number of accredited “Good Businesses”, Living Wage Employers in Ealing to 200 and work to achieve our status as a Living Wage Place, and tackle the need for local people to have to rely on in-work benefits through increasing pay and deliver at least 12,000 new qualifications and training programme graduations for people looking to upskill

Building on the co-production of a draft action plan with a group of Ealing’s employers and the Living Wage Foundation, and the Learn Ealing Prospectus 2023/24, the priorities for 2023/24 are to:

- host a Living Wage Celebratory event and launch a package of incentives, supported by Living Wage campaign to secure 100 more accredited businesses in the borough by March 2024
- coordinate a group of employers based in and representative of the borough to complete the Living Wage Action Plan to help secure Ealing as a Living Wage Place by early 2024
- better understand the local low pay landscape through research and engagement with Ealing’s largest businesses and employers, academic institutions and partners including the Greater London Authority, Old Oak and Park Royal Development Corporation and West London Alliance
- launch the new Learn Ealing Prospectus for 2023/24 to help secure 3,000 qualifications and training programme graduations
- expand the upskilling offer to support a wider number of SMEs and larger businesses in the local area

DLI5: Secure 2,000 new diverse apprenticeships, supporting more alternative routes into good, well-paid work for our residents, including using our apprenticeship levy to support small and medium sized good employers, broker £200k of spending on top quality in work training, and set high standards to ensure no employer uses apprenticeships to bypass decent pay to exploit workers

We will develop local pathways into well-paid employment opportunities for all people that want to work in Ealing by:

- Working with our schools, Further Education and Higher Education partners to co-design a curriculum that reflects high growth sectors now and for the future.
- Delivering 500 apprenticeship vacancies in growth and high demand sectors.
- Ealing Council will deliver a minimum of 15 council-based apprenticeships per annum.
- Utilise a £100k of council unspent levy to small businesses in Ealing to encourage them to take on apprentices.
- Co-producing an Ealing Apprenticeship Partnership action plan with the borough’s largest employers and businesses, academia, training providers and other key stakeholders to increase the number and quality of STEAM apprenticeship opportunities.
- Engaging with employers, our local communities, and subject experts to proactively plan for the impact of artificial intelligence on the future of work.

DLI6: Support Ealing’s High Streets Taskforce and invest £1m as seed funding to

A review of the Ealing High Street Task Force has been completed and new

help it coordinate enhancements to our high streets and local parades to change for the better, strengthen their revival in the wake of the pandemic, extending our “Love Ealing, Love Local” approach to growing local business, local culture, enabling our seven towns to have everything they need for residents within a 20-minute walk

governance and business plans are now in place. The role of the taskforce will evolve and strengthen further by:

- Adoption of the Ealing High Street Task Force Business Plan.
- Helping the council coordinate the spend and investment of the UK Shared Prosperity Fund ‘Communities & Place’ allocation for 23/24.
- Continue to expand and diversify taskforce membership and support the creation of business groups and traders’ associations in under-represented parts of the borough.
- Publish a draft Evening & Night-time Economy Strategy for consultation.
- Engaging high street businesses to support the delivery of town-based regeneration frameworks, including the production of frameworks for Hanwell and Ealing.
- Identify and engage with landlords to bring 5 vacant high street units back into use.
- Deliver a walking tour for the Ealing Metropolitan Centre to showcase its potential for new businesses and investment.
- Support the Southall Enterprise Group to set up a locally led business forum representing both the high street and industrial businesses.

DL17: Get tough on counterfeiters, fraudsters and bad businesses by stepping up our enforcement of those who break the rules and take advantage of consumers, and campaign to keep the money that is raised each year from fines and prosecutions to support our town centres

- Ensure that those who come to Ealing for its retail and hospitality offer are protected from bad business practices.
- Multiple prosecutions and enforcement took place in 2022/23 and the council’s enforcement teams will continue to focus on counterfeit and unsafe goods, non-compliance with food safety regulations and obstruction of highways and cycle lanes, monitored through the Housing and Environment service plan.
- Night time enforcement will include Safer Communities, Park Guard, Street Services, Parking Enforcement, and the Police.
- Using UK Shared Prosperity Fund to create a new post (food safety officer).

