Executive Summary

This IDP is a working document and is subject to change. It represents the council’s current understanding of infrastructure issues. Anyone relying on or quoting from this document does so at their own risk.

This is Version 2 of the Ealing Infrastructure Delivery Plan (IDP) for Ealing, part of the Local Development Framework (LDF) evidence base. The production of an IDP is an implicit requirement of Planning Policy Statement 12 (PPS12)\(^1\); the LDF will not be found sound without a robust IDP.

The IDP also has a corporate benefit in that it provides a spatial and demographic perspective to service planning and examines what infrastructure is needed, why, where and when it is needed, as well as how it will be funded and delivered.

The IDP cuts across services and partners and has involved considerable consultation with these other organisations. The IDP is also closely related to other documents such as the Ealing Property Strategy and Capital Strategy.

The IDP uses recent population projections to assess the infrastructure requirements over the lifetime of the LDF Development Strategy. As Ealing population projections are updated, these will be fed into future iterations of the IDP.

The IDP covers a range of social infrastructure (education, health, culture, sports and leisure), green infrastructure (open space) and physical infrastructure (waste, energy, utilities, water & flooding, transport).

This report includes the supply and demand analysis of infrastructure, including mapping, with an accompanying schedule which provides a summary of the infrastructure provision issues. Key risk analysis is provided at Figure 4 (section 2.4) of the main report and next steps for the IDP are set out in Section 1.8.

A summary of the supply and demand analysis for infrastructure by type of infrastructure is provided below. A summary of infrastructure by area is included below at Figure 11, linking infrastructure to growth.

\(^1\) “The core strategy should be supported by evidence of what physical, social and green infrastructure is needed to enable the amount of development proposed for the area, taking account of its type and distribution. This evidence should cover who will provide the infrastructure and when it will be provided.”
Planned Infrastructure by type:

Primary Education

- Additional 24-40 Forms of Entry (or FE, the unit by which school planning is measured by, with 1FE equating to 1 class of 30 pupils) needed by 2014, possibly falling to 24-32.5 by 2018
- Current planning is for an additional 24FE permanently across the borough and up to 16FE temporary expansions to meet peaks in demand. Plans for the permanent increase include plans for a new 2FE Catholic primary school in West Acton, due to open in 2012
- A contingency is included for an additional sites in Ealing
- There is a key risk to delivering primary school places. If birth rates continue to rise and demand for places within the borough increases, other areas within the Borough may also need additional provision. This will be monitored regularly
- The IDP and LB Ealing will also need to consider emerging models of primary provision, including parent-promoter schools, the re-use of buildings (commercial, employment), and providing schools in town centres.

Secondary Education

- Pupil projections indicate that an additional 14FE will be needed by 2019/2020
- Ealing are currently planning for 16FE of additional provision through an 8FE new school in Greenford, and 8FE in rebuild/remodelling of existing schools.
- The total cost of this programme was £276m against a funding allocation of £257m, planned to be delivered through the Building Schools for the Future (BSF) programme. At the time of writing, only two high schools are to progress under this scheme as the BSF programme has been cancelled. These two new schemes will provide 3FE. New sources of funding will now therefore need to be explored for the remaining school proposals.
- The key risk in relation to secondary provision is the uncertainty regarding birth rates. An additional secondary school may be required post 2018 if birth rates continue to rise at current rates.
- The BSF programme was also important in delivering other facilities across the borough, such as sports halls. As the BSF programme has been cancelled (other than for Cardinal Wiseman and Dormers Wells schools), new sources of funding will now need to be explored for additional sports provision which was to result from the BSF programme.

Further and Higher Education

- A further 1,000 sixth form places required by 2018 as a result of population growth and the requirement to remain in full-time education
• A replacement Ealing Diploma and Education site
• 1,400 places were to be provided through the BSF programme. Although there are risks around this provision, recent capital investment and the existing network is believed to be sufficient until 2018.
• Thames Valley University have a programme of capital investment from 2010 through to 2020 and includes shorter term rationalization of part of its estate as a result of a need to reduce costs, and a longer term programme which will see the redevelopment of the St. Mary’s Road campus in Ealing.

Primary Health Care
The need for new health services is driven by a number of factors. These include health inequalities across different parts of the borough, issues with the condition of current health infrastructure, and the changing health policy context. Current health policy promotes the development of community based health centres which provide a range of health services in addition to GP practices across a ‘localised network.’

Four such networks have been planned across the borough, specifically:
• Southall – the development of an unscheduled care centre on the current Ealing Hospital site, identifying a site to replace the Featherstone Road facility, Southall Broadway health facility, and possibly a facility on the Southall Gasworks, to meet the needs of the new population.
• Acton – via redevelopment of the Acton Integrated Health and Social Care Centre.
• Ealing – through, future replacement of the Mattock Lane Health Centre and in the future possibly on other town centres sites.
• Greenford, Northolt, Perivale – health facilities at Grand Union Village and possibly the Westway Cross centre, and a site in North Northolt.

The programme for primary health care will be delivered through a LIFT Company; the model used for primary and community healthcare facilities.

The Health section in this version of the IDP has been updated to reflect changes in health service commissioning arrangements and proposed mechanisms for delivery arising from the Government’s Comprehensive Spending Review in 2010.

Social care
With the introduction of ‘Personalisation’ and to provide more integrated and open facilities for the community, three new service centres are proposed to be located in Acton (alongside the new leisure centre, library and community facilities), Greenford and Southall.
Open Space

- The West London Sub-Regional Development Framework identified a District Park deficiency in Acton Central, Park Royal, Southfields and Hanger Hill. A Local Park deficiency was identified in Southall, Ealing and Park Royal.

- An Open Space Audit has been completed which identifies the current provision and deficiencies in relation to various types of open space across the Borough.

- This identified a deficiency of District Park provision in Acton Central, Park Royal, Southfields and Hangar Hill; and a local park deficiency in Southall, North Ealing, North Hanwell and Park Royal.

- An Open Space Strategy will be published in 2012, to replace the 2002 Parks and Open Space Strategy. Prior to finalisation of this strategy a number of projects are planned:
  - Northolt and Greenford countryside Park: development of a unified parkland area and visitor centre.
  - Southall Gas Works: new open space to meet the needs arising from new residential development and deficiency in the area.
  - Southern Gateway (Park Royal) (further detail to be added once available) to address deficiency in the Park Royal area.

Swimming Pools

- LB Ealing commissioned a Sport England Study to inform its Aquatic Strategy. There are currently 10 publicly accessible pools in the borough (4 council, 6 private)

- The baseline study concludes that there is limited current capacity across the borough’s pools, with car accessibility good, but walking accessibility low.

- In analysing the future demand for swimming pools, there is projected to be a relatively small increase in demand by 2021 (which equates to 30 per cent of a pool). This increase is as a result of both new population and internal demographic change.

- Any potential rise in participation promoted by sports development policies is likely to have a greater impact on demand than demographic changes.

- Planned new facilities include redevelopment of pools at Acton and Gurnell. As this is replacement not new provision it will however provide little change to capacity, and no change to accessibility.

- The Sport England study recommends that future unmet demand could potentially be met by improving the management of current pools rather than through new provision.
Sports Halls

• There are currently 12 publicly accessible sports halls (7 run by Active Ealing, two in partnership with GLL leisure, and 3 in secondary schools).

• The baseline position shows that there is a current unmet demand for sports hall space (equivalent to 8 badminton courts). Only 57% of sports hall use by Ealing residents is retained in LBE.

• The model projects a slight rise in demand by 2021, due to an increase in population. This is partly offset by a reduction in demand from an ageing population.

• Five new sports halls were planned through the BSF programme at Cardinal Wiseman, Elthorne Park, Villiers, and Drayton Manor schools, as well as at the proposed new secondary school north of the borough. The proposal for Cardinal Wiseman is to go ahead. New sources of funding will now need to be explored if the other four sports halls are to be delivered.

• Some unmet demand will remain in the southeast of the borough or the Acton area. This demand equates to approximately five badminton courts.

Libraries

• Libraries are a statutory responsibility as well as a valued and useful community resource. There has been recent investment in nine of the borough’s 13 libraries, although there are still a number of libraries where investment or relocation would improve service, including Hanwell, Perivale, and Southall. The library archive stores should also be consolidated.

• The Council are committed to developing libraries as community and information hubs and finding alternative models of service delivery that enables this in the most efficient way possible, including exploring self service libraries in community settings and co-location with other services and/or organizations. Hubs will be promoted in the larger town centre libraries of Acton, Greenford, Southall and West Ealing.

Community Centres

• There are currently a total of 23 neighbourhood community centres serving the London Borough of Ealing

• A Community Centres Strategy will published in 2012-2013. This will outline how these buildings are currently used, explore opportunities for external funding to make necessary improvements and to review all existing leases and the levels of rent being charged.

• Refurbishments or improvements to Community Centres are currently planned for:
  - Priory Community Centre
  - Hanwell Community Centre
  - Ravenor Farm Community Centre
Transport

- Challenges for the transport system include supporting population and employment growth, especially in town centres and employment areas; improving public transport access in areas of poor accessibility and where there is congestion; improving efficiency and traffic flow, and reducing congestion.
- Delivering transport infrastructure occurs through the Mayor’s Transport Strategy and includes Crossrail, High Speed 2, Piccadilly line upgrades, bus network improvements and road management.
- Other schemes promoted by LB Ealing include a high frequency bus route between Ealing and Wembley Park via Park Royal, Southall bridge improvements, improvements to interchanges and station upgrades. In addition, the Local Implementation Plan (LiP) which focuses on local improvements to corridors and neighbourhoods within the borough.
- A key risk is the potential reduction in budget of Transport for London. More modest investment, as well as the impact on the viability of development schemes may limit the amount of funding available for transport and other infrastructure from planning obligations.
- The focus is therefore on managing transport and travel demand rather than capital investment.
- Next steps regarding transport are to refine the list of priorities, interventions and challenges and clarify projects and interventions upon which LBE will focus through the LDF and accompanying Transport plan, as well as to determine the level of TfL funding and support available.

Other elements of the IDP

- There are a number of other elements of infrastructure in this report that will be expanded upon in updates of the IDP, including energy, utilities and waste, as well as infrastructure within adjacent boroughs accessible to Ealing’s population.

Delivering Infrastructure

- Infrastructure will be provided in a number of ways that will offer an improved service in accessible locations that reduces reliance on capital investment. These include:
  - Use existing assets better and more efficiently such as investing in current sites, improved management of services
  - Move towards co-locating services
  - Identifying opportunities with external partners such as the PCT and Police
Encourage infrastructure as part of new developments, through planning obligations (including CIL)

- Delivery will be enabled through a number of policy and strategy methods, including:
  - The LB Ealing Property Strategy
  - The Local Development Framework, which will identify where sites will be identified in the Development Sites DPD (or Site Allocations DPD), the Development Management DPD to assist delivery of projects, as well as Supplementary Guidance on s106/potential for Community Infrastructure Levy (CIL)
  - The LBE Capital Plan and Business Plans
  - The Local Strategic Partnership as part of its review
  - Engaging with partners such as Transport for London and the Primary Care Trust.
Location of Proposed Infrastructure

[Map showing locations of proposed infrastructure, including Crossrail Route, Crossrail Station, Potential Improvements to Transport Links and Interchanges, Major Schemes, and various other markers such as Children's Centre, Primary School Expansion, New Primary School, New Secondary School, Secondary School Expansion, Primary Care Facility, Swimming Pool Expansion, and Sports Hall Expansion.]
## Contents

**Executive Summary** ................................................................................................................. iii  

1. **Introduction** .......................................................................................................................... 1  
   1.1 Purpose of the IDP .................................................................................................................. 1  
   1.2 Policy Context ....................................................................................................................... 2  
   1.3 Social Infrastructure Provision ............................................................................................. 5  
   1.4 Relationship with Other Documents and Projects .............................................................. 6  
   1.5 Co-locating Services ............................................................................................................. 8  
   1.6 Delivering Infrastructure ........................................................................................................ 8  
   1.7 Ealing Context at Time of Drafting the IDP ....................................................................... 9  
   1.8 Next Steps ............................................................................................................................ 10  

2. **Process and Approach** ....................................................................................................... 12  
   2.1 Structure ............................................................................................................................... 13  
   2.2 Consultation and Engagement ............................................................................................. 13  
   2.3 Monitoring and Governance ............................................................................................... 14  
   2.4 Risk Analysis ....................................................................................................................... 14  

3. **Housing Growth and Population Change** ........................................................................ 17  
   3.1 Planned Growth .................................................................................................................... 17  
   3.2 Ealing’s Population Projections .......................................................................................... 20  
   3.3 Impact on Infrastructure Planning ...................................................................................... 23  
   3.4 Linking Infrastructure to Growth ......................................................................................... 25  
   3.5 Gypsies and Travellers ......................................................................................................... 29  

4. **Education, Employment and Skills** .................................................................................. 32
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Pre-School Provision</td>
<td>32</td>
</tr>
<tr>
<td>4.2</td>
<td>Primary Education</td>
<td>35</td>
</tr>
<tr>
<td>4.3</td>
<td>Secondary Provision</td>
<td>47</td>
</tr>
<tr>
<td>4.4</td>
<td>Further Education</td>
<td>51</td>
</tr>
<tr>
<td>4.5</td>
<td>Higher Education</td>
<td>52</td>
</tr>
<tr>
<td>4.6</td>
<td>Employment and Skills</td>
<td>54</td>
</tr>
<tr>
<td>5.</td>
<td>Health</td>
<td>58</td>
</tr>
<tr>
<td>5.1</td>
<td>Primary and Community Health Care</td>
<td>58</td>
</tr>
<tr>
<td>5.2</td>
<td>Health Inequalities in Ealing</td>
<td>59</td>
</tr>
<tr>
<td>5.3</td>
<td>The Changing Health Policy Context</td>
<td>60</td>
</tr>
<tr>
<td>5.4</td>
<td>Primary Health Care Provision</td>
<td>60</td>
</tr>
<tr>
<td>5.5</td>
<td>Planned New Primary and Community Health Provision</td>
<td>62</td>
</tr>
<tr>
<td>5.6</td>
<td>Delivery Mechanisms and Costs</td>
<td>65</td>
</tr>
<tr>
<td>5.7</td>
<td>Risk and Contingency</td>
<td>67</td>
</tr>
<tr>
<td>5.8</td>
<td>Mental Health Services</td>
<td>67</td>
</tr>
<tr>
<td>5.9</td>
<td>Social Care</td>
<td>69</td>
</tr>
<tr>
<td>6.</td>
<td>Open Space</td>
<td>70</td>
</tr>
<tr>
<td>6.1</td>
<td>Current Provision of Open Space in the Borough</td>
<td>70</td>
</tr>
<tr>
<td>6.2</td>
<td>Green Space Deficiencies in Ealing</td>
<td>70</td>
</tr>
<tr>
<td>6.3</td>
<td>Assessment of Need and Future Provision of Open Spaces</td>
<td>72</td>
</tr>
<tr>
<td>6.4</td>
<td>Planned Open Spaces and new facilities</td>
<td>76</td>
</tr>
<tr>
<td>7.</td>
<td>Cemeteries Provision</td>
<td>79</td>
</tr>
<tr>
<td>7.1</td>
<td>General Policy Context</td>
<td>79</td>
</tr>
<tr>
<td>7.2</td>
<td>Existing Infrastructure and Capacity of Cemeteries</td>
<td>79</td>
</tr>
</tbody>
</table>
8. Culture, Sports and Leisure ................................................................. 83
  8.1 Swimming Pools .................................................................................. 83
  8.2 Sports Halls ....................................................................................... 89
  8.4 Playing Pitches ................................................................................... 97
  8.6 Planned new provision of Indoor and Outdoor Sports Facilities ........... 108
  8.7 Libraries ............................................................................................ 109
  8.8 Future Demand for Library Services ................................................... 112
  8.9 Ealing Strategy for Providing New Library Services ............................. 112
  8.10 Culture, Arts and Heritage ............................................................... 113
  8.11 Community Centres ......................................................................... 117
9. Planning Transport Infrastructure ............................................................. 126
  9.1 Planning Transport Infrastructure ......................................................... 126
  9.2 Sub-regional Investment ..................................................................... 127
  9.3 Corridors and Neighbourhoods ............................................................ 129
  9.4 Delivering Transport Infrastructure ...................................................... 130
  9.5 Risks and contingencies ..................................................................... 137
10. Waste ..................................................................................................... 138
  10.1 The West London Waste Plan ............................................................. 138
  10.2 Apportionment and Future Capacity for London’s Waste .................... 139
11. Utilities, Energy and Physical Infrastructure ............................................ 144
  11.1 Electricity and Gas ............................................................................ 144
  11.2 National Grid infrastructure Ealing .................................................. 145
  11.3 Capacity requirements ..................................................................... 146
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.4 Decentralised Energy Master Planning – Heat Map for Ealing</td>
<td>147</td>
</tr>
<tr>
<td>11.5 Decentralised energy opportunities within the borough</td>
<td>148</td>
</tr>
<tr>
<td>11.6 Water and Flooding</td>
<td>154</td>
</tr>
<tr>
<td>11.7 Flood Prevention and Mitigation</td>
<td>155</td>
</tr>
<tr>
<td>11.8 Canals</td>
<td>157</td>
</tr>
<tr>
<td>12. Emergency Services</td>
<td>158</td>
</tr>
<tr>
<td>12.1 Police</td>
<td>158</td>
</tr>
<tr>
<td>12.2 The current Police estate in Ealing</td>
<td>158</td>
</tr>
<tr>
<td>12.3 The Strategy for New Police Facilities</td>
<td>159</td>
</tr>
<tr>
<td>12.4 Summary of police Infrastructure Requirements</td>
<td>162</td>
</tr>
<tr>
<td>12.5 Fire Service</td>
<td>162</td>
</tr>
<tr>
<td>12.6 Fire Service Capital Investment Programme</td>
<td>163</td>
</tr>
<tr>
<td>12.7 Ambulance Service</td>
<td>164</td>
</tr>
<tr>
<td>12.8 Response to Population Increase</td>
<td>164</td>
</tr>
<tr>
<td>13. Adjacent Borough Infrastructure</td>
<td>166</td>
</tr>
<tr>
<td>14. Next Steps</td>
<td>168</td>
</tr>
<tr>
<td>Appendix 1: Bibliography</td>
<td>169</td>
</tr>
</tbody>
</table>
Table of Figures

Figure 1: Relationship between the SCS, LDF, IDP and Corporate and other Plans ................................................................. 4
Figure 2: Key Risk Analysis ........................................................................................................................................................................ 15
Figure 3: Development Strategy 2026 Key Diagram ................................................................................................................................. 18
Figure 4: Net Population Figures 2001-2026 ........................................................................................................................................... 21
Figure 5: Projected net population increase and growth rates by 5 year period ........................................................................................................ 22
Figure 6: Projected Population Level 2001-2026 – Ealing Special Projections 2009 and GLA 2010 Projections ................................................................. 23
Figure 7: Ealing 2009 Special Projections - Household Projections % increase rates per five-year period ................................................................. 23
Figure 8: Impact of Demographic Uncertainties on Infrastructure Planning .................................................................................................... 24
Figure 9: Linking Infrastructure to Population Growth ................................................................................................................................. 25
Figure 10: Revised Gypsy and Traveller pitch provision .............................................................................................................................. 31
Figure 11: Proposed Children's Centres (Phase 3) ............................................................................................................................................ 34
Figure 12: Existing Primary Provision ......................................................................................................................................................... 36
Figure 13: Location of Existing Education Facilities .................................................................................................................................. 37
Figure 14: Required Primary Provision 2011-2013 [Projections Low (1), Central (2) & High (3)] ................................................................. 39
Figure 15: Current primary capital programme .............................................................................................................................................. 40
Figure 16: Locations of New and Expanded Primary Schools ....................................................................................................................... 42
Figure 17: Areas of Search for Future New Primary Schools .......................................................................................................................... 46
Figure 18: Secondary Provision Required ...................................................................................................................................................... 48
Figure 19: Ealing Building Schools for the Future (BSF) Programme ............................................................................................................... 49
Figure 20: New and Expanded Secondary Schools ..................................................................................................................................... 50
Figure 21: Employment and skills levels in disadvantaged areas of the borough ............................................................................................ 56
Figure 22: GP Practices in the Borough ......................................................................................................................................................... 61
Figure 23: The Ealing Primary Health Locality ‘Networks’ ................................................................................................................................. 64
Figure 24: Progress with Current PCT Schemes ........................................................................................................................................... 65
Figure 50: Ealing District Heating Regions...........................................................................................................149
Figure 51: Focus Area Heat Demands for Potential Heating Network(s)........................................................................................................151
Figure 52: Focus Areas for Ealing Decentralised Heating..................................................................................................................152
Figure 53: Proposed South Acton Heating Network Area ......................................................................................................................153
Figure 54: Police Facilities in Ealing ..................................................................................................................................................158
Figure 55: Safer Neighbourhood bases in Ealing .................................................................................................................................159
Figure 56: Existing Infrastructure in Adjoining Boroughs ......................................................................................................................167
1. Introduction

This report is Ealing Council’s Infrastructure Delivery Plan (IDP) version 2. It follows on from the IDP Background Paper published in September 2009, which accompanied the Development Strategy 2026 DPD and IDP version 1 (September 2010), which was published and consulted upon throughout Autumn 2010 alongside the LDF Development Strategy consultation.

The IDP’s role is to identify all items of infrastructure needed to ensure the sustainable delivery of the growth targets and policies contained in the Development Strategy 2026. This ensures that an appropriate supply of essential infrastructure is provided alongside new homes, workplaces and other forms of development, up to 2026.

Infrastructure includes social infrastructure (including health, education, arts, community and social facilities), physical infrastructure (including transport, utilities and waste) and green infrastructure (including sports grounds and open space).

1.1 Purpose of the IDP

The IDP has a dual role. It has a planning purpose in that it is a requirement of national planning guidance through Planning Policy Statement 12 (PPS12), and forms an important part of the evidence base for the Local Development Framework (LDF).

It also has a corporate purpose, in that it can help inform service planning and capital investment decisions, by providing evidence base that understands the infrastructure requirements of the growth objectives within the Development Strategy 2026. It also aids cross-working between Ealing Council (LBE) and other partners, by identifying opportunities for co-location of services, or informing the allocation of funding sources such as planning obligations.

The IDP should provide a clear indication of infrastructure requirements for at least the first five years of the plan. It should be clear what infrastructure is required, who is going to fund and provide it and how it is to relate to the rate of development.

The infrastructure planning process also provides a longer-term perspective to service planning, which generally only plans ahead on a 2-5 year horizon. The IDP determines the need for infrastructure up to 2026, which allows services to plan strategically for new provision and monitor the impact that population change and growth can have on services.

Importantly, the IDP can also aid the spatial planning of services. By identifying both the need and potential location for new services, sites can be identified in the LDF process for new services, ensuring services can be provided where they are needed, rather than locating them where there is just the opportunity to do so. The IDP also needs to identify 'critical dependencies', i.e. infrastructure absolutely necessary to

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3 Planning Policy Statement 12: Local Spatial Planning (CLG, 2008)
4 The Planning Inspectorate, 2009 Examining Development Plan Documents: Learning from Experience
accommodate growth sustainably. Guidance also suggests that councils may need to consider breaking down infrastructure requirements into 'essential' and 'desirable' categories.\(^5\)

The IDP is an evolving, living document, and therefore will need to be periodically reviewed and its progress monitored. The IDP is ultimately intended to be a corporate document owned by the council as a whole; however responsibility for updating the document currently rests with the Planning Policy team, including updating and monitoring through the Annual Monitoring Report (AMR) process. This will ensure a direct link between projected changes in development (homes or jobs), changing demographics, the impact that this has on infrastructure, and how this infrastructure can be delivered.

Whilst discussing what the IDP is, it may also be relevant to discuss what the IDP is not, or does not include. The IDP provides a framework within which infrastructure planning decisions can be filtered, and is a tool to help and enable and assist the LDF process. The IDP is not a replacement for existing service plans - rather its role is to synthesise existing service plans and provide an overall picture of infrastructure delivery across the borough, providing a one-stop shop and an opportunity for collaboration and potential efficiency savings. The IDP uses information provided through service plans and strategies, which continue to be the vehicle for service planning decisions, and can help provide the spatial element to these decisions. Although part of the evidence base, the IDP is not a Development Plan Document, and therefore not a formal planning document. It does however provide important information regarding the location of infrastructure which will inform the Development Sites DPD (or Site Allocations Development Plan Document).

To a certain extent the IDP is also a ‘snap-shot’ of the current situation available. It uses the best and latest evidence to inform spatial planning decisions. To this end, the IDP is continually monitored and updated to ensure accuracy.

The IDP is not a Community Infrastructure Levy (CIL) charging schedule, but could inform its production should this be the council’s chosen method for obtaining and managing planning obligations.

### 1.2 Policy Context

The IDP operates within a policy context at the national, regional and local levels.

At the national level, the Planning Policy Statement 12 (PPS12)\(^6\) confirms: “the outcome of the infrastructure planning process should inform the core strategy and should be part of a robust evidence base”. Adequate infrastructure planning is a key test of soundness for Core Strategies. The council has a statutory duty to produce an LDF Core Strategy and it is therefore an implicit requirement to establish a programme of infrastructure investment and delivery.

PPS12 states that the infrastructure planning process should identify, as far as possible: Infrastructure needs and costs

- The phasing of development

\(^5\) The Planning Inspectorate (2009). Examining Development Plan Documents: Learning from Experience

\(^6\) PPS12, para. 4.10
• Funding sources
• Responsibilities for delivery

The structure and approach taken in the IDP has been chosen to meet the requirements set out in PPS12.

The Core Strategy in Ealing is the ‘Development Strategy 2026’. This document provides a spatial vision for Ealing, together with proposals on how to deliver it. Its spatial vision supports the overarching vision and goals set out in Ealing’s Sustainable Community Strategy.

Specific reference to the IDP is made in a Background Paper, which states that coordinating major housing and commercial development with the provision of physical, social and green infrastructure is crucial to the delivery of the Development Strategy. There are a number of other corporate and planning documents with which the IDP needs to be consistent, as they also have a role in delivering infrastructure. These are primarily the Property Strategy and the individual service plans for each infrastructure category. Figure 1 below represents the policy context of the IDP diagrammatically.

**Infrastructure Planning and the London Plan**

The significance of infrastructure planning, and the sub-regional nature of much of the infrastructure needed to support growth, is recognised in the London Plan.

The London Plan provides the sub-regional policy context from which the LDF and IDP takes its lead, and provides policy guidance towards social infrastructure and how it should be delivered on a partnership basis. The key elements of the London Plan which deal with infrastructure are outlined below.

**Ensuring the Infrastructure to Support Growth**

The Mayor wants to ensure that London possesses sustainable physical infrastructure of a high standard that both embraces and supports growth and development. London’s growing and diversifying population will have to be matched by the provision of adequate social and green infrastructure.

At a time where public resources are scarce, coming up with both mainstream and innovative solutions for infrastructure funding will require the collaboration of a wide-ranging number of bodies and organisations such as Local Authorities, statutory agencies, businesses, utility providers and voluntary organisations. The provision of transport and utilities, which are key components of infrastructure, also needs to be coordinated.

7 Sustainable Community Strategy 2006-2016 (Ealing Local Strategic Partnership, September 2008).
8 Ealing 2026 Background Paper No 4 – Infrastructure Planning & Delivery (September 2009).
Figure 1: Relationship between the SCS, LDF, IDP and Corporate and other Plans

The London Plan

Ealing Sustainable Community Strategy (SCS)

Ealing Local Development Framework (LDF)

LAA

Ealing Infrastructure Delivery Plan (IDP)

Core Strategy

Sites DPD

S.106 SPD

LBE Property Strategy

Joint Strategic Needs Assessment

Partners' Corporate and operational plans

Other Council strategies e.g. Local Transport Plan
1.3 Social Infrastructure Provision

Protection and Enhancement of Social Infrastructure

Social Infrastructure planning in boroughs should be supported by regularly reviewed local strategic needs assessments. LDFs should identify secured sites to support new development, particularly in regeneration areas and where housing growth is planned, through Area Opportunity Frameworks and Area Action Plans. Provision should be monitored against the timescale of the plan. The LDF will provide a framework for collaborative engagement with infrastructure providers and community organisations, which the borough will bring together through the Local Strategic Partnership.

In order to maximise use, facilities should be designed to serve the wider community and be accessible to everyone, including older and disabled people. Under-used facilities should be brought back to use to support voluntary and community groups.

Healthcare Facilities

The health sector is one of the Capital’s major employers and as such, London needs to be promoted as a national and international centre of medical excellence. Development proposals in boroughs will be supported where they facilitate the adequate provision of high quality healthcare addressing community needs in light of population and housing trends, particularly in areas of deficiency. Health facilities should be accessible by cycling, walking and public transport. They should take into account the Mayor’s Best Practice Guidance on Health Issues in Planning.

Education Facilities

Planning Policies supporting the allocation of sufficient space for high quality and accessible educational facilities at all levels are needed to foster social justice and economic success. A greater amount of those is needed to accommodate growing population demands and to enable greater educational choices, particularly in areas of poor performance. Educational bodies should also look to share recreational facilities and services.

Increased early year provision should address the shortage in childcare facilities by planning the location and the development of children’s centres in consultation with representatives from the local community and the private sector.

An assessment of need should be undertaken at borough level and reflected in the LDF. Provision of adequate primary and secondary schools will have to increase through new build, extensions and change of use. The shortage in primary school places should particularly be addressed. The need arising from development and regeneration should be identified at an early stage. Schools should be accessible by transport and by foot as well as to children with special needs and should provide venues for shared community activities and after-school facilities.
**Sports Facilities**

The Mayor's Sports Legacy Plan seeks to address inequalities in the access to sports and to promote physical activity in groups and areas with the lowest engagement levels. Development proposals should encourage shared sports and recreational facilities in schools. They should promote multi-use and multi-sports public facilities in areas of deficiency, particularly on green multifunctional open space, in accordance with the GLA Open Spaces Strategy. These should be affordable, accessible to all sections of the community, and be secured, for example through the use of floodlighting where the device does not harm residential use or diversity. The focus should be on small community estates and park based projects. Boroughs are encouraged to deliver the evidence base for community sports needs by 2012 and to reflect their conclusions in the LDF.

In London, the replacement of the indoor community facilities’ stock is a priority and should be soon addressed by the Mayor and Sport England to facilitate provision.

1.4 Relationship with Other Documents and Projects

The IDP is one of a suite of documents that collectively deliver the council's priorities as set out in the Community Strategy, Corporate Plan and Capital Strategy. This includes spatial documents (such as the LDF) and business planning documents such as the Property Strategy and individual service plans. The IDP provides a critical link between these corporate and spatial perspectives to the overall council vision (see Figure 1 above).

**Local Development Framework**

The Local Development Framework (LDF) is the spatial plan for the borough up to 2026. The IDP is an important part of the evidence base upon which the LDF Development Strategy 2026 (or Core Strategy) is based. The IDP identifies what infrastructure is needed to support the growth objectives and policies in the LDF. It also feeds into the Development Sites DPD (or Site Allocations DPD) by identifying sites for infrastructure, by identifying what infrastructure is needed and where it should be provided in relation to current and future need. The IDP will also help inform the council’s emerging supplementary planning document on Planning Obligations and Legal agreements (draft SPD9, 2007) and will form part of the evidence in the preparation of a Charging Schedule and Community Infrastructure Levy (CIL). The infrastructure planning process is an essential part of LDF preparation.

**Departmental Business Plans**

Each council directorate is required to produce a departmental business plan on an annual / bi-annual basis identifying how it will meet its statutory responsibilities and deliver council priorities within its allocated budget. These business plans are generally focused around thematic

11 Ealing Council’s Corporate Plan 2008-2011
priorities or projects rather than capital infrastructure and spatial requirements. However, the IDP provides a framework for delivering capital projects or infrastructure as identified in business plans, by providing the evidence for its need, especially in relation to the council's growth objectives as set out in the LDF.

**Capital Strategy**

The annual capital strategy\(^{12}\) is a key corporate document that outlines the council's capital investment objectives, priorities and spending plans. The planned infrastructure identified within this document is consistent with the Borough's capital programme, which addresses needs in the first 5 years of the forthcoming Development Strategy.

**Sustainable Community Strategy Plan Refresh**

The Council is currently preparing a refresh of the Sustainable Community Strategy. The refreshed strategy will focus on four key themes: healthy, safe, prosperous, and quality of life, underpinned by three values: equality and fairness, engaging and enabling, and value for money.

**Local Strategic Partnership (LSP) Data Assets Mapping Project**

The LSP has agreed to work on developing a partnership-wide approach to its assets, with an ultimate aim of developing a joint asset strategy for the partners, leading to more efficient use of buildings, offices and facilities. This will not only save all partners money by allowing for the rationalisation of surplus and inefficient property; it will also contribute towards more effective service delivery by allowing services to be located closer to the people using them, and co-located with similar services. Partners currently involved in the project include Health representatives, the West London Mental Health Trust, the VCS, Council and Police; as the project progresses it will also include education providers and businesses where possible.

As a first step, the LSP is undertaking a mapping exercise to identify all of its property across the borough. The information collected as part of the IDP will contribute to this activity. Once the database of partners' properties has been created, they will be mapped against service user location (where known), indices of deprivation, and accessibility by public transport - again making use of the work done in preparing the IDP and other LDF documents. The LSP joint asset project will progress alongside the implementation of the Council's property strategy, and contribute towards a wider West London assets project being led by the West London Alliance.

The initial database and mapping is due for completion by Summer 2011, with a partnership asset strategy developed by early 2012.

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\(^{12}\) Ealing Capital Strategy 2011-2014
1.5 Co-locating Services

Both the IDP and the Property Strategy suggest that co-locating public and community services, either in shared buildings or on shared sites, has a number of advantages and opportunities for both the community as users of the services, and for the council and its partners as providers of services.