DL18: Support 2,000 residents with the toughest barriers to employment like disability, young people with special educational needs, and recovery from long term health challenges get good quality work and regain their independence, investing £1m to train and support those excluded from the jobs market through no fault of their own.

- Through bespoke commissioning activities and identification of creative partnerships, create employment opportunities for at least 500 residents with the toughest barriers.
- Recommission the (SEND) supported internships programme for young people with disabilities and create a further 15 placements.
- Commission specialist targeted support for rough sleepers and homeless people and support 14 Ealing residents into employment.
- Develop and implement a pilot programme to support young offenders to move closer to employment.
- Deliver a Green Skills Bootcamp with Hounslow and Maydencroft for 30 Ealing and Hounslow residents.
- Secure funding to create a work experience programme with priority for those with SEND, care leavers, young people, those at risk of offending/ex-offenders, and unemployed.
- Collaborate with Children’s Services to deliver on the commitments made in the

	<p>Spring 2023 Care Leavers Summit and scale up the Employment/Training/Job Guarantee programme for Looked After Children leaving care - 10 care leavers to undertake Our Horizons Pathways paid placements and other identified programmes.</p>
<p>DL19: Campaign to end holiday hunger, and get the Government to extend support for children on free school meals, getting the same financial support we secured for them during the pandemic all year round in future</p>	<ul style="list-style-type: none"> • Universal school meals across London will be in place for the 2023/24 academic year: • Registering for free school meals often triggers access to other benefits. Through our Cost-of-Living team we will explore ways to ensure families do not miss out on these benefits while they are not required to register for FSM. • We will work with London Councils to plan for academic year 2024/25.
<p>Inclusive economy - four year commitments</p>	<p>23/24 deliverables</p>
<p>IE1: Be an open, transparent, and inclusive council, expanding the range of services available instantly and around the clock by making them online, accessible and responding quickly and effectively when things go wrong</p>	<ul style="list-style-type: none"> • Review implementation and customer journey for digital forms introduced in 2022/23. • Customer services chatbot to be rolled out 23/24. • Further chatbots developed for Adults and Childrens services. • Review customer access strategy. • Monitor 5-minute waits and satisfaction and review capacity post covid activities. • Evaluate Customer Hubs pilots and feed into wider community hubs programme. • Automation of data access and reporting wherever possible. • Continue implementation and impact monitoring of digital inclusion programme.
<p>IE2: Lead London's return to a new, flexible, and agile way of working at the council and within the wider public sector, encouraging collaboration, creativity, and work-life balance, whilst boosting morale and productivity as well as ensuring that we pay fair salaries to all our staff and end pay gaps that disproportionately impact women and black, Asian and minority ethnic communities</p>	<ul style="list-style-type: none"> • Deliver the "Ealing Experience" programme which co-creates inspiring and energising experiences and workplaces for staff and which supports recruitment and retention. • Promote connection, wellbeing, inclusivity, sustainability, and productivity through cultural change activity. • Empower and motivate our teams to achieve and celebrate exceptional outcomes and connections with Ealing's residents and communities. • Develop a new workforce strategy which values, celebrates and attracts a brilliant and diverse workforce. • Continue to report, analyse and publish pay levels annually and act on areas of concern by incorporating these within the Equality, Diversity and Inclusion Action Plan.
<p>IE3: Work with credit unions to establish a West London Mutual Bank to support access to affordable credit, support social enterprise, and provide a route for every child turning 11 in the borough to have the opportunity to open a savings account, and campaigning for the powers we need to squeeze out high-cost credit and modern loan-sharks</p>	<ul style="list-style-type: none"> • The London Community Bank has been operating since July 2022 and is serving all West London Boroughs. Next steps are to: • Campaign on powers to manage loan sharks. • Develop required safeguards and proposals for "Turning 11" savings accounts. • Develop proposals with schools to support money management for Turning 11 cohort.