As Ealing’s population changes as a result of natural growth and change, as well as population changes arising from migration and new development, increasing pressure will be put on existing community facilities. At the same time, competing demands for space and resources means that a changing approach towards locating services and facilities may be needed, especially to ensure that infrastructure is provided in sustainable, convenient locations. The Council is therefore putting more emphasis on sharing facilities and sites, which will make the most efficient use of its existing resources to reduce the pressure on new sites, as well as providing a range of facilities in close proximity to each other, which offers advantages for residents.

In practice, the concept may mean linking nurseries, schools, colleges or universities to provide a lifelong learning concept; by widening the range of health and social care services at Primary Health centres to include dentistry, maternity or community health; or providing education, training or IT services in libraries.

Delivery mechanisms such as the Primary Health Capital Programme, alongside the Property Strategy, provide the opportunity to deliver this concept of shared services, either in co-located sites or shared buildings.

1.6 Delivering Infrastructure

The IDP identifies where extra infrastructure provision is needed to ensure the borough and its population are well serviced by community facilities and services over the life of the LDF. This in some cases requires new infrastructure provision which may have significant capital expenditure implications. There are a number of ways in which infrastructure is provided. The main options for delivering infrastructure are:

- Using existing assets better & more efficiently, through investing in current sites and improving their management
- Move towards co-located services
- Identification of opportunities to deliver infrastructure in coordination with external partners (e.g. Primary Care Trust, Police)
- Through the use of mainstream capital funding via the Corporate Plan and related service plans
- Provision of new infrastructure as part of new developments, through the use of planning obligations.

Given the current fragile state of the development market, and the limitations on public expenditure, there will be less reliance on the final two pathways on this list, and more emphasis put on the former three pathways, which put more emphasis on using existing infrastructure more efficiently rather than providing infrastructure through capital projects.
The IDP has therefore been planned alongside the council’s Property Strategy, which combine by using the IDP to identify what infrastructure is needed, why, where and when. The Property Strategy identifies how/where this infrastructure can be provided for through the council’s existing property portfolio.

**Ealing Council Property Strategy (2010)**

To ensure that the council’s existing capital assets are prudently used, the council has been reviewing the way in which it uses and manages its own property portfolio and asset base to ensure it provides both value for money and meet the needs of residents and businesses in the Borough.

To manage this process, a council Property Strategy has been developed to ensure this property portfolio is fit for service, improve the access to services, and where appropriate, release capital receipts which can be reinvested into new service accommodation.

Through development of the Property Strategy and the Infrastructure planning process, a pattern has emerged by which many of the services needed to provide for current and future residents of the borough can be provided through improving the use of existing assets by investing in or expanding their capacity, by co-locating different services through coordination between public sector partners, and investing on current sites rather than through significant new capital expenditure.

The updated IDP Schedule (Appended to the submission version of the Development Strategy 2026) confirms links between the IDP and the Property Strategy and identifies where the Property Strategy can help deliver infrastructure. The relationship between the Property Strategy and the IDP is therefore a close one, and one that will be reviewed for further iterations of each piece of work.

**1.7 Ealing Context at Time of Drafting the IDP**

In producing the IDP, there have been uncertainties around partner’s strategies, their planned infrastructure delivery (in the short, medium and long-term) and governance due to:

- Change in local administration LBE May 2010
- Change in central Government May 2010.
- Recent budget cuts and Government Comprehensive Spending Review (e.g. BSF programme and Health spending).
- Population projections.
- Evolving role and purpose of Ealing’s Local Strategic Partnership (LSP), and the forthcoming Refresh of the Sustainable Community Strategy.

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Version 2 of the IDP has reflected updates to partner’s plans and strategies where possible, and future updates to the IDP will continue to reflect the latest available information.

1.8 Next Steps

This IDP provides a key milestone in the development of a more co-ordinated approach towards infrastructure planning, and has made progress in providing a spatial planning perspective to service planning, and ensuring that delivery partners take into account the growth objectives being progressed by the LDF.

Challenges have however been encountered, including engaging some partners, and obtaining adequate detail e.g. on existing infrastructure provision, if/what population projections are used by service providers, and establishing formulae/standards used to calculate the need for various infrastructure. It is difficult to track progress of and changes to the plans and strategies of all of the contributing partners, as well as being unable to influence the timing and production of the emerging strategies where there are gaps. Obtaining information from providers on planned infrastructure for the medium to long-term is also difficult when their strategies (if they are current) tend to be much shorter-term, due, understandably, to uncertainty around their respective funding streams. This IDP is therefore a living document and presents information at a point in time. Further information will continue to be added, as outlined below, and the implications of findings included.

The IDP will be regarded as part of the evidence base for the LDF. The IDP version 1 was reported to Ealing Cabinet in June 2010 and was one of the documents published in the round of LDF consultation Sept-Nov 2010. Since consultation, further information has been included relating to:

- Waste
- Libraries
- Community Facilities
- Primary health care
- Mental health care
- Social care
- Further and Higher Education
- Culture, arts and Heritage
- Employment and Skills

As part of continual updating, future versions will include reference to emerging strategies and analysis including:

- Refresh of the Sustainable Community Strategy
• Analysis and strategy from the Open Space Strategy and Green Infrastructure Strategy
• Analysis and strategy from the emerging Community Centres Strategy
• Further detail on energy demand and supply
• Voluntary sector strategy
• Outputs from the West London Waste Plan

Ongoing work on the IDP will also:
• Integrate the outputs of the IDP into the LDF Development Sites DPD (or Site Allocations DPD)
• Be informed by ongoing LSP Data Assets Mapping work
• Integrate the IDP into the Annual Monitoring Report process, which will track both the delivery of infrastructure and the updating of the IDP supply and demand analysis
• Inform the Council’s emerging Planning Obligations SPD (SPD 9) and consideration of Community Infrastructure Levy (CIL) and priorities for allocation of monies received
2. Process and Approach

The approach taken for the production of the IDP was based on a number of key objectives that the work is intended to deliver. These are:

• To provide a comprehensive evidence base of the current supply of infrastructure
• To provide a quantitative and qualitative analysis of supply and demand issues relating to infrastructure both now and in the future
• Through spatial analysis, to identify the most appropriate locations for infrastructure and how spatial planning can deliver this
• Identify the costs (where available) and delivery mechanisms for new infrastructure, and link this in with the Property Strategy and departmental service plans
• To engage service planners and partner organisations with the spatial planning process, to ensure the growth objectives of the Core Strategy can be supported by infrastructure
• To establish a governance structure and monitoring framework to ensure the IDP process is taken forward

To achieve these objectives the IDP process has included a number of key steps:

Stage 1: Establish governance structures for the sponsorship and monitoring of the IDP
Stage 2: Audit all infrastructure, service by service, including any current supply and demand issues and delivery mechanisms.
Stage 3: Identify current plans for new infrastructure and the degree to which they have taken into account current growth targets and projections.
Stage 4: Establish any standards that are currently used in planning infrastructure.
Stage 5: Identify future infrastructure requirements needed to meet the population growth projections determined from the Core strategy growth objectives.
Stage 6: Identify the locations for and phasing of this infrastructure
Stage 7: Through the asset management and capital programme process, prioritise infrastructure investment and identify costs, funding sources and delivery mechanisms. This prioritisation was done by the Planning Policy team, and was a subjective analysis with reference to the Development Strategy 2026 and the Capital Strategy 2011. This prioritisation is intended to inform the LDF and the preparation of the Community Infrastructure Levy.
2.1 Structure
This report is one part of the overall suite of documents that make up the IDP. This set of documents consists of:

• This Infrastructure Delivery Plan report, providing a thematic narrative of the supply and demand issues associated with the range of infrastructure needed to support the Development Strategy 2026

• An Infrastructure Delivery Schedule, a matrix which states what, where, when and how infrastructure will be delivered. The Schedule is appended to the Development Strategy 2026 (submission version) at Appendix 3.

2.2 Consultation and Engagement
Partnership working and engagement with infrastructure providers has been a key theme running through the preparation of the IDP. This was done at a number of key stages:

• In establishing governance structures, managed through the Ealing LDF ‘2026’ Board
• At Stage 2 of the process, through a series of meetings with service providers
• At Stage 5 and 6, through meetings with service providers
• Stages 5 and 6 were repeated in May-July 2011 prior to the submission of the Development Strategy, through further meetings with key service providers

Due to the range of infrastructure providers that the IDP includes, across both the council and its external partners, a collaborative process is required to ensure the IDP is relevant and useful for all partners, and that the information included in the report is accurate and up to date. The IDP process at Ealing has included collaboration with the following partners and/or their agents:

• Housing Growth and Population Change – LBE Housing Directorate, LBE Research and Consultation Team, and the GLA Intelligence Unit
• Health – NHS Ealing, West London Health Estates, West London Mental Health Trust
• Education, Employment and Training – LBE Children’s Services, LBE 14-19 Partnership, West London College, The University of West London, LBE Employment and Skills team
• Transport & Connectivity – LBE Transport, WestTrans, Transport for London
• Utilities – through the Environment Agency, Thames Water, National Grid, energy providers
• Waste – through the LBE Planning Policy team and the West London Waste Authority
• Flooding – through relevant officers in LBE Planning Policy team and the Environment Agency
• Open Space and Cemeteries Provision – LBE Environment and Leisure Directorate, and LBE Planning Policy team
• Leisure – LBE Environment and Leisure Directorate, Regeneration consultants, Sport England (Facilities Planning Model)
• Culture Arts and Heritage – LBE Arts, Heritage and Libraries, LBE Regeneration
• Emergency Services – representatives of the Metropolitan Police Service, London Ambulance Service and London Fire Brigade
• LBELocal Strategic Partnership (LSP) Executive Committee

2.3 Monitoring and Governance

This is the second output from the infrastructure planning work that has been undertaken to support the Development Strategy 2026 as part of the LDF evidence base. Infrastructure Planning is an ongoing process and therefore requires consistent monitoring and updating to ensure it remains up to date and a useful delivery mechanism to support development.

Specific governance and monitoring arrangements will be established to manage the process going forward. The IDP will be monitored and updated through the Annual Monitoring Report. Progress to IDP version 1 was reported to and owned by the 2026 Board. Future updates will be reported to a new LDF Advisory Panel.

2.4 Risk Analysis

Good practice for infrastructure planning requires the identification of risk of non-delivery of proposed critical infrastructure, in order to ensure that the Development Strategy is deliverable. Through a process of scoring and prioritising infrastructure (as outlined in the IDP Schedule) the critical infrastructure for Ealing is identified as Education, Health, Transport and Waste.

Suitable contingencies have also been identified where possible to minimise this risk, alongside indentifying the impact on the LDF policies. Ultimately, if critical infrastructure cannot be provided to support the anticipated growth identified in the Development Strategy, a review of the development quantums will need to be undertaken. Refer to Figure 2 below.
<table>
<thead>
<tr>
<th>Infrastructure Type</th>
<th>Key Risk</th>
<th>Contingency</th>
<th>Impact on LDF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary and Secondary Education</strong></td>
<td>High: Pupil demand above projections</td>
<td>Annual monitoring to update projections. Additional temporary places therefore may be required.</td>
<td>Should schools be unable to provide places, growth objectives may be reconsidered. Minimal risk on delivery of LDF.</td>
</tr>
<tr>
<td></td>
<td>Medium: Pupil demand below projections</td>
<td>Annual updates to monitor projections. Temporary provision may be removed if there is a surplus above the agreed level.</td>
<td>Minimal risk on delivery of LDF.</td>
</tr>
<tr>
<td></td>
<td>Realised: Financial Risk to BSF programme</td>
<td>Risk realised, however there is still uncertainty over alternative funding sources.</td>
<td>As risk to capital programme has been realised, development targets may need to be reconsidered through the relevant DPD.</td>
</tr>
<tr>
<td><strong>Primary Health</strong></td>
<td>High: Financial risks affecting the development of integrated care systems of delivery</td>
<td>Detailed financial analysis of Strategic Plan.</td>
<td>Development Sites DPD (or Site Allocations DPD) may need to reflect this and suggest alternative uses for identified PCT sites.</td>
</tr>
<tr>
<td></td>
<td>Medium: Deliverability of strategic goals and the implementation of locality networks</td>
<td>Careful project management, focus on stakeholder engagement and leadership.</td>
<td>Minimal.</td>
</tr>
<tr>
<td><strong>Open Space</strong></td>
<td>Medium: Open Space Strategy is unable to deliver the required open space provision or investment</td>
<td>Ensure delivery of open space thorough both the service plan of the relevant directorate in coordination with the use of LDF policies.</td>
<td>Identify opportunities for new open spaces through the Site Allocation DPD and use the Development Management DPD to ensure new development contributes to open space provision and investment.</td>
</tr>
<tr>
<td><strong>Transport</strong></td>
<td>High: Non-delivery or no Western link to Crossrail</td>
<td>A significant reduction in transport capacity would require reconsideration of the Development Strategy.</td>
<td>Low risk but high impact. LDF to highlight the high dependency between growth and transport capacity. Growth targets within Development Strategy may require a review.</td>
</tr>
<tr>
<td>Infrastructure Type</td>
<td>Key Risk</td>
<td>Contingency</td>
<td>Impact on LDF</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------------------------------------------</td>
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</tr>
<tr>
<td></td>
<td>Medium: Delays in implementation of Crossrail</td>
<td>Projects within the LIP re-prioritised to reflect resource issues. A reduction in transport capacity may require reconsideration of the Development Strategy.</td>
<td>Low risk but medium impact. LDF to highlight the high dependency between growth and transport capacity. Growth targets within Development Strategy may require a review.</td>
</tr>
<tr>
<td></td>
<td><strong>Medium: Reduction in number of stations and/or reduced frequency of services</strong></td>
<td>A reduction in transport capacity may require reconsideration of the Development Strategy.</td>
<td>Low risk but medium impact. LDF to highlight the high dependency between growth and transport capacity. Growth targets within Development Strategy may require a review.</td>
</tr>
<tr>
<td>Waste</td>
<td>Medium: If identified sites are not delivered, boroughs and businesses within West London will have to rely on other arrangements including costly landfill</td>
<td>A detailed deliverability assessment will be undertaken for each of the sites, which will consider the viability of developing or expanding these sites for waste management.</td>
<td>There is contingency built in to the LDF sites identified. Would need to review performance in relation to the apportionment targets and/or identify other sites from the initial search.</td>
</tr>
</tbody>
</table>
3. Housing Growth and Population Change

3.1 Planned Growth

The Development Strategy 2026 includes targets and policies that will provide new homes and jobs needed to maintain a sustainable economy. These targets result from a process which assesses both the ability of the borough to absorb this growth (through the Strategic Housing Land Availability Assessment), the demand for new housing (through the Strategic Housing Market Assessment) as well as a result of strategic housing supply targets as determined through the London Plan.

The Development Strategy 2026 seeks to maintain and enhance existing and create new successful and sustainable places and communities with the required services and infrastructure to support them. The Development Strategy is written to support the overarching goals set by the Community Strategy.

The Development Strategy 2026 also contained specific targets for housing and employment growth. By 2026, the council aims to provide 14,000 additional homes, 94,500 sq metres of new office floorspace, decrease our net stock of industrial floorspace by 57,000 sq metres (equivalent to 14 hectares) through managed release and provide up to 150,000 gross sq metres of new retail floorspace. This is represented diagrammatically at Figure 3.

The Spatial Perspective to Growth

The development of these new homes and jobs will be concentrated in two development corridors running west-east through the borough. These are the Uxbridge Road / Crossrail corridor, focused around town centres and key stations, and the A40 corridor, focused around Greenford town centre, North Acton station, Park Royal and other employment sites.

These development corridors will influence population change and growth, the location of services and facilities, and public transport nodes. The planning of infrastructure needs to respond to this spatial strategy by ensuring that new infrastructure is located in appropriate locations which, depending on the type of infrastructure, may be close to people’s homes, located in town centres, and be accessible by a range of transport modes.

Both new development and the changing demographic profile of the borough as a result of natural change will have an impact upon the demand for infrastructure. In order to assess the scale of this impact, it is important to understand the nature of this change. This is done through population projections.

14 See Employment Land Review, September 2010.
15 See Retail Needs Study 2010, Table 6.11 (non food retail) and Table 7.7 (range of food retail) floorspace.
Figure 3: Development Strategy 2026 Key Diagram
Key Diagram Legend:

- Borough Boundary
- A40 Corridor
- Uxbridge Road Corridor
- Green Space
- Hinterlands
- Crossrail Route
- High Speed 2 Route
- Town Centres
  - Neighbourhood Centres (nodal point)
  - Proposed Improvements to Transport Stations and Interchanges
  - Proposed and Potential Improvements to Transport Links
- Potential Housing Sites
- Locally Significant Industrial Site
- Special Opportunity Sites
- Opportunity Areas
- Strategic Industrial Locations
- Blue Ribbon Network
3.2 Ealing’s Population Projections

Why Population Projections Matter

Accurate population statistics in Ealing and a sound address register are key to the provision of infrastructure and for planning services that are funded through per capita grants, such as education and health. This section provides a summary of population projections and what Ealing has done and is doing to improve their accuracy. Further detail can be found in Background Paper 1 ‘Demography’, to the LDF Development Strategy 2026\(^\text{16}\).


London boroughs are expected to use the population projections produced by the Greater London Authority (GLA) for planning purposes. The latest GLA projections are the 2010 Round Demographic Projections. They use the latest Office for National Statistics’ 2008-based Sub National Population Projections\(^\text{17}\) as a basis for their projection, and factor in additional parameters.

In the past, Population and Household projections from the Office for National Statistics (ONS) and the Greater London Authority (GLA) have seriously underestimated both population and household levels in Ealing. Problems have arisen regarding the accuracy of the ONS population baseline (based the 2001 census) and estimates of migration and the number of households in the borough.

As a response to those deficiencies, Ealing produced its own Special Population Projections in October 2009. Those projections, which used the GLA’s 2008 round of population projections as a baseline, additionally factored in Council Tax information gathered between 2001 and 2009 and included revised actual and planned development data for the time period 2001 to 2031. They did not however represent any people/households that did not pay Council Tax, reflected the borough’s poor knowledge of households living in HMOs and illegal outhouses.

It is believed that the GLA’s Ward Level 2010 Population Projections – Ealing Preferred\(^\text{18}\) give the most accurate population projections for our borough. These projections use an improved methodology to calculate the impact of migration at the local level, revise upwards the impact of birthrate on population trends and integrate the latest phased projected housing development data from the SHLAA to reflect population growth on housing capacity.

Ealing’s 2009 Special Household Projections (ESHP), produced in partnership with the GLA, however reflect household numbers in the borough more accurately than the GLA’s household projections, although they are likely to underestimate numbers. The figure for the number of households chargeable for Council Tax in 2011 is 2952 higher than the figure from the GLA 2010 household projections for 2011.


\(^{\text{18}}\) For more information on these two datasets please contact Ealing’s Research and Consultation team on research@ealing.gov.uk
It is therefore recommended that Ealing's services use GLA's Ward Level 2010 Population Projections- Ealing Preferred and Ealing's 2009 Special Household Projections (ESHP) for service delivery and planning purposes whilst carefully noting their shortcomings, particularly the fact that an unknown number of households living in HMOs and illegal outhouses are not included in ESHP and the fact that they do not reflect the GLA's revised birthrates and migration levels.

According to these datasets there are 322,400 people and 127,500 households in Ealing in 2011. The population level is set to increase by 7.6% to 349,000 by 2026 and the number of households by 11% to 142,500.

**Population Trends in Ealing**

ONS mid Year Population Estimates provide the official national estimates for population in the borough. The latest ones are the mid-2009 estimates. Those projections relate to the resident population and account for long term international migrants and natural change. According to this dataset there were 316,600 people living in the borough in 2009.

**GLA 2010 Population Projections by Ward- Ealing Preferred- Population Trends**

Figure 4 shows population figures from the GLA’s preferred projections for Ealing from 2001 to 2026. It is expected that population will increase by 26,500 people between 2011 and 2026 (7.6%). Figure 5 shows that it is expected that the population growth rate will be at its highest between 2011 and 2016.

**Figure 4: Net Population Figures 2001-2026**

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2006</th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLA - Ealing 2010 Preferred Projections</td>
<td>308,400</td>
<td>311,700</td>
<td>322,300</td>
<td>333,800</td>
<td>339,400</td>
<td>349,000</td>
</tr>
</tbody>
</table>

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Ealing’s Preferred Population by ward further show the following growth levels for each neighbourhood between 2011 and 2026:

- Southall will grow by 14,174 people, which represents an internal growth of 17.4% and 53.4% of the total population growth in the borough. 78% of that growth will take place within Southall Broadway ward.

- Acton will grow by 7039 people, which represents an internal growth of 10.4% and 26.5% of the borough’s total population growth. 49.8% of that growth will come from East Acton ward.

- Ealing will grow by 4002 people, which represents an internal growth of 15.1% and 4.6% of the borough’s total population growth. 92% of that growth will be concentrated in Ealing Broadway Ward.

- Hanwell will grow by 952 people, which represents an internal growth of 3.4% and 3.6% of the borough’s total population growth. All of that growth is related to development in Elthorne ward.

- Greenford will grow by 472 people, which represents an internal growth of 1.1% and 1.8% of the borough’s total population growth. All of that population will settle in the Ward of Greenford Broadway.

- Northolt and Perivale will be losing population during the same time period.

Ealing’s Special 2009 Household Population Projections

As shown in Figure 6, Ealing’s 2009 Special Household Projections reflect that 15,000 new households will be formed in Ealing between 2011 and 2026. Figure 7 shows the percentage rates for the increase in the number of households for Ealing Special Projections per five years period from 2001 and 2026. Projections reflect an 11% increase in the number of households between 2011 and 2026.
Further Work

The GLA will produce a new round of population projections based on the results of the 2011 Census in 2013. The reliability of Census estimates will depend on the response rate in the borough. In spite of the steps taken to advertise Census, it is estimated that up to 13,000 households might not get a Census questionnaire. Until then, Ealing is working to produce an Integrated Residents Index that brings together the main administrative datasets providing information on population. Ealing will then update its own set of population projections, Ealing’s Special Population Projections, using findings arising from this dataset.

3.3 Impact on Infrastructure Planning

The potential inaccuracy in population projections has an impact on infrastructure planning in that some services use population projections in order to plan service requirements and the level of infrastructure required. The degree of impact varies from service to service, depending on the methodology used and the degree of inter-dependency between population growth and infrastructure provision.

Figure 8 below identifies these relationships, and the degree of impact on infrastructure planning that the population concerns currently has, and therefore, which analysis needs to be updated as a priority following the forthcoming population study.
Figure 8: Impact of Demographic Uncertainties on Infrastructure Planning

<table>
<thead>
<tr>
<th>Infrastructure Type</th>
<th>Impact of population inaccuracies (high, medium, low)</th>
<th>Proposed solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>High</td>
<td>There is a direct relationship between population growth and school places. Updated population figures should feed directly into a review of the pupil projections.</td>
</tr>
<tr>
<td>Health</td>
<td>Low</td>
<td>The current model of primary health care is planned around service standards and health outcomes, rather than a direct relationship between population and health services. The degree of current uncertainty in assumptions would not significantly impact current health infrastructure planning.</td>
</tr>
<tr>
<td>Open Space</td>
<td>Low</td>
<td>Though provision standards are related to population, the margin of error in current assumptions will not significantly impact on planning for open space, though may mean current analysis of provision is inaccurate.</td>
</tr>
<tr>
<td>Transport</td>
<td>Medium</td>
<td>Transport modelling is calculated using journeys, and so revised population figures should be provided to TfL in order to improve the accuracy of transport modelling.</td>
</tr>
<tr>
<td>Waste</td>
<td>Low</td>
<td>Minimal impact.</td>
</tr>
<tr>
<td>Utilities and hard infrastructure</td>
<td>Low</td>
<td>Minimal impact.</td>
</tr>
<tr>
<td>Culture, Sports and Leisure</td>
<td>Medium</td>
<td>Sports and leisure provision uses a population based model which will require updating on completion of the study. However the relationship between population and provision is not critical so there is a limited impact on infrastructure planning.</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>Low</td>
<td>Ambulance and police services are provided partly in relation to population though there are a number of other overriding factors such as the model of service delivery which drives provision more than population.</td>
</tr>
</tbody>
</table>
### 3.4 Linking Infrastructure to Growth

Figure 9 below shows infrastructure provision borough-wide and by area (Acton, Ealing, Hanwell, Greenford, Northolt and Perivale and Southall), in relation to the net population growth between 2010 – 2015 and 2016 – 2025.

#### Figure 9: Linking Infrastructure to Population Growth

<table>
<thead>
<tr>
<th>Area</th>
<th>Pop. Growth</th>
<th>Identified Infrastructure Provision (new or improved)</th>
<th>Pop. Growth</th>
<th>Identified Infrastructure (new or improved)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borough-wide</td>
<td>11,422</td>
<td>Children’s Centre Strategy Phase 3 – 4 Children’s Centres at Hathaway Primary School, Perivale PS, West Twyford PS, Wood End Library. Pitshanger Park CC and Dorners Wells CC to be rebuilt. Post 16 education. Replacement Ealing Diploma and Education site may be required. Rectory Park, Ealing Central Sports Ground, Spikesbridge Park, Warren Farm, North Acton Sports Ground Consolidate Library archives store Great Western train lengthening &amp; electrification Bus network development Cycling initiatives in Outer London town centres Improved road management to smooth the flow of traffic Stanmore to Thames Greenway cycle route Road maintenance and bridge strengthening LIP Corridors programme (10 schemes) LIP Neighbourhoods programme (25 schemes) Waste sites</td>
<td>13,201</td>
<td>Police: Additional neighbourhood police bases may be needed as part of major developments, Additional office space is likely to be required at a future date. May also require a new centralised police patrol base and custody centre</td>
</tr>
<tr>
<td>Area</td>
<td>Pop. Growth</td>
<td>Identified Infrastructure Provision (new or improved)</td>
<td>Pop. Growth</td>
<td>Identified Infrastructure (new or improved)</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>------------------------------------------------</td>
</tr>
</tbody>
</table>
| Acton  | 2,935       | New RC School in West Acton - 2FE  
Twyford High - remodel  
Ellen Wilkinson - new build, remodel and refurbish  
Integrated health social care facility  
North Acton Station Square  
Acton Town Hall project  
New Acton Pool provision (part of Acton Town Hall project)  
Expanded gym services at redeveloped Acton Pool (part of Town Hall project)  
Library and information hub  
Acton Town Centre Phase 3 Major Scheme  
Social care Service centre | 3,658       |                                                                                                                |
| Ealing | 3,077       | Primary schools: Brentside - 0.5FE  
Hobbayne - 1FE  
North Ealing - 1FE  
St Gregory's - 1FE  
Projected Temporary Provision required - 2.5FE  
Fielding - 1FE  
Little Ealing - 1FE  
St John's - 0.5FE  
St Mark's - 0.5FE  
Christ the Saviour - 1FE  
Scheme to be identified - 1-2FE  
Projected Temporary Provision required - 2.5FE  
High Schools: Elthorne Park - new build & remodel  
Drayton Manor - new build, remodel and refurbish  
Refurbishment or other solution for Mattock Lane Health Centre  
Ealing Hospital Site Unscheduled Care Centre | 1,495       |                                                                                                                |
<table>
<thead>
<tr>
<th>Area</th>
<th>Pop. Growth</th>
<th>Identified Infrastructure Provision (new or improved)</th>
<th>Pop. Growth</th>
<th>Identified Infrastructure (new or improved)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010-2015</td>
<td>Hanwell Community Centre&lt;br&gt;Ealing Broadway Interchange Major Scheme&lt;br&gt;Redevelopment of Thames Valley University St. Mary’s Road Campus&lt;br&gt;WLMHT Mens Secure Unit, WLMHT Resource Centre / offices&lt;br&gt;Restoration of Pitzhanger Manor&lt;br&gt;Restoration of Gunnersbury Park&lt;br&gt;Ealing Town Hall improvements&lt;br&gt;West Ealing Library and information hub</td>
<td>2016-2025</td>
<td></td>
</tr>
<tr>
<td>Hanwell</td>
<td></td>
<td>Brent Lodge improvements&lt;br&gt; Hanwell library refurbishment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenford, Northolt, Perivale</td>
<td>805</td>
<td>Primary schools: Selborne - 1FE&lt;br&gt;Projected Temporary Provision required - 1FE&lt;br&gt;Wood End Infants / Junior - 1FE&lt;br&gt;Scheme to be identified - 1FE&lt;br&gt;Projected Temporary Provision required - 3FE&lt;br&gt;West London Academy - 1FE&lt;br&gt;Projected Temporary Provision required - 2FE&lt;br&gt;Ravenor - 1FE&lt;br&gt;Stanhope - 1FE&lt;br&gt;Oldfield - 0.5FE&lt;br&gt;Scheme to be identified - 1FE&lt;br&gt;Projected Temporary Provision required - 2.5FE</td>
<td>-480</td>
<td>Gurnell Pool</td>
</tr>
<tr>
<td>Area</td>
<td>Pop. Growth</td>
<td>Identified Infrastructure Provision (new or improved)</td>
<td>Pop. Growth</td>
<td>Identified Infrastructure (new or improved)</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>2010-2015</td>
<td>High Schools: Cardinal Wiseman - remodel</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Northolt High School - new build and remodel</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>New School</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Grand Union Village – Northolt integrated care centre with a specific focus on specialist children’s and sexual health services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Westway Cross. Health / leisure centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social care Service Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Northolt &amp; Greenford Countryside Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gurnell Pool</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sports Halls: 5 new sports hall were planned through the BSF programme: Cardinal Wiseman, Elthorne Park, Villiers High, Drayton Manor, New School. [Note: Only the Cardinal Wiseman sports hall will progress until the Government's Education spending review is complete.]</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Perivale Sports Hub</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ealing Diploma and Enterprise Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Library and information hub</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southall</td>
<td>4,606</td>
<td>Primary Schools: Projected Temporary Provision required - 4FE</td>
<td>8,304</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision required - 1FE</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>High schools: Dormers Wells - rebuild</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Villers High School - new build, remodel and refurbish</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Featherstone High - new build, remodel and refurbish</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Southall Broadway – community services centre for surrounding small practices</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.5 Gypsies and Travellers

#### Policy Requirements

The DCLG’s 2007 Government’s Sustainable Communities - Homes for All\(^{20}\) strategy sets out the action that the government will take over the next five years to offer everyone the opportunity of a decent and affordable home and provide for those who choose for alternative types of accommodation such as Gypsies and Travellers.

London Boroughs and the GLA jointly undertook a Gypsy and Travellers Accommodation Needs Assessment in 2008 (GTANA)\(^{21}\) that identifies the number of pitches allocated to each borough. This was coordinated with the London Housing strategy, adjacent regions, the London Gypsy and Travellers’ forum and other stakeholders, taking into account the unique circumstances of London. The limited supply of land in London means that the city bears unique pressure on housing densities and development costs are an important liability. A balance needs to be struck between the distinct requirements of communities in a context where affordable housing resources are limited to ensure the equitable geographical distribution of land and resources.

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\(^{20}\) CLG (2007), Sustainable Communities Strategy, Homes for All, accessible at [http://www.communities.gov.uk/archived/publications/corporate/homesforall?view=Standard], accessed May 21. This document is currently under review following the change in government.

In March 2010\textsuperscript{22}, the Mayor of London published the Minor Alteration to the Consultation Draft Replacement London Plan which revises the Draft Policy 3.9 Gypsies and Travellers (including travelling show people). Those consider that the GTANA commissioned by the GLA in 2006/2007 placed discretionary weight on the “proven psychological aversion” of those forced to live in bricks and mortar. This factor, evaluated through limited survey data, nevertheless accounted for 69 per cent of identified “need”. The revised draft policy, which is considered more robust by the Mayor, questions the extent to which such “need” should be taken into account in setting targets, particularly in light of the distinct circumstances of London in terms of density.

The Minor alteration to the Draft Policy Gypsies and Travellers (including travelling show people) establishes the need to provide of 238 pitches per annum pan London between 2007 and 2017 (compared to 458 in the former version of the policy). Performance against this target will be monitored against borough’s individual achievements. The figure reflects deliverability as well as need through the application of the affordable housing factor. This factor is similarly applied to the provision of transit pitches for London, which is lowered to from 40 to 15. The same approach applies to the provision of plots to travelling show people with a new pan London target down from 73 to 53 pitches. These are to be distributed amongst boroughs through sub-regional housing partnerships.

At the local level, the methodology for new estimates reduce the figure for Gypsy and Travellers pitch provision in Ealing from 26 to seven for the time period 2007/2017. This target should be rolled forward over to the end of the plan period of the LDF taking into account the expected gypsy and traveller's household growth of three per cent per year and the additional need arising from travelling show people, based on a 1.5 per cent year growth index.

The September 2010 Minor Alterations to the Draft Replacement London Plan, included policy amendments to policy 3.9 of the Draft London Plan on Gypsies and Travellers (including travelling show people)\textsuperscript{23}. It was proposed that targets for the provision of pitches at the regional level should be suppressed in favour of Local Authorities deciding on the level and location of provision in light of local circumstances and in consultation with relevant communities and stakeholders. This was justified by the non-strategic scale of the apportionment of pitches and the unfair weight given to the psychological aversion of gypsies and travellers to bricks and mortar accommodation by the GTANA. The Draft Replacement London Plan’s Panel Report published in March 2011\textsuperscript{24} however refuses to endorse that approach on the basis that this would be likely to result in no provision being made at all. The Panel report therefore recommends that the following amendments (refer to Figure 10) be made to the March 2010 Minor Alteration to policy 3.39.