<p>IE4: We will use our spending power in Ealing and beyond to encourage better pay, workplace representation, terms and conditions for workers, local small and medium sized businesses, black, Asian & minority ethnic owned businesses as well as supporting new social and cooperative enterprise</p>	<ul style="list-style-type: none"> • Approval of a revised Commercial Strategy to maximise the value we obtain from our spending power, engendering a commercial approach rooted in public service values to encourage innovation and partnerships, to deliver social benefits through social value, supporting the local economy and to achieve our wider objective of promoting equalities and climate change.
<p>IE8: Introduce a Public Service Guarantee, curbing the wasteful outsourcing of vital public services to the private sector, and seek to bring more public services back under local authority control for the benefit of residents, delivering genuine value for taxpayer money</p>	<ul style="list-style-type: none"> • Development of an online local supplier registry and guidelines and procedures to ensure officers consider local suppliers and to ensure opportunities are visible and transparent to local SMEs. • Updated approach to social value and sustainability in Procurement decisions.
<p>IE5: Maintain our support for the most vulnerable, expanding our Council Tax Support Scheme to ensure those who cannot afford to pay are protected from tax</p>	<ul style="list-style-type: none"> • For 2023/24 the Council Tax Reduction Scheme has increased the maximum council tax reduction for the non-protected category from 75% to 80% for those who fall in the lowest income band (protected category remain at up to £100).
<p>IE6: Keep council tax low and help families with the cost of living</p>	<ul style="list-style-type: none"> • We will continue to monitor council tax rates. • Continue all the workstreams in our Cost-of-Living programme, including household support fund, borough wide food partnership and warm spaces for winter. • Continue proactive 'wellbeing and check in calls' from the contact centre to vulnerable cohorts.
<p>IE7: Retain, use and take control of new council land and buildings, ensuring that we hold onto vital public assets and buildings, and use them for the maximum benefit for the residents of our borough, keeping them in public hands for public use</p>	<ul style="list-style-type: none"> • Implement the Land and Property Strategy agreed in March 2023. • Consult in Town Forums and online to understand the demand for types of community spaces and opportunities for improvement. • Identify underutilised council assets and optimise the regeneration, community and economic benefits by working with the area regeneration programmes and applying for funding opportunities.
<p>IE9: Campaign for reliable long-term funding for local government, fighting for money we need from central government to keep up with ever growing demand</p>	<ul style="list-style-type: none"> • Continue to engage with and support London Councils, Local Government Association and other partnerships in providing feedback on key funding matters impacting local government finance. • Continue to identify and apply for opportunities for additional funding in support of the Council Plan priorities.
<p>Safe and genuinely affordable homes - four year commitments</p>	<p>23/24 deliverables</p>
<p>GAH1: Establish a Private Renters Association, led by renters, to provide mutual support and advocacy for the 15,000 families that are renting privately within the borough</p>	<ul style="list-style-type: none"> • Empower renters to live in high quality secure and stable homes by: • Defending the rights of residents in the private rented sector through a network of Private Renters Association, led by renters, which provide mutual support and advocacy for the 15,000 families that are renting privately within the borough so they know their rights.
<p>GAH2: Work with residents to support the development of local community-led housing initiatives, including Community Land Trusts, to provide solutions to local housing issues, deliver genuinely affordable homes and build strong communities</p>	<ul style="list-style-type: none"> • Extending our landlord licensing scheme across 100% of the borough, to ensure that we put an end to rogue slum landlords taking advantage of tenants.

GAH8: Continue the fight with government to give us the powers we need to extend our landlord licensing scheme across 100% of the borough, to ensure that we put an end to rogue slum landlords taking advantage of tenants.