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\textsuperscript{22} GLA (2010), Minor Alteration - Proposed pitch provision for gypsies and travellers, transit sites and travelling show people, accessible at [http://www.london.gov.uk/shaping-london/london-plan/strategy/download.jsp], accessed May 21, 2010
\textsuperscript{23} GLA (2010) Minor alterations to the consultation draft Replacement London Plan Gypsies and Travellers (including Travelling Show People) and Aggregates, accessible at [http://www.london.gov.uk/shaping-london/london-plan/strategy/download.jsp], accessed May 19 2011.
Figure 10: Revised Gypsy and Traveller pitch provision

<table>
<thead>
<tr>
<th>HCA sub regions and Housing Partnerships</th>
<th>Need</th>
<th>Provision requirement based on March 2010</th>
<th>Range of required provision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Regions</td>
<td></td>
<td>Distribution principle</td>
<td></td>
</tr>
<tr>
<td>North-West</td>
<td>43</td>
<td>40</td>
<td>40-43</td>
</tr>
<tr>
<td>South-West</td>
<td>45</td>
<td>47</td>
<td>45-47</td>
</tr>
<tr>
<td>North</td>
<td>8</td>
<td>39</td>
<td>8-39</td>
</tr>
<tr>
<td>North East</td>
<td>97</td>
<td>77</td>
<td>77-97</td>
</tr>
<tr>
<td>South East</td>
<td>75</td>
<td>65</td>
<td>65-75</td>
</tr>
<tr>
<td><strong>London Total</strong></td>
<td><strong>268</strong></td>
<td><strong>268</strong></td>
<td><strong>235-301 (mean 268)</strong></td>
</tr>
</tbody>
</table>

The total provision of 268 pitches reflects the allowance for some level of psychogical aversion for bricks and mortar accommodation on the part of G&T living in bricks and Mortar accommodation, which is the corrected figure for minimum need from the GTANA. Borough figures were aggregated by sub regional housing partnerships in order to allow for provision to be secured through cooperation as enshrined in the localism bill.

It was also estimated that provision of about 20 transit pitches should be made across London with a broadly equal distribution to be made through sub-regional housing partnerships.

Based on findings from the Showmen’s Guild of Great Britain it was assessed that 101 plots were needed by Travelling Show people. It was also evaluated that 70 plots should be made available in North West London, 10 plots in South East and North London and 5 pitches in North East London.

**Ealing Sites**

Ealing currently has one available pitch for gypsies and travellers at Bashley Road in Park Royal. The local waiting list confirms four families are waiting to move on to the site an increase from the previous year where there was demand for one pitch. Demand does not suggest a local need for an additional site. The new Ealing administration should soon set a timetable to discuss Gypsy and Travellers accommodation needs in the borough.

The 2011 Census will include Gypsies and Travellers as a separate monitoring category for the first time. Having a better idea of numbers and addresses (on the site and in bricks and mortar accommodation) should allow local authorities to better cater to the accommodation and services needs of G&T communities through targeted policies.

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25 As set out in ‘Towards provision target for Gypsy and Traveller, Travelling Showpeople and transit pitches in London’ Annexe 5
4. Education, Employment and Skills

4.1 Pre-School Provision

Context

The national Ten Year Childcare Strategy\textsuperscript{26} emphasises the importance of ensuring that there is high quality, accessible, flexible and affordable childcare available for all families. In order to achieve this the Childcare Act 2006 introduced the requirement for Local Authorities to ensure that there was ‘sufficient’ childcare available for those families that require it in order for them to work or participate in education.

LB Ealing undertook its first sufficiency assessment in 2008\textsuperscript{27}, informing the production of the Children and Young People’s Plan 2006-2009\textsuperscript{28}.

Pre-school provision is provided in a number of ways, often commissioned through the private sector, and delivered in a variety of accommodation in the public, private and voluntary sectors.

Ealing Children’s Centre Strategy

In order to meet its strategic aims and meet it’s ‘sufficiency’ targets, Ealing has developed a Children’s Centre Strategy\textsuperscript{29} that will deliver pre-school provision through the SureStart programme. The Children’s Centres will provide an integrated and co-ordinated form of early-years service delivery across a range of services and providers on a single site.

The aim is to provide an integrated pre-school service within walking distance of every child. Services are designed to specifically target area of inequality and vulnerable families. Children’s Centres include a range of services extending beyond childcare, including advice and support for families and children, and links into other services such as employment, training and education.

The Ealing Children’s Centre Strategy has been delivered in 3 phases. It takes account of the 2008 Sufficiency Assessment to ensure that sufficient childcare is provided up until 2011. This sufficiency assessment is a rolling programme, with updates annually, and a full assessment undertaken in 2011 to assess provision for the period up until 2014.

Phases 1 and 2 of the Strategy have provided 22 Children’s Centres across the borough, providing a geographical spread of services targeted primarily towards disadvantaged areas and then targeted to provide provision to the remainder of the area. 11 of these sites are linked to other

\textsuperscript{26} Ten Year Childcare Strategy (2006)
\textsuperscript{27} LB Ealing Childcare Sufficiency Assessment: Full Report (April 2008)
\textsuperscript{28} LB Ealing Children and Young People’s Plan 2006-2009
\textsuperscript{29} LB Ealing Phase 2 Children’s Centre Strategy 2006-2008
community facilities. A range of organisations including primary schools, voluntary organisations, nursery schools and the Play Service manages these centres.

**Planned Future Provision**

Phase 3 of the Strategy aims to provide a further six Children’s Centres between 2008 and 2011. Surestart funding has been procured to fund this investment, consisting of £2.9m of capital funding and £19m for revenue funding.

The process of identifying the location of this investment is guided by the following factors:

- Continuing investment from Phase 2 developments
- Consultation with parents, schools, community charities and childcare providers to assess the spread of provision and opportunities to forge links between services.
- Through catchment analysis of the geographical coverage of Phases 1 and 2.

The catchments of existing services developed through Stages 1 and 2 were mapped in relation to the geographical spread of children receiving benefits. The gaps in provision in relation to these criteria were targeted areas for new developments through Phase 3. This identified gaps in provision in Hanger Lane, Perivale, Central Ealing/East Northfields, Southfields and Wood End. Refer to Figure 11.

This capital funding will support the construction of new buildings on four sites, including Hathaway Primary School, Perivale Primary School, West Twyford Primary School (now operational) and Wood End Library.

**Providing for Future Demand**

To ensure there is a sufficient supply of childcare places beyond the current planning period of 2011 the council tracks both supply, through identifying capacities within existing provision, and demand through the monitoring of birth rates and population projections as part of the sufficiency assessment.

The Children’s Centre Strategy that is programmed between now and 2011 was made in response to the existing sufficiency assessment, and provides a network of centres that represents a significant capital programme which intends to provide the capacity for childcare provision well beyond the timescale of the current sufficiency assessment period, running to 2011.

Monitoring the balance between the demand for and supply of all forms of early years and childcare provision, and the strategy for meeting this need is done through the three-yearly sufficiency assessment and accompanying action plan, which is updated annually. This is the responsibility of the Ealing Children’s Services.
In addition to this capital expenditure on infrastructure, opportunities for co-locating childcare provision with other services such as primary schools, health facilities, and other community services such as community centres are considered in order to provide further capacity when required.

The capital funding made available to deliver this programme is unlikely to be repeated in the coming years. Therefore the opportunities for economy savings through sharing locations to meet future infrastructure needs are the primary way of delivering capital investment. Funding sources such as monies available from planning obligations are important in funding capital investment needs.

In addition to this capital programme, the council also ensures the demand for childcare places are met by commissioning childcare through private provision.

4.2 Primary Education

Ealing Council has a statutory responsibility to provide primary school places for its children. Both national and local policy shapes Ealing’s approach to primary education. This includes the National Children’s Plan, a 10-year strategy for improving primary education, the Sustainable Community Strategy, which aims to create “a great place for every child and young person to grow up”, and Ealing’s Primary Capital Programme (PCP).

Despite Ealing’s record in delivering new schools, the coming years will see primary schools being put under increasing pressure as a result of rising inward migration, new development, and a recent rise in birth rates. There is also greater demand for school places from residents and this may partly be due to the impact of the recession. Birth rates, coupled with a higher number of those born in the borough seeking school places means demand is set to be particularly high over the next few years at least. Therefore planning infrastructure for primary education needs to meet both the immediate pressure on the existing estate in the short term, as well as assessing and planning for longer term growth and its impact on primary provision and infrastructure.

Current Education Provision

LBE Primary provision consists of 66 primary schools (including eight infant and junior schools. Forty-nine of these are community schools, 11 voluntary aided, three foundation schools, and two academy primary).

At the start of the primary places expansion programme in 2008 these schools provided 3,769 school places in the reception year. The number on roll in January 2011 is 4061 and the PCP has so far delivered an additional 360 (12 forms of entry – FE) permanent primary school places. Plans for another 30 places (1FE) have been agreed and are due to be implemented in September 2012. With further plans for a further 330 (11 FE) permanent places to be consulted upon and agreed in 2011 and 2012.

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30 The Children’s Plan (DCSF, 2007)
Community Primary schools have a local catchment, and so primary education planning uses nine sub-areas in analysing pupil projections and education planning to ensure that provision for new school places is made in the locations where they are needed, close to people’s homes, which promotes healthy neighbourhoods and reduces the need to travel. Figure 12 below identifies primary schools by planning area and current capacities. The location and different categories of education provision within the borough are shown on Figure 13 below.

Figure 12: Existing Primary Provision

<table>
<thead>
<tr>
<th>Planning Area</th>
<th>January 11 Number on Roll (reception)</th>
<th>Current Form of Entry</th>
<th>Baseline School Places (September 2008)</th>
<th>Baseline School Places (2011) (includes expansions which are already in place but not temporary expansions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td>486</td>
<td>16</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td>Ealing North</td>
<td>551</td>
<td>18.5</td>
<td>450</td>
<td>555</td>
</tr>
<tr>
<td>Ealing South</td>
<td>709</td>
<td>23</td>
<td>600</td>
<td>690</td>
</tr>
<tr>
<td>Greenford East</td>
<td>208</td>
<td>7</td>
<td>210</td>
<td>240</td>
</tr>
<tr>
<td>Greenford North</td>
<td>418</td>
<td>13</td>
<td>360</td>
<td>390</td>
</tr>
<tr>
<td>Greenford West</td>
<td>242</td>
<td>8</td>
<td>210</td>
<td>240</td>
</tr>
<tr>
<td>Greenford Central</td>
<td>485</td>
<td>17</td>
<td>435</td>
<td>510</td>
</tr>
<tr>
<td>Southall North</td>
<td>533</td>
<td>18.6</td>
<td>559</td>
<td>559</td>
</tr>
<tr>
<td>Southall South</td>
<td>428</td>
<td>15.5</td>
<td>465</td>
<td>465</td>
</tr>
<tr>
<td><strong>Ealing Borough</strong></td>
<td><strong>4061</strong></td>
<td><strong>136.6</strong></td>
<td><strong>3769</strong></td>
<td><strong>4129</strong></td>
</tr>
</tbody>
</table>
Population Growth and Pupil Projections – The Demand for New School Places

In order to plan effectively for new schools and new pupil places, demographic projections are made to determine the need for new school places. There are generally two methodologies used for pupil place planning. The first uses birth rates, together with a ‘retention ratio’ (the percent of children born that take up a school place in the borough) to calculate the number of school places that should be planned for. The key advantage of this method is its accuracy, in that it uses actual birth rates. Its drawback is that school places can only be planned for up to five years ahead (less when the delay in availability of data is taken into consideration), which means longer term planning is difficult.

The second method uses population projections that use average birth and death rates, together with figures on migration patterns and new house building to predict future births and the demand on school places. This method provides a longer-term perspective on pupil place planning, but is often inaccurate, and in recent years has undercounted Ealing’s population.

The former method is being used in current education plans in Ealing in order to support the short term (up to 2013) planning process. The latter method provides the medium term perspective on the trajectory of primary place demand, and informs future decisions regarding the primary capital investment programme. This information can then be complemented by the birth rate data when it becomes available, to provide more accurate information estimates.

Figure 14 below shows the birth rate derived data, showing the required provision between 2011 and 2013, with figure 12 showing the required provision from 2014 to 2018. These indicate a ‘low’, ‘medium’ and ‘high’ scenario. It is worth noting that both the low and high scenarios are not seen as unlikely, as they are both based on birth rates evidenced in recent years.

Together, this analysis shows that the increase in demand on school places, according to an aggregate of these projections, reaches a peak in 2014 with demand significantly higher than recent years in 2012 and 2013 under each scenario. Therefore additional capacity is needed in the short and long-term, although we know more about areas of highest demand for places for the years 2011-14 (though this will require ongoing monitoring against data from birth rates).

These projections show that, across the borough, up to an additional 40 forms of entry will be required by 2014 under the high scenario (against the 2008 baseline). This is projected to reduce to somewhere between 24.0 and 32.5FE by 2018, although it is important to note that planning beyond 2014 is intrinsically difficult as these children are not yet born. The council are therefore currently planning to permanently increase capacity by 24FE by 2014. Temporary expansions will also be required to meet ‘peaks’ in demand in certain areas and in years where births rates in an area may have been particularly high.

Projections are kept under frequent review, with updates to Cabinet and Education and Children’s Services Scrutiny Committee as appropriate. Updates are received from the GLA, ONS and PCT throughout the year and these are factored in to the various projection models.

The full area breakdown of demand for 2014 by area will not be confirmed until November 2011.\(^\text{31}\)

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\(^{31}\) Further detail on pupil projections is provided in a review carried out by Hunt Dobson Stringer, reported to Scrutiny panel on 24 February 2010
**Figure 14: Required Primary Provision 2011-2013 [Projections Low (1), Central (2) & High (3)]**

<table>
<thead>
<tr>
<th>Area</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 (area distribution to be confirmed in November 2011)</th>
<th>Permanent Expansion agreed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>P1</td>
<td>P2</td>
<td>P3</td>
<td>P1</td>
<td>P2</td>
</tr>
<tr>
<td>Acton</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Ealing North</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Ealing South</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Greenford East</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Greenford North</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Greenford West</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Greenford Central</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Southall North</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Southall South</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Borough Total</td>
<td>20</td>
<td>24</td>
<td>29</td>
<td>30</td>
<td>31</td>
</tr>
</tbody>
</table>

**Planning New School Places**

The pupil projections in Figure 14 indicate that there are a significant number of extra school places that need to be planned for over the short term (up to 5 years). Following this, the pressure is expected to decrease, although this will be dependent on whether birth rates begin to fall in line with projections. Therefore there is a capital programme underway which intends to deliver this extra provision through a combination of...
permanent and temporary extensions of existing primary schools, together with the development of a new primary school. The details of this programme and their locations, where currently identified, are shown in Figures 15 and 16 below.

**Figure 15: Current primary capital programme**

<table>
<thead>
<tr>
<th>Area</th>
<th>Baseline Forms of Entry</th>
<th>Planned Expansions / New School</th>
<th>Permanent FE</th>
<th>Temporary FE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td>16</td>
<td>Scheme to be identified</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheme to be identified</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheme to be identified</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>New RC School West Acton</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision</td>
<td></td>
<td>In advance of permanent provision being</td>
</tr>
<tr>
<td></td>
<td></td>
<td>required</td>
<td></td>
<td>agreed</td>
</tr>
<tr>
<td>Brentside</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hobbayne</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Ealing</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St Gregory's</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected</td>
<td>2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary</td>
<td>Provision required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing North</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing South</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fielding</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Little Ealing</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St John's</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St Mark's</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christ the</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saviour</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(across 2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sites)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheme to be</td>
<td>1-2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>identified</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary</td>
<td>Provision required</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This refers to the schools where statutory proposals to expand have been agreed. Some are still subject to planning approval.
<table>
<thead>
<tr>
<th>Area</th>
<th>Baseline Forms of Entry</th>
<th>Planned Expansions / New School</th>
<th>Permanent FE</th>
<th>Temporary FE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenford East</td>
<td>7</td>
<td>Selborne</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Greenford North</td>
<td>12</td>
<td>Wood End Infants / Junior</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheme to be identified</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Greenford West</td>
<td>7</td>
<td>West London Academy</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Greenford Central</td>
<td>14.5</td>
<td>Ravenor</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stanhope</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oldfield</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheme to be identified</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td>Southall North</td>
<td>18.6</td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Southall South</td>
<td>15.5</td>
<td>Projected Temporary Provision required</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Ealing Borough</td>
<td>125.6</td>
<td>22 (areas for two further permanent</td>
<td></td>
<td>Will largely depend on year to year peaks in demand and when permanent provision is ready to be occupied</td>
</tr>
<tr>
<td></td>
<td></td>
<td>schemes to be identified</td>
<td></td>
<td>occupied</td>
</tr>
</tbody>
</table>


Figure 16: Locations of New and Expanded Primary Schools

LEGEND
- Expanded Primary School
- New Primary School
- Borough Boundary
In order to provide capacity for the possible 40FE of extra provision that is required by 2014, the following is being delivered:

- 24 FE of permanent expansions by 2014 across the borough, by both expanding existing schools and creating new schools
- Up to 16 FE of temporary provision provided across the nine primary planning areas. The exact locations of this temporary provision are to be finalised and is subject to feasibility testing. Temporary provision will be provided through internal re-modelling as a preference, with temporary external buildings where internal provision is not possible. This temporary provision has a minimum lifetime of seven years.
- One new RC school to be provided in Acton (Holy Family Site). This is subject to the approval of both planning permission and statutory processes involved with creating a new school.

This expansion programme will provide sufficient capacity in the primary system for the short and medium term (up to 2018). There is insufficient data available at the current time to make projections beyond this date with the degree of accuracy to inform the primary planning process. The IDP will be updated in line with these longer-term projections being available.

The estates strategy has been set out fully in the Primary Strategy for Change document, which has been approved by the Department for Children Schools and Families (DCSF).

**Risks and Contingencies**

Various contingency arrangements have been planned for across the borough should any of the current planned permanent and temporary expansions be unable to proceed. Contingency arrangements are also in place in the event that applications for school places exceed all of the projections (these will be actioned if required in close consultation with the Admissions Team).

Additional risks include those in relation to the population projections. There is a risk that the actual pupil numbers that emerge are above what the projections suggests, are conversely could be below the projections. This will be managed by periodic reviews of projections against birth rates, applications for school places and numbers on roll to ensure school planning can respond.

**Costs, Funding and Delivery Mechanism**

To deliver this expansion programme LBE has sought funding from a number of sources. The Authority is one of the Primary Capital Programme pilot authorities and has benefited from a funding for previous capital projects, as well as the current expansion programme.

The main source of funding for the programme is from the Council’s budget (some of which will be borrowing). Additional funding sources include other Basic Need funding from DfE, planning obligations, contributions from school governing bodies and other grants.

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33 Ealing Council Primary Strategy for Change, Primary Capital Programme (June 2008)
The programme costs for the 24FE expansion programme is £122 million. Funding has been identified. Further Basic need grant allocations from DfE are agreed yearly and the details of these are not known beyond 2011-12.

New Models of Delivering Primary Schools

The way in which primary schools are designed, funded and managed is constantly evolving and changing as a result of wider factors. These factors can include government priorities, such as the focus on parental choice; economic factors such as the forthcoming restraint on funding; and design and architecture as part of wider place making and neighbourhood sustainability issues. These forces and influences may change how primary education is planned for and provided in the borough, to which the provision of education has to be flexible and responsive. This may affect primary provision in Ealing in a number of ways:

- Schools governed by groups of parents known as ‘parent promoter schools’ may occur in Ealing. The borough needs to ensure it can respond to this concept and how it will effect current and future programmes
- The re-use of existing buildings as primary schools. The economic downturn may provide an opportunity to use redundant commercial or employment buildings as primary schools. This needs to be monitored from an education, a planning policy and development management perspective to ensure such a concept is feasible and deliverable where it is appropriate or where there is potential to do so.
- Primary schools in town centres. The location of growth in Ealing is concentrated in town centres. Depending on the tenure and type of development, this may mean in the future primary schools need to be provided in locations within or adjacent to town centres. This may mean allowing and providing primary schools as part of estate or town centre master plans, providing primary schools as part of mixed-use developments; or supporting new types of school design using a smaller footprint and different layouts which are deliverable in town centres where denser development is required.

These factors and their impact on providing education will be monitored by both education planners and through the planning policy and regeneration functions of the council.

In light of the priority need for primary school places, Ealing Planning Policy and Education departments jointly commissioned some work in Autumn 2010 to search for new primary school sites within the Ealing, Acton and Greenford areas. The brief required a search for new primary education provision in accessible locations close to the areas of demand. Whilst further research into availability and viability is to be undertaken, the final report identifies the following potential sites:

- Ealing: King Fahad Academy, Former Barclays Sports centre, 62/64 Green Lane Hanwell, Ealing central sports ground
- Acton: West Acton and Priory Community centres,

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34 Primary School Site Selection report for London Borough of Ealing, EC Harris, (Dec 2010)
• Greenford: Greenford High School, Ravenor Farm, Former Glaxo sports ground, Greenford Community centre

The Education department will progress the potential to provide new primary school places at these sites and future updates to the IDP will include their latest proposals.

Moving Forward

This programme outlined above will provide sufficient primary places through to 2018. Additional provision may be needed beyond this date depending on the volatility of birth rates and population increases. It is therefore important to keep pupil projections under review as we move forward.

In order to monitor the need for this provision the pupil place monitoring process will continue which will highlight the need for extra places. This will occur at both Borough level as well as on a pan-London level.

To inform both the IDP process and the LDF Development Sites DPD (or Site Allocations DPD) a number of areas have been identified where extra provision is more likely to be required. These are:

• Southall - as a result of new population arising from development (including Southall Gasworks). A primary school has been identified as part of the master plan for Southall Gasworks to provide capacity for this need.

• Other areas where extra provision may be needed include Greenford, Ealing and Acton areas, where new primary schools may be needed in or near to town centres, as a result of natural population change or new development. These areas of search are shown on Figure 17 below.

The need for this extra provision will be kept under review through the pupil projections methodology.
Figure 17: Areas of Search for Future New Primary Schools
4.3 Secondary Provision

The London Borough of Ealing has a statutory duty to provide secondary school places for its 11-16 year olds. Ealing faces challenges in its secondary education in terms of both meeting the demand for places, and achieving the targets for educational attainment and wider learning as set out in the Children and Young People’s Plan.\textsuperscript{35}

Providing secondary education also has to take account of other issues including the extending of compulsory education to 18, requiring more further education places; complementary forms of education such as special educational needs (SEN) and pupil referral units (PRUs); and an increasing focus on secondary schools as having a wider role to play in the community through offering access to facilities such as sports centres and through the co-location of other services. There is projected to be a significant increase in the need for secondary places as a result of high birth rates and high in-migration rates. These cross-Borough movements are factored into the pupil planning projection methodology.

LB Ealing was planning to use the Building Schools for the Future (BSF) capital programme to deliver these changes and to bring in investment to its secondary estate. This capital plan and programme is set out in the Strategy for Change (SfC) documents.\textsuperscript{36} However, at the time of writing, the BSF programme has just been cancelled and other options for funding need to be explored.

Current Provision

There are currently 13 state secondary schools in Ealing. Five of these are community schools; five are foundation schools, two are voluntary aided, and one academy. These provide a total of 14,136 school places, or 94 Forms of Entry (FE). Their location is shown at Figure 15 above.

Projected Demand for New School Places

Ealing uses an average of the GLA school roll projection methodology, and the five-year replacement ratio to project school rolls. This model projects an increase of 1,254 pupils by 2017/2018, and a further 871 by 2019/2020, a total increase of 2,125 pupils, or an increase in just over 14FE. It has been decided to plan for 16,590 places, an increase in 2,454 places over the current capacity, or just over 16FE. This would provide for the projected number of pupils, as well as a number of surplus places to allow for higher than expected pupil numbers. Refer to Figure 18.

\textsuperscript{35} LB Ealing Children and Young People’s Plan 2006-2009
### Planning for New Secondary School Places

New secondary school capital investment is needed to both improve the condition of the current asset base, as well as to provide the additional capacity needed to cater for growing pupil numbers.

The BSF programme would have provided 2,454 new secondary school places through a new school (1,200 places) and expansion of current schools. This equates to 8FE. The further 8FE were to be provided through the BSF programme as a result of rebuilding, remodelling or refurbishing existing sites. Now BSF has been cancelled (other than for works approved at Dormers Wells and Cardinal Wiseman schools), delivery of these school places will be subject to DFE review of capital spending.

### Delivering New Secondary School Places

Ealing had intended to deliver the BSF programme through the Local Education Partnership (LEP model).

The preliminary costing of the programme was £276m, against an indicative funding allocation of £257m. The deficit is due to the larger than expected cost of upgrading existing schools as they are not fit for purpose, and therefore require more new build. This gap was planned to be funded through contributions from school budgets of up to £12m and the balance from council funding.

The programme and costs for the BSF programme are shown in Figure 19 below. This shows the distribution of the 16FE extra provision needed by 2018, and the phasing of each project, as well as those sites where additional infrastructure such as sports halls were planned. The costings as shown may apply to any future alternative provider/delivery mechanism. The Council have purchased a site in the north of the borough with the intention of building a new school. This is shown on Figure 20.

Since the BSF cuts, other than Dormers Wells and Cardinal Wiseman Schools, the proposed expansions and a new school will be unlikely to go ahead. There is therefore uncertainty about the delivery mechanism to meet the rest of the projected demand.
## Figure 19: Ealing Building Schools for the Future (BSF) Programme

<table>
<thead>
<tr>
<th>School</th>
<th>Area</th>
<th>Current form of entry</th>
<th>Planned form of entry</th>
<th>Project</th>
<th>Cost</th>
<th>Phase</th>
<th>Additional provision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dormers Wells</td>
<td>Southall</td>
<td>6</td>
<td>8</td>
<td>Complete rebuild</td>
<td>£27.3m</td>
<td>2012/13</td>
<td>6th form</td>
</tr>
<tr>
<td>Cardinal Wiseman</td>
<td>Greenford</td>
<td>10</td>
<td>11</td>
<td>Remodel</td>
<td>£23.9m</td>
<td>2012/13</td>
<td>Sports hall</td>
</tr>
<tr>
<td>Twyford High</td>
<td>Acton</td>
<td>6</td>
<td>8</td>
<td>Remodel</td>
<td>£19.1m</td>
<td>2013/14</td>
<td></td>
</tr>
<tr>
<td>Elthorne Park</td>
<td>Hanwell</td>
<td>6</td>
<td>8</td>
<td>New build and remodel</td>
<td>£21.7</td>
<td>2013/14</td>
<td>6th form, Sports Hall</td>
</tr>
<tr>
<td>Villers High School</td>
<td>Southall</td>
<td>8</td>
<td>8</td>
<td>New build, remodel and refurbish</td>
<td>£19.1</td>
<td>2013/14</td>
<td>6th form, Sports Hall</td>
</tr>
<tr>
<td>Featherstone High</td>
<td>Southall</td>
<td>8</td>
<td>8</td>
<td>New build, remodel, refurbish</td>
<td>£16.2m</td>
<td>2013/14</td>
<td></td>
</tr>
<tr>
<td>Northolt High School</td>
<td>Northolt</td>
<td>8</td>
<td>8</td>
<td>New build and remodel</td>
<td>£24.4m</td>
<td>2013/14</td>
<td>6th form</td>
</tr>
<tr>
<td>Ellen Wilkinson</td>
<td>Acton</td>
<td>7</td>
<td>8</td>
<td>New build, remodel, refurbish</td>
<td>£20.4</td>
<td>2013/14</td>
<td></td>
</tr>
<tr>
<td>Drayton Manor</td>
<td>Hanwell</td>
<td>8</td>
<td>8</td>
<td>New build, remodel and refurbish</td>
<td>£23.3m</td>
<td>2014</td>
<td>Sports Hall</td>
</tr>
<tr>
<td>New School</td>
<td>Greenford</td>
<td>-</td>
<td>8</td>
<td>New school in Greenford</td>
<td>£30.5</td>
<td>2014</td>
<td>Sports Hall</td>
</tr>
<tr>
<td><strong>Borough Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>67</strong> 83</td>
</tr>
</tbody>
</table>

### Post 2018 Provision

At this time it is not appropriate to plan for secondary school places beyond 2018 due to the uncertainty in the pupil place projection methodology. However the pupil projections will be regularly monitored and kept under review to identify early the likely need for extra secondary provision beyond the timeframes of the capital programme.

If the current rate of increase in secondary places continues, there may be a need to provide another new secondary school post 2018. However, it is currently too early to identify where this provision is needed. This will be kept under review so it can be programmed into the education plan and LDF process at an early stage.
4.4 Further Education
Current Provision

Further Education (FE) in the borough is currently provided by:

- Sixth form facilities in schools
- Hammersmith and West London College - currently the largest FE provider in London with sites in Ealing, Southall, Acton (and a site in Hammersmith and Fulham)
- The University of West London (main site in Ealing)
- Specialist provision through the Ealing Diploma and Enterprise Centre (Greenford)
- Work-based learning providers
- Special provision for young people with learning disabilities

There is to be significant growth in the number of sixth form places planned for in the borough. This is a response to the requirement for all young people to remain in full-time education as well as the increases in population.

Projections undertaken as part of the wider secondary pupil place planning project indicate a need to provide an additional 1,000 sixth form places across the borough by 2018. These were to be provided through the BSF programme at Elthorne Park, Villiers school and Dormers Wells. Two hundred places were to be established at Acton High (the only school in the borough which does not have a 6th form) and 200 places at the new High School in Greenford. This would have provided a total of 1,400 places. There is still uncertainty about the delivery mechanism to meet the projected demand.

Whilst there are uncertainties around future sixth form provision, the network of provision is currently believed to be sufficient until 2018. The current programme for sixth form places and recent capital programme at Hammersmith and West London College will provide this capacity. This may need to be reviewed in 2018 when more accurate projections on the need for places can be made, and the recent increase in birth rates affecting primary provision will work its way through the system to effect 14-19 provision.

In terms of capital investment, there is also uncertainty surrounding the future of capital funding for FE colleges as a result of the abolition of the Learning and Skills Council (LSC). It is likely that the Skills Funding Agency or the Young People’s Learning Agency will have capital funding responsibilities, though this has yet to be confirmed. The current capital investment programme ended relatively recently.

The Ealing 14-19 Education Partnership leads on how the education and training curriculum will be commissioned and where it will be delivered. This is a partnership between schools and colleges, principally led by the council. The council has a statutory responsibility for commissioning 16-19 education or training places, and must ensure that there is good quality information and guidance available.

From 2013, access to all four pathways for education or training must be provided. This includes:
• GCSE/A Levels (the general route)
• Apprenticeships
• Foundation learning
• Diplomas

From 2013 all young people to the age of 17 must remain in education or training. This will rise to 18 in 2014. This may not mean significant extra provision is needed in Ealing as around 80 per cent already remain in education and 15 per cent in some form of training. Rather than build new infrastructure, the response is likely to be to use existing facilities more efficiently to meet need.

**Future Need**

The Ealing Diploma and Enterprise Centre (EDEC) have been established since 2006 with the involvement of Mears PLC and the Ginger Group. It offers vocational learning opportunities for children and young people with pathways into further education or employment. It currently provides applied courses in Hair and Beauty, Construction and Electronics to seventy 14-16 year olds from Ealing schools. EDEC is currently housed in temporary accommodation in Greenford but the Property Strategy highlights the requirement for a new facility within two years\(^{37}\). In June 2011 Cabinet approved adding an EDEC new build scheme to the capital programme\(^{38}\). This will provide a purpose built skills centre in Greenford. Its cost, once tenders have been received and evaluated, will be added to the IDP schedule. The future strategy for the EDEC will be a network of provision rather than one facility. Ealing’s Development Sites DPD (or Site Allocations DPD) will identify the site for the permanent provision.

There is also a need to provide additional facilities for learners with learning disabilities – the council must provide training/education for people with learning disabilities up the age of 24, and current provision is inadequate and not conveniently located.

A number of work-based learning providers also run in Ealing, including Redwood and Capel Manor who may wish to improve their current facilities. This will be progressed with the 14-19 Partnership.

**4.5 Higher Education**

**Current Provision**

The University of West London (formerly Thames Valley University) was born from the merger of various teaching and professional education institutions prior to and following the acquisition of full university status in 1991. Its estate is centred in West London with assets in Ealing and Brentford with a further teaching ‘hub’ in Reading, Berkshire.

\(^{37}\) See Ealing Property Strategy 2010 (Draft)
\(^{38}\) Council Cabinet meeting 7 June 2011, Item 18
**Future Provision**
The University is committed to achieving a sustainable ‘size and shape’, resulting in a more compact estate based in West London, taking advantage of the original location of the university with its excellent transport, social and commercial infrastructure. The Strategic Plan (2009-2013) reflects these imperatives and is the key driver for the Estate Strategy. In supporting the University’s current and future requirements, the Estates Strategy seeks to rationalise occupancy ensuring the university occupies sustainable and affordable levels of space and where appropriate, enable disposal. Consolidation of the estate has allowed the main sites in Slough and Reading be identified for closure and disposal. The next phase of development, the redevelopment of the St Mary’s Road Campus in Ealing, is now being planned. The cost and timescale of this is yet to be confirmed.

The St Mary’s Road campus is home to some of the University’s key areas of strength in law, business, computing, hospitality and tourism, music, the arts, media and creative technologies. As well as significant generic and specialist teaching facilities, it also hosts the Student Union, central library, open access IT facilities, and many Central Services Departments. For the future, this campus, along with state of the art facilities in nearby Brentford, represents the focus of the Institution. The next phase in the University’s development is to substantially upgrade the existing facilities at St Mary’s Road to include:

- a new library
- new student union
- community facilities
- small retail outlets
- social learning areas
- refectory provision
- upgraded teaching accommodation
- small number of specialised student accommodation units
- a joint conference/hospitality centre
- a multi-use performance space

Whilst the cost is yet to be confirmed, this work is being planned and is intended to implemented by 2015. Further detail will be provided in updates to the IDP.
4.6 Employment and Skills
Borough Priorities for Employment and Skills

The Ealing Work and Skills Strategy 2010-13\(^\text{39}\) and the forthcoming Sustainable Community Strategy (currently under consultation), set out a number of objectives around encouraging employment and creating a skilled local workforce, which is a key issue in promoting sustainable economic growth.