GAH9: Defend the right of council tenants to have security in their homes by maintaining lifetime tenancies

GAH3: Work to end the need for families who face eviction to stay in bed and breakfast temporary accommodation and invest £20m in 100 new safe and secure places for people to stay

GAH4: Invest £400m in the council's housing, ensuring everyone can live in a safe, secure, and healthy home

GAH5: Push developers to deliver even more genuinely affordable homes in new developments and pushing the overall number of affordable homes built in the borough well above 35%

GAH6: Deliver 4,000 new genuinely affordable homes across the borough and ensure Ealing residents and key workers have priority to access new affordable homes in the borough

GAH7: Campaign to end the pernicious no-recourse-to- public funds rule that forces rough-sleepers back out onto the streets and deliver 100 supported places where rough-sleepers can be helped back into homes, work and the mental and physical support they need

- Continuing high levels of investment to make council owned homes safe and secure.
- Working with tenants and leaseholders so that they have power and control over what happens in and around their homes.
- Improving tenant engagement, ensuring that tenant voice is at the core of service delivery and that tenants feel their complaints are responded adequately and in a timely manner.

- As part of the new Housing Strategy, increase the number of temporary accommodation units available across the borough.
- As part of the Borough of Sanctuary work, alongside London Councils, lobby Government so that local authorities and the Home Office are not forced into competition for temporary accommodation spaces.
- Decommission the modular housing site at Marston Court and re-provide temporary accommodation elsewhere

- Establish a joined-up strategic housing focus encapsulated in a strategy that ensures the Council's approach to housing serves the breadth of the Borough's needs:
- New Housing Strategy developed and agreed.
- Ensure Ealing's housing need (tenure, mix and specialist housing) is reflected in the updated Local Plan Reg 19 by March 2024.
- Delivery strategy, including role of Broadway Living, developed and agreed.
- Ensure Ealing residents and key workers have priority to access new affordable homes in the Borough.

- Support residents who have nowhere else to turn and ensure they have the help to rebuild their lives.
- Develop a programme of early intervention measures through Ealing's Change Partnership which reduces the demand for temporary accommodation and prevents homelessness through early intervention. This includes:
- Work with partners to provide a severe weather emergency response for cold and hot weather. Create a suitably equipped temporary cold weather shelter for those with no-recourse-to- public funds.
- Work with Thames Reach and St Mungos to provide emergency and supported accommodation, Move-On, Resettlement, Navigator and floating/ tenancy sustainment support services to at least 100 people at risk or with a history of rough sleeping.
- Provide a street legal service to at least 30 people with no-recourse-to- public funds to help them re-establish their documented identity and move to mainstream supported living.