Ealing’s Work & Skills Strategy sets out the following objectives:

- To increase local training and employment opportunities for Ealing’s residents
- To ensure jobseekers have the right skills to meet employer needs
- To co-ordinate support for job-seekers to enable them to secure sustained employment

Ealing’s Sustainable Community Strategy has a key objective to “secure Ealing as a place where people are able, and want to, live and work.” Priorities for this objective include to:

- Encourage more employers to move into the borough
- Improve co-ordination of employment services for jobseekers and employers
- Increase skills levels in the borough
- Continue work to revitalise Ealing’s town centres

Developing the right physical infrastructure in terms of training provision and facilities for frontline services supporting residents who are out of work is an important factor in delivering these objectives, particularly in areas of the borough where there are high levels of unemployment and inadequate provision.

To help deliver these objectives in Ealing, there is the need to:

- Provide locally accessible training and job brokerage services
- Provide targeted training to address skills shortages and address employers labour requirements
- Protect and promote key employment locations

\(^{39}\) [http://www2.ealing.gov.uk/services/regeneration/employment_and_skills/]
• Promote small business space and start-up/incubator units

Detail on why, how and where these need to be delivered is outlined below.

**Employment in Ealing Overview**

The two largest employment sectors within which Ealing residents work are business services (20.4%) and retail (15.9%). 73% of employment is in small and medium size firms, employing less than 200 people. The Borough is located near several major employment locations in West London, such as Heathrow and White City, and contains a number of key sites of its own, in Park Royal, Southall, Acton and Northolt / Greenford. Overall, Ealing is relatively prosperous but it is a community of sharp contrasts. On the one hand it benefits from a healthy economy, with a large number of registered businesses offering local employment opportunities, relatively high household incomes, and high levels of home ownership. However, pockets of serious poverty exist in the borough (e.g. Northolt, Greenford and Southall), with residents experiencing poor standards of health and education, low incomes and high benefits dependency. Twenty three per cent of Ealing's lower super output areas are within the top 20 per cent most deprived areas in the country.  

Ealing is the 4th most diverse borough in the UK with 41.3% of residents from an ethnic minority and a high proportion of residents with English as a second language. The employment rate of White UK nationals in Ealing is around 81% in comparison with just 56% for Non-White non-UK nationals. There are 9,290 households in Ealing where no one is working, with 16,600 children (20%) living in poverty. Fifteen percent of residents have disabilities or health needs.

**Employment and Training Needs and Priorities**

Priority groups to support into employment are:

• Young people (18-24)
• Lone parents
• Disabled people
• BME residents
• Residents with low or no qualifications
• Residents who have been out of work 3 months plus

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40 West London Economic Assessment (2010)  
41 Census 2001  
42 DWP WPLS May 2010  
43 England Health Survey 2001
Modern and appropriate facilities for continuing education, learning and development are required throughout the borough. For entry level and key skills provision it is beneficial to locate these in accessible locations for the most disadvantaged areas of the borough. There is a need to develop and improve such facilities particularly in Northolt, Greenford and Southall, where there are high levels of unemployment and inadequate access to training provision and related support for out of work residents. Residents in these areas of Ealing currently have to travel to Central Ealing to access services, or travel to neighbouring boroughs. South Acton is also an area of high unemployment although slightly better served by local provision. Refer to Figure 21.

Figure 21: Employment and skills levels in disadvantaged areas of the borough

<table>
<thead>
<tr>
<th>Area</th>
<th>Out of work claimant rate(^{44})</th>
<th>No /unknown qualifications(^{45})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northolt West End</td>
<td>18.3%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Norwood Green</td>
<td>19%</td>
<td>33.6%</td>
</tr>
<tr>
<td>Greenford Broadway</td>
<td>16.3%</td>
<td>37%</td>
</tr>
<tr>
<td>Dormers Wells</td>
<td>15.1%</td>
<td>36.6%</td>
</tr>
<tr>
<td>South Acton</td>
<td>16.8%</td>
<td>24.4%</td>
</tr>
<tr>
<td>Acton Central</td>
<td>17.5%</td>
<td>23.5%</td>
</tr>
<tr>
<td>Southall Green</td>
<td>14%</td>
<td>37.4%</td>
</tr>
<tr>
<td>Southall Broadway</td>
<td>15.9%</td>
<td>36.9%</td>
</tr>
<tr>
<td>Ealing average</td>
<td>12%</td>
<td>27.1%</td>
</tr>
<tr>
<td>England average</td>
<td>12.2%</td>
<td>35.8%</td>
</tr>
</tbody>
</table>

**Promotion of Small Businesses**

Small business space and business ‘start-up’ units will best be provided in appropriate business locations and key centres of employment. Location of new facilities will however depend in part on availability of sites and funding. The allocation of sites for small business space will be progressed in the Sites DPD, informed by the Employment Land Review (2010), evidence of the borough’s spatial inequalities of skills and employment and knowledge of key employment sites and areas with potential for employment growth.

\(^{44}\) DWP Out of Work Benefits Nov 10

\(^{45}\) Census 2001
**Education and Skills Providers**

The main further and adult education college in the borough is Ealing, Hammersmith & West London College which has sites in Central Ealing, Acton and Southall. The University of West London has its main site based in Central Ealing. Ealing’s Adult learning service is provided at community based locations across the borough. There are also a large number of smaller continuing education and training providers across the borough, many of which rely on equipped facilities in a range of locations available to lease for outreach or training e.g. ESOL (English as a Second Language) or IT.

Partnerships with developers and employers, along with the use of s106 agreements/CIL funding or measures, can all contribute to local employment objectives. As end-user employers occupy developments, premises and facilities are required from which to deliver necessary basic work skills, recruitment services and vocational training relevant to employers’ requirements.

The construction phase of a development affords opportunities for residents to secure work or to train in construction skills. The creation of on-site training facilities and premises to enable residents to train in construction is desirable for larger development sites and projects. Resources will be sought through development and partnership agreements and through s106/CIL contributions such as on-site provision of training facilities at major development sites. The main local provider of construction skills qualifications is Ealing Hammersmith & West London College.

**Delivering Employment and Training**

Ealing’s focus will therefore be to:

- Protect and provide key employment locations and premises in areas which are accessible to residents in all parts of the borough and are attractive to potential employers in a range of sectors
- Protect/provide training facilities (particularly in areas of the borough with inadequate provision) which can cater for a range of training needs including basic and ESOL skills; vocational skills, child care provision and other support to enable people to take up work and training
- Promote premises which provide opportunities for flexible use by training and job brokerage providers, including space in new developments
- Secure capital financing from developers which will enable match funding from public funding agencies such as the Skills Funding Agency and Higher Education Funding Council for England (HEFCE)
5. Health

Since IDP version 1 (Sept 2010), this section has been updated by the PCT in light of the recent NHS Reforms. However, further changes to the way health services are to be delivered are anticipated. As such, future versions of the IDP will reflect these changes.

5.1 Primary and Community Health Care

Primary Care Trusts (PCTs), are currently responsible for ensuring local residents use their NHS well and have a full range of healthcare available to them. A PCT's role is to plan and fund, which we call 'commissioning' in the NHS, all of the NHS care for people living in the Borough.

The key document that determines the priorities, objectives, initiatives and actions for NHS Ealing is the Strategic Plan. The Strategic Plan is written to address the health needs as set out in the Joint Strategic Needs Assessment.

The Strategic Plan is written to reflect the NHS position which seeks to move the responsibility of determining priorities at a national level to a local level, whilst maintaining a consistent level of care across the NHS.

In July 2010 the Government launched a new White Paper ‘Equity and Excellence: Liberating the NHS’ which sets out their long term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay. Consultation on the White Paper has now ended and the final outcome is awaited, however the vision sets out some fundamental changes to the way that health care in the Borough would be commissioned and delivered, for example:

• PCT’s will be phased out and groups of GP’s will be given the freedom and responsibility for commissioning services for their local community.

• The Health and Social Care Bill, published on 19 January 2011, proposes that GPs will lead commissioning, replacing PCTs, from April 2013

• Patients will be able to choose which GP they register with regardless of where they live, and have more choice in the type of care they receive.

• More comprehensive and transparent information will be made available to patients to help inform their choices.

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46 NHS Ealing, Delivering Excellence for Ealing: Strategic Plan 2010-2014 (Version 17)
47 Ealing Joint Strategic Needs Assessment 2009 (NHS Ealing & Ealing Council)
The Rationale for New Primary and Community Health Care Services

The need to provide new and improved health services is prompted by a number of factors, relating to both the specific needs within Ealing and its population, and as a result of the new Health and Social Care Bill.

5.2 Health Inequalities in Ealing

The health of people in Ealing shows a mixed picture. Life expectancy for both men and women is better than the England average, as is the infant mortality rate. However, the rate of early deaths from heart disease and stroke is worse than the England average.

There are health inequalities within Ealing. For example, life expectancy for men living in the least deprived areas is nearly 6 years higher than for men living in the most deprived areas. Over the last 10 years, the rates of death from all causes combined and of early deaths from cancer have improved and are lower than the England average. The rate of early deaths from heart disease and stroke has also fallen but is still worse than the England average. It is estimated that 2,500 older people have dementia in Ealing. This is projected to rise by one third to 3,300 by 2025.

Patient satisfaction with GP services is lower in some respects for Ealing than the national average. For example, 49% of people with long-term conditions in Ealing felt they were supported in managing their condition, compared with 55% in England and 52% in London.

Almost a quarter of the population of Ealing is under the age of 20. The population is extremely diverse; 80% of school children are from a black or minority ethnic group and 30% of children under 16 are living in poverty.

The health of children and young people in Ealing is generally similar to, or better than the England average. The infant mortality rate and breastfeeding initiation level is better than average. The child mortality rate is similar to the England average. School children in the borough have higher than average levels of obesity. 13% of children in Reception and 21% of children in Year 6 are classified as obese. However, 51% of children participate in more than 3 hours of sport a week, which is more than the England average. The teenage conception rate is lower than average. There are 34 conceptions in every 1000 girls aged 15-17.

The need for health services will be affected by demographic change, including recent rises in numbers of births, an ageing population and net inward migration. Need will also be driven by changing risk factors such as rising obesity and decline in smoking rates. The population of Ealing is projected to rise from 322,000 in 2010 to 330,000 by 2016 and 345,000 by 2025. Between 2010 and 2025 the population under 20 years old is projected to rise from 80,000 to 88,000. (GLA / LBE Special Population Projections 2009)

The GP registered population of Ealing in 2010 was 334,152. The discrepancy between resident and registered populations is thought to be due to a mixture of undercounting of residents, cross-border registration and GP list inflation.

Key issues for local NHS strategy include the following:

- Improving Quality, Innovation, Performance, Productivity over-all in the health system
- Developing primary and secondary care capacity to provide integrated services
- Promoting well-being and healthy lifestyles and reducing health inequalities
• Promoting child and maternal health
• Managing diabetes
• Reducing risk of heart disease and stroke and improving treatments.
• Reducing the harm from alcohol
• Improving early detection and treatment of dementia

5.4 The Changing Health Policy Context
Delivering primary healthcare needs to focus its commissioning of health services so that it is able to work collaboratively with North West London PCT’s and NHS London, so that it is able to meet locally identified health needs, and is able to meet the expectations of the local population. A number of principles for change have been developed in order to guide change in health provision for Ealing. These include localising or regionalising services where it improves quality, enabling joined-up care and partnership working, and maximising the contribution of the entire workforce.

NHS Ealing therefore aims to provide choice and personalised services, care closer to home, and out of hospital through a three-tier network of primary care facilities. This requires a new approach to the commissioning and provision of services across four locality network populations in the borough. This will develop a new service model for primary care, enabling local practitioners to work together in smaller collaborative units, known as local health communities. The aim is to achieve a local complement of fewer, larger GP practices, reducing the number of practices from 82 to around 70 in the next five years, to a level commensurate with other London boroughs with similar populations. Refer to Figure 22.

5.5 Primary Health Care Provision
The number of primary care facilities in the borough is detailed below:
• 85 GP practices – the highest number of any London PCT.
• 162 GPs spread across these practices
• 51 dental practices, with 165 dentists
• 71 Pharmacies
• 33 Optometry practices\(^\text{48}\).

\(^{48}\) Ealing Primary Care Trust, Commissioning Strategy Plan 2009-2013 (Feb 2009)
Figure 22: GP Practices in the Borough
5.6 Planned New Primary and Community Health Provision

The New Model for Providing Primary Care Services

There are currently too many GP practices sites to sustain and support in the long term. Although the PCT recognise the value and trust placed on single-handed GP practices, changes in working practices necessitate a change in organisation of how primary health services are delivered.

The PCT commissioned an independent survey of all GP premises to establish whether they are fit for purpose, and the extent to which they can be improved or extended, if at all.

In addition to GP services, the PCT currently commissions a range of community nursing and therapy services from a range of premises across the borough. This range of services is provided in a fragmented way located across a multitude of sites, many of which are outdated or unsuitable. It does not utilise the PCT’s resources efficiently, and does not foster the development and delivery of integrated services and support.

PCTs no longer directly provide community health services. In Ealing, a new Integrated Care Organisation has been created which brings together the current community services in Ealing, Harrow and Brent with Ealing Hospital to create a new local community healthcare focused organisation to work alongside GPs and other independent contractors to deliver the new model. It will be important for the Integrated Care Organisation to review its current estates plans along with those of the PCT to consider from where they are going to provide services in the future.

Facilities Service Model

The PCT is committed to the development of primary health care facilities which provide accommodation for a range of health and social care services working across organisational boundaries to provide an integrated model of care. In order to achieve this a series of principles shaping this model of care informs the PCT’s service delivery and capital investment strategies.

This approach provides a wide range of primary care facilities within a network system of care. This model of care for each network is centred on the development of one-stop Integrated Care Centres offering a wide range of health and social care services. Smaller Health Centres will be established where there is no Integrated Care solution in the area. The PCT have developed a three-tier network of primary care facilities, which can be adapted to suit the requirements of each situation.

- Primary Care Centre (PCC): two to three practices with a registered list of between 7,000 and 10,000 patients. These will not offer the widest range of services but will improve access in areas where public transport is poor and there is a lack of alternative premises solutions.
- Health Centres (HC): registered list of between 10,000 and 20,000 patients. This will usually involve a number of practices in the building with additional services and community health care staff team based on site.
- Integrated Care Centre (ICC): a registered list of over 20,000 patients, and provide a comprehensive range of services on site including more complex diagnostic procedures and day care. It is likely that these centres will provide a base for services provided by other agencies such as social services and voluntary organisations.
In terms of the premises, services will be provided from modern, spacious buildings, designed for purpose, well maintained, and are to be fully DDA compliant. Integrated services will be delivered through the development of community hubs in prominent locations, accessible to urban centres and transport links.

The demography, geography, and land values across the Borough will require a flexible approach to delivering this strategy. However engagement in the infrastructure planning and spatial planning processes through the IDP and the LDF can assist in the delivery of this strategy.

**Existing Capital Investment Programme**

To date the PCT has supported the development of two health centres as defined by the model described above – Grand Union Village Health Centre (opened Jan 2011) and Jubilee Gardens Health Centre and Library (opened Jan 2010).

In addition the PCT wishes to develop facilities in the following areas, in addition to the continued investment in its existing estate portfolio.

- **Southall Quadrant**: An unscheduled care centre will be provided on the Ealing Hospital site (due to open June 2011). The PCT continues to work with the Borough to identify a site in Southall to replace the existing Featherstone Road Clinic, where a New GP Health Centre would be provided, and then redeveloped into joint integrated care centre. This would include four GP practices and the GP led Health Centre. The PCT also plans to open a new Health Centre on the Southall Gas Works site to ensure local services are available to the new population.

- **Acton Quadrant**: The PCT intends to develop an integrated care centre on the site of the current Acton Health Centre. This would provide for one practice in situ, and two practices relocating. The centre would create capacity for up to 15,000 registered patients from identifying other local practices to relocate.

- **Ealing and Hanwell Quadrant**: The re-development of Mattock Lane Health Centre would provide modern, fit for purpose accommodation for the practices on site and possible relocation of two other practices.

- **Northolt, Greenford, and Perivale**: The integrated care centre at Grand Union Village Health Centre opened in January 2011. In addition it is hoped to develop a Health and Leisure Centre on the site of the Westway Cross Retail Park in Greenford.
NHS Ealing Estates Strategy (2010, draft) showed the ‘Polysystem’ model. Latest revisions to the IDP now make reference to ‘networks’.
Figure 24: Progress with Current PCT Schemes

<table>
<thead>
<tr>
<th>Locality Network</th>
<th>Development</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southall</td>
<td>Ealing Hospital Site Unscheduled Care Centre</td>
<td>In development.</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>Featherstone Hub Integrated health and social care centre</td>
<td>Uncertainty as to the delivery of that scheme because of the government’s plans to dissolve the PCTs. It however remains a priority for the PCT</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>Southall Gasworks</td>
<td>Dependent on the development of the Southall Gasworks site</td>
<td>TBC</td>
</tr>
<tr>
<td>Ealing and Hanwell</td>
<td>Refurbishment or other solution for Mattock Lane Health Centre</td>
<td>Uncertainty as to the delivery of that scheme because of the government’s plans to dissolve the PCTs. It however remains a priority for the PCT</td>
<td>2013/14</td>
</tr>
<tr>
<td>Northolt, Greenford and Perivale</td>
<td>Grand Union Village – Northolt integrated care centre with a specific focus on specialist children’s and sexual health services.</td>
<td>Opened Jan 2011</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>Westway Cross. Health / leisure centre</td>
<td>The Local Authority and PCT continue to explore the viability of the scheme and this remains a priority for the PCT and local GP’s.</td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td>North Northolt</td>
<td>Site to be identified</td>
<td>TBC</td>
</tr>
<tr>
<td>Acton</td>
<td>Integrated health social care facility</td>
<td>The Local Authority and PCT continue to explore the viability of the scheme and this remains a priority for the PCT and local GP’s.</td>
<td>2013/14</td>
</tr>
</tbody>
</table>

5.7 Delivery Mechanisms and Costs

Delivery Mechanisms

The LIFT Company Building Better Health (West London) Ltd. was established in 2003. The LIFT Company is charged with delivering the priority health care developments set out in the Ealing PCT Estates Strategy.