Good growth and new housing - four year commitments	23/24 deliverables
<p>GG1: Launch a new tax on developers, and work toward raising at least £12m per year for new infrastructure, education, health, and community facilities</p>	<ul style="list-style-type: none"> • Complete the review the council’s existing Planning Obligations Supporting Planning Guidance and seek adoption by council. • Complete phase two of the Infrastructure Delivery Plan to include: <ul style="list-style-type: none"> • a second round of engagement with communities and partners to discuss the infrastructure needs over the new Local Plan period. • Development of a costed and prioritised infrastructure project list which supports Shaping Ealing, our new Local Plan.
<p>GG2: Set out a new Community- led Regeneration Charter that sets out clear rights for residents to shape and control the decisions being taken in their communities on housing and employment</p>	<ul style="list-style-type: none"> • Establish a community led placemaking approach to regeneration and planning focussed around the 7 towns that: <ul style="list-style-type: none"> • Effectively responds to the needs of local communities. • Reorientates the Local Plan to include spatial and infrastructure plans for Ealing’s 7 towns. • Pilot a new Community Land Trust within the Borough. • Where our tenants want to, develop a new route to mutualise their homes through a new ‘Right to Hold in Common’. • Develop community-led regeneration programmes in Ealing and Hanwell town in 2023/24 (frameworks for the other five towns are complete, with projects initiated). • Deliver and adopt Shaping Ealing and Ealing’s new Infrastructure Delivery Plan by Spring 2025.
<p>GG4: Deliver Shaping Ealing – our new Local Plan to give residents and businesses confidence that our borough can change for the better in the coming decades</p>	<ul style="list-style-type: none"> • Widely promote Good for Ealing, Ealing’s new inward investment model. • Establish a business brokerage offer through Good for Ealing. • Continue the targeted engagement with the existing businesses in STEM, digital and food science sectors. • Continue work to establish a film industry hub.
<p>GG3: Work even harder to attract new businesses, creative industries, and turbocharge the STEM, digital and food science sectors that are already working hard to make and create across the Borough</p>	<ul style="list-style-type: none"> • Ongoing work to: <ul style="list-style-type: none"> • Increase design capacity in council teams. • Promote and celebrate good design. • Publish guidance on ‘zero-carbon’ buildings and green spaces. • Use tall building evidence to inform Local Plan. • Bring together planning and sustainability specialisms in council teams and commissioned services. • Protect and improve the quality of open spaces in the borough.
<p>GG5: Put good design and heritage at the heart of how we enhance our Borough, with an expanded Design Review Panel and expand the membership of Community Review Panels to better reflect our seven towns</p>	
<p>GG6: Contain the spread of tall buildings by getting tough with developers who bring forward schemes that don’t fit in with the neighbourhood, and encourage greener buildings and greater levels of open green space and biodiversity</p>	

GG7: Campaign to scrap VAT on repair and reuse of existing buildings, institute a 'retrofit-first' principle for council buildings and deliver zero-carbon development as standard whilst ensuring any carbon offset payments that do occur are invested locally to make our Borough greener

- Carry forward work to:
- Complete stock options appraisal of existing council housing assets and ringfence funding to improve green infrastructure.
- Develop a decision-making matrix that embeds a 'retrofit-first' principle in the Council's land and property strategy.
- Deliver decarbonisation plans for more than 70 schools.

GG8: Fight any attempt by the Tory government to remove the right of local residents to object to developments in local communities, or rip up the planning rules to benefit their Party donors

- Ongoing - monitored through planning services. We will continue to respond to government consultations, lobby government and ensure transparent and multi-channel publication and engagement as part of decision making.

GG9: Greater transparency in planning, with a crackdown on lobbying, gifts and hospitality with new rules to prevent conflicts of interest in planning

- Seek council approval to:
- Formally agree a position statement that councillors will only meet with planning agencies that are members of the Public Relations and Communications Association (PRCA.)
- Introduce a new Register of Member Involvement for greater transparency.

Thriving communities - four year commitments

23/24 deliverables

TC1: Launch a Community Charter, setting out your rights as residents and what you can expect from the council in being open, inclusive, and transparent in everything we do, handing over power to communities and supporting residents to come together to take mutual ownership and management of the public assets you love, sustaining them well into the future

- Continue to listen to and work with our communities to co-create and launch a Community Charter which gives power and choice to people by:
- Creating forums and connections to discuss what local people want and need from each other and from us.
- Hearing how the community wants to engage and work with the council.
- Setting out the standards residents can expect from us when we engage with them.
- Developing our understanding of community need through combining our data and insight with the community's data and insight.
- Working with the VCFSE, partnership boards, service user groups and community groups.
- Creating a public call to action to ensure every resident is given the opportunity to participate.
- Using Towns Forum and Perceval House engagement work to test approaches.

TC2: Expand our community sports facilities and pitches across the borough, ensuring that we deliver five new cricket pitches, four tennis courts, eight football pitches and finally bring Southall FC back to the town in supporting them to find a home, and rapidly expand our Let's Go Southall initiative, investing an extra £3.2m in Southall to make cycling more accessible and safer

- Implement the Ealing Sports Facility Strategy which was agreed in 22/23.
- Continue the roll out of 1000 free bikes in Southall as part of the Let's Ride Southall programme to encourage take up among children and adults (c.300 to be handed out in 23/24).
- Produce options and agree recommendations for the future of golf courses in the borough.

<p>TC3: Deliver new, state of the art leisure facilities at Gurnell and renew Dormers Wells, deliver a new outdoor swimming Lido in the borough, and invest £2m in new and renewed playgrounds</p>	<p>Make significant progress on major leisure projects:</p> <ul style="list-style-type: none"> • Gurnell Leisure Centre • Dormers Wells Sports Centre • a new Lido.
<p>TC5: Turbocharge the creative spirit of Ealing, by securing and investing at least £1m in community and grassroots art, music, dance and culture, secure our status as west London’s leading borough of culture and work with the community and creative industries to deliver a new state of the art performing arts centre within the borough</p>	<ul style="list-style-type: none"> • Position Ealing as having the strongest cultural offer within West London by developing a strategic framework and identifying and progressing high profile new cultural opportunities: • Build on the cultural manifesto agreed in March 2023, to create a culture strategy and delivery plan for the Borough that sets a high level of ambition. • Engage with our communities to develop a proposal for a new major cultural space by Q4. • Market existing assets for cultural purposes by year end. • Submit a bid to be London Borough of Culture. • Continue to deliver and support a diverse and inclusive programme of festivals and events.
<p>TC9: Bring even greater diversity to our festivals and events, ensuring that there is something for everyone in our borough, bringing communities from all backgrounds together, involving community organisations and deliver a major festival to celebrate the Queen’s Platinum Jubilee</p>	
<p>TC6: Establish new Town Forums that have more power to set the spending priorities for local communities and set aside £2m we raise from the developer tax to be spent by communities on what they want, facilitating community initiatives and microfinancing</p>	<ul style="list-style-type: none"> • Develop, test and then establish 7 vibrant, effective and locally appropriate town forums through: • Community mobilisation and engagement. • Co-design of different models, using insight from local areas and best practice from elsewhere. • Testing, piloting and iteration of models. • Workshops to support engagement with the new model. • First forums to have taken place by December 2023.
<p>TC4: A new Community Access Guarantee for the council’s buildings, 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</p>	<ul style="list-style-type: none"> • Begin implementation of the Land and Property Strategy (agreed March 2023). • Identify Council and third party owned community spaces, setting up a single online place to help residents find available places to meet, work and run activities. • Consult via Town Forums and online to understand the demand for types of community spaces and opportunities for improvement. • Work with local communities to develop and deliver action plans to improve and strengthen community spaces including the Council’s headquarters. • Work with communities to own and manage financially sustainable community spaces through training on building management and support to deliver robust business plans. • Identification of underutilised community properties (2 minimum in 2023/24) and deliver 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.
<p>TC7: Continue to 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</p>	

TC8: Embed the spirit of mutual aid and community action from voluntary, faith and charitable groups that took place during the pandemic and step up our support and facilitation of communities

- Invest a further £2m into the VCS grants programme to support local organisations working to support and empower communities in the 2023-2027 grant round.
- Deliver the small grants programme for 23-24 to support local organisations.
- Continue to support the Ealing wide Faith Forum.

TIC8: Ensure refugees fleeing conflict and the climate crisis find a welcome home in Ealing by becoming a borough of sanctuary, and we will campaign to ensure every local authority across the country steps up to take their fair share of refugees.

- We will join the network of cities and towns which promote the inclusion and welfare of people who are fleeing violence and persecution and become a recognised Borough of Sanctuary. As part of this work, we will:
- Join up services so that all arrivals to the Borough are welcomed and supported to develop connections in the community and to access the opportunities and services they need from each other, their new communities, and the council.
- Develop a tiered offer to new arrivals based on levels of need.