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50 LB Ealing Children and Young People’s Plan 2006-2009
In addition to LIFT, local GPs as independent contractors may continue to develop, extend or relocate their own practice premises to enable them to improve the range and quality of the services they deliver. Capital and revenue support from the PCT for these schemes is however likely to be very limited over future years.

Where the PCT owns or leases sites, it may decide that the most cost effective solution for that area is to directly invest capital or revenue, if available, to support the improvement of these premises. As with LIFT and GP led developments, the PCT will need to develop a business case to support this option for approval by the PCT Board and NHS London.

**Links with the LDF**

Planning regulations now make it possible for the PCT to apply for a financial contribution from the Section 106 monies associated with new housing developments to increase the capacity of health services in the area to meet the needs of the new population. The Healthy Urban Development Unit (HUDU) for London has developed a tool for working out the likely health facilities needs of new housing developments for use in S106 agreements. This model provides means of assessing the health needs of the new population and estimating the revenue and capital costs of fulfilling those needs.

The PCT has been working closely with LBE to ensure that the impact on health of any major residential development is incorporated into the local planning grant process and that a mutually acceptable formula is agreed which gives parity to health services provision compared with other S106 recipients e.g. Education and Housing.

**Estimated Costs of Delivering the Programme**

The amount of capital allocated to PCTs in London varies from year to year depending upon the level of resources available. As a consequence of the economic downturn there is considerable uncertainty regarding the level of resources that NHS Ealing will receive during the period 2010 to 2014. NHS Ealing will be required to review its priorities for capital on a regular basis and this may require delaying the start of some schemes during the period covered by this Estates Strategy. At the time of writing there is still uncertainty regarding the capital funds that NHS Ealing will receive for 2011/12.

The recurrent cost of projects are anticipated to be £1.23m from 2010/11 rising to £4m by 2013/14 onwards, although this is likely to change as a result of new central health and budgetary policy.

For projects that are still being developed, the estimated costs have been established from either current plans or by using the District Valuer to agree an affordability cap. Estimates have also been included for the cost of facilities and capital charges and where applicable for the financial contributions from stakeholders and savings from other PCT sites.

Detailed business cases, incorporating a fully costed financial evaluation will need to be approved by the PCT Board, and NHS London, before any scheme can commence.
5.8 Risk and Contingency

There are two key risks identified by the Strategic Plan that could impact upon infrastructure and the delivery of primary health services. These are financial and risks to delivery. More details of these risks and associated contingencies are provided in Figure 25.

Figure 25: Risks to Primary Health Service Delivery

<table>
<thead>
<tr>
<th>Key Risk</th>
<th>Risk</th>
<th>Contingency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial risks affecting the development of integrated care systems of delivery.</td>
<td>Impact of financial downturn, plus rising demand, aging population, increasing costs.</td>
<td>Detailed financial analysis of Strategic Plan and re-prioritisation as appropriate</td>
</tr>
<tr>
<td>Deliverability of strategic goals and the implementation of locality networks</td>
<td>Political climate uncertain, lack of preparation of workforce to move across sectors.</td>
<td>Careful project management, focus on stakeholder engagement and leadership.</td>
</tr>
</tbody>
</table>

5.9 Mental Health Services

Existing Provision and Proposals

West London Mental Health Trust (WLMHT) was formed in 2001 by the merger of Ealing, Hammersmith and Fulham Mental Health Trust, and Broadmoor Hospital Authority and further enlarged by the absorption of the Hounslow Mental Health Services in 2002. The Trust is part of the NHS and provides a full range of mental health services for children, adults and older people living in the boroughs of Ealing, Hammersmith & Fulham and Hounslow. The Trust operates from 32 sites in West London and Broadmoor Hospital in Berkshire. In total the Trust employs some 4,200 staff and is a major employer in West London. Facilities at the St Bernards Hospital site (which is situated between Hanwell and Southall) include:

- Womens medium secure unit
- Female low secure unit
- Regional secure unit
- Adolescent unit
- Specialist open rehabilitation
- Adult and older adult acute
Mental health services have been provided at St Bernard’s Hospital, Southall since the original Hanwell Asylum was first opened in 1841. It is one of the Trust’s largest sites, and also serves as its headquarters, with 1,200 staff employed in the hospital’s clinical services. The hospital facilities at St Bernard’s are operated quite separately from those provided by Ealing General Hospital situated on land to the west.

The Trust has a large number of listed buildings at its estate, which are no longer capable of providing clinical accommodation that meets the required Department of Health Standards. Recognising this, it’s Commissioner has informed the Trust that patients from the Tony Hillis Wing (within the Grade II listed asylum building) must be moved into new ‘fit for purpose’ medium secure accommodation by April 2015 if it is to re-commission the service from the Trust moving forward. A new medium secure unit is therefore required at St Bernard’s, which must be funded through the sale of redundant land and buildings.

Not only are the listed buildings unable to meet the Trust’s clinical requirements but the cost of associated backlog repairs and maintenance is estimated to be in excess of £21.8 million. The Trust is unable to sustain this liability whilst also maintaining and improving the standard of mental health care at the site, which as a provider of an essential health service for the community, must be its primary objective. An alternative use for those buildings is therefore required which will secure a viable long term future for them, relieve the Trust from its maintenance liability, and generate sufficient funding to deliver improved and new mental health accommodation at the site. The delivery of new clinical accommodation is therefore synonymous with a phased disposal strategy.

It is intended that this will be achieved through the conversion of listed buildings at the site to residential use which is appropriate in heritage terms. This has been successfully achieved on this site in the past. This alternative use will secure a viable and long term future for these buildings but it will also secure regeneration at the site and enable a new residential community to be created in a highly sustainable location, along the Uxbridge Road/Crossrail Corridor, where the LDF Development Strategy confirms growth is both planned and directed.

**WLMHT Proposals**

The Trust’s proposals include:

- **Short term (2010 – 2015):** Land along the Uxbridge Road identified for disposal. Progress proposal for a mixed use development comprising residential units with some key worker housing, and a Trust resource centre, step down hostel and Trust office/administration accommodation.
- **Men’s medium secure unit built and occupied by April 2015**
- **Medium term 2015-25:** First phase of redevelopment of the listed asylum building, for residential use.
- **Long term (2025 onwards):** Second phase of the listed asylum building for residential use, with an element of new build.

The WLMHT Estates Strategy is being finalised and more detailed proposals, phasing and costings will be included in future iterations of the IDP.
**Risks and Contingencies**

Without implementing their phased disposal strategy, the Trust will be unable to improve the standard of health care at St Bernard’s and deliver new medium secure accommodation, which is required in order to secure a future for the hospital from its Commissioners.

**5.10 Social Care**

The concept of the re-provision of Ealing’s existing Education, Social and Community Day Care provision has been central to the development of Ealing’s Property Strategy for the past 5 or 6 years. This emerging strategy has been consolidated and approved by Members in the form of the Ealing Property Strategy.

The overall aim of this strategic review of the provision of services is to provide modern facilities with optimum DDA access, improved ICT and personal care facilities across the borough. This will provide more integrated and open facilities for the community.

There are three key objectives which have been drawn up to achieve this aim. These are:

- To provide a portfolio that is fit for purpose and which is capable of supporting service delivery objectives by providing new civic accommodation which can accommodate changing market conditions.
- To reduce the Council’s carbon footprint in line with its sustainability commitment.
- To improve service delivery across all relevant portfolios in line with the Council’s objectives and customer needs.

To achieve these objectives, the strategy provides for the creation of three new service centres located strategically in Acton (alongside the new leisure centre, library and community facilities), Greenford and Southall.

The new provision will be more flexible and capable of responding to change. With the introduction of ‘Personalisation’, consideration is being given to public services and social care in an entirely different way, starting with the person and their individual circumstances rather than the service. Consequently, the perception of the needs and expectations of service users is changing.

The service centres will also provide primary access to broad social care services (receptions) and community facilities, and in the case of Acton, there will be the provision of a library and swimming pool. As a consequence the centres will provide a more integrated and open facility for the community.

A number of existing facilities from which the Council currently delivers these front line services are not fit for purpose, in terms of their function, operating costs and location and are not suitable for meeting their intended use. The capital receipts from the sale of these sites will partially fund the creation of the three new service centres. IDP updates will include details of the phasing and funding of these schemes once known.
6. Open Space

6.1 Current Provision of Open Space in the Borough

The amount and quality of green space in Ealing is considered to be one of its many attractions. Data from the 2004 UDP shows that there are 19 major open areas in the borough (either designated as green belt or as metropolitan open land) and a total of 8.4 square kilometres of parks and green spaces – amounting to 15 per cent of the total borough’s land.

In addition, there are many valuable parks and small incidental green spaces that add distinctive character to the borough’s neighbourhoods and provide a number of benefits for the environment and the community. There are 96 nature conservation sites in the borough (11 of which will be designated through the LDF process). Their designation is based on the Mayor of London’s Study and LDF Consultations in Ealing in 2007 and 2009. Designation aims to protect the biodiversity value of these spaces and to address the issue of deficiency in access to nature.

As Ealing becomes more densely developed, the need for open space and nature conservation sites will inevitably grow. The need to protect established sites, enhance the quality and value of existing sites, including improving access to this network and identifying new green spaces will be essential.

6.2 Green Space Deficiencies in Ealing

Areas of Deficiencies in terms of Open Spaces

The West London sub Regional Development Framework (SRDF) analyses the wide areas of deficiencies in terms of green spaces in west London. Its findings will be refined by findings from the council’s emerging Open Spaces Audit.

It confirms the borough is characterised by:

- A District Park Deficiency particularly in Acton Central, Park Royal, Southfields and Hanger Hill
- A Local Park deficiency in Southall (Southall West, Southall Green and Southall Town Centre), Ealing (North Ealing), Hanwell (North Hanwell) and Park Royal

Areas of Deficiency in Terms of Access to Nature

The Mayor has identified areas of deficiency in access to nature for all boroughs in London including in Ealing. These are defined as localities that are more than one kilometre walking distance from a publicly accessible Site of Borough (Grades I or II) or Metropolitan Importance for

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51 GLA Access to Nature
Nature Conservation. Within Ealing there are notable deficiencies to the east of the borough, and in pockets of Southall, including in particular Acton Central, East Acton (part), Ealing Common (part), Ealing Broadway (part), Walpole (part), Perivale (part) and in Southall Broadway.

Access to nature in the borough will be improved through the following means:

- Improving the natural value of an accessible site, or creating new open space, to provide significant experience of nature
- Creating new access points to a site providing a significant experience of nature, or opening up access to a previously restricted site
- Improving the walking access through areas surrounding a site, extending the catchment area

Within Ealing, a key tool for addressing this deficiency has been to identify further sites of nature conservation. These are sites of Local Importance that have potential to be enhanced to Borough Importance for nature conservation. The following sites have been identified in Ealing for this purpose:

- Walpole Park & Lammas Park
- Southall Park Nature Conservation Area
- Rectory Park nature area

Other priority sites for improving access to nature in areas of deficiency in Ealing are identified as follows:

- Pitshanger Park
- Havelock Cemetery
- Acton Park
- Trinity Way Nature area
- North Acton Cemetery
- Southfields Rec. Nature Area
- Ealing Common

These will be enabled to change status through the planning system.
6.3 Assessment of Need and Future Provision of Open Spaces

Replacement London Plan Policies

Policy 7.18 of the Replacement London Plan seeks to ensure that future open space needs are considered in planning policies for Opportunity Areas. In this regard, new public open space is proposed as part of the Southern Gateway site in Park Royal Opportunity Area, and Southall Gas works site in Southall Opportunity Area.

Open Spaces Audit and Strategy 2010/11

PPG 17 sets out a requirement for Local Authorities to undertake a robust assessment of existing and future needs of communities for open spaces. In 2010, Ealing undertook an assessment and an audit of all types of public and private open spaces in the borough which is set out in the Background Paper 3 to the LDF.[52] The majority of changes consist in minor boundary adjustment or reflect current management adjustments. A number of sites were identified as needing a more detailed review. Those were categorized by function and by size according to PPGA and London Plan classifications.

The aim is to scope deficits and surpluses in different areas for different types of open spaces as a starting point for identifying the strategy at the local level and undertake the effective planning needed to address deficiency through the Local Development Framework with appropriate policies and proposals incorporated in Development Plan Documents. Consideration was also given to identifying spaces that there might be scope to improve.

The audit also identifies a number of new sites of importance for nature conservation in Ealing as well as boundary adjustments to existing sites based on the 2005 GLA and Ealing joint review, which was subject to LDF consultation in 2007 and 2009 as well as to scrutiny from representative bodies.

The assessment of deficiencies in the accessibility and quality of public open space (POS) and Major spaces of nature conservation will be carried out by Greenspace Information for Greater London (GIGL).

Figures that were produced by the Audit on the amount of POS in the borough have enabled mapping to be produced to represent inequality of provision across the borough. By factoring in Ealing’s Population Projections by Ward, this shows how the situation will evolve in neighbourhoods looking at the quantity of open space available per capita in 2011, 2016, 2021 and 2026. The changes are show in Figures 26 and 27, and key findings are outlined below.

Figure 26: Public Open Space per 1000 People (Ha) 2011
Figure 27: Public Open Space per 1000 People (Ha) 2026
Open Space Audit Key Findings

Public Open Space per 1000 population: In 2011, the borough mean average stands at 1.95 hectares per 1000 population, however there is a significant range between those with the most and least POS per 100 population. North Greenford has the highest POS per 1000 population at 6.59 hectares, with Ealing Broadway having the least at 0.14 hectares per 1000 population. In general, the north western edge of the borough has a relatively high amount of open space per head of population, exceeding 4 hectares per 1000 population. However this is in contrast with Ealing Broadway, South Acton, Southall Broadway and Southall Green, which have less than 1 hectare per 1000 population.

Amount of POS as a percentage of ward area: There is significant spatial variation in the amount of POS as a percentage of each ward area. The highest percentage of POS within a ward can be found at North Greenford, with the lowest at Ealing Broadway. This pattern broadly conforms to patterns of urban density, with those most intensively developed areas having the lower amounts of POS proportionally. This highlights the need for growth areas to be creative in delivering open space in new developments, which will require considered design proposals and close liaison between Council Officers and the development industry.

Changes over the plan period: Reviewing the data as a time series allows us to identify the impact of growth based policies. Analysis of the POS maps confirm that Southall Broadway & Southall Green face a marked pressure over the plan period, falling into the higher tier of open space deficiency by 2026. It can also be noted that particular pressure builds within planned growth areas (centres and corridors), with existing deficiencies worsening over time.

One of the areas also facing pressure over the plan period is Acton, which is particularly deficient in public open space. The area is however well provided for in terms of Community Open Space. This may indicate that it would be appropriate to reclassify some of the space in Acton from community open space to POS. It would also indicate the importance of maximising the potential for public open space creation and existing enhancement through development schemes.

Priority areas: From this analysis, it can be concluded that there will be several key priority areas to be addressed over the plan period, if deficiencies are to be relieved. These will be primarily in Ealing Broadway, Acton and Southall.

Whilst useful conclusions can be drawn from the POS analysis, its limitations should be noted:

• It has only been possible to compare public open space within Ealing, and in reality, public space is used on a cross boundary basis (This is likely to be further investigated through the finalised Green Space Strategy).
• The mapping does not yet factor in new spaces already committed for the plan period, for example at Southall Gasworks and the Southern Gateway
• The population of some wards may be on the cusp of a particular provision threshold, with any minor fluctuation in population moving a ward into a new category
• Analysis at ward level ignores variations which may exist at a more local level
• This mapping only illustrates part of the story – covering POS only, and ignoring other types of open space. It does however cover all levels of POS, from pocket parks upwards
Open Space Strategy 2012

The analysis of findings of the Audit will lead to an Open Space Strategy being published in 2012. This will supersede the 2002 Parks and Open Spaces Strategy, which was limited to publicly accessible Open Space. The Strategy will propose solutions in order to address the deficiencies identified in the Audit and the GIGL assessment in terms of the provision and accessibility of open spaces, and deficiencies in access to nature in different areas of the borough. More than just allocating new sites in areas of deficiency through the Development Plan Documents of Ealing’s development Strategy, it will look at:

- In appropriate circumstances, the reclassification of community open Space as Public Open Space
- Improving accessibility through relevant physical works
- Providing better management solutions
- Making provision for a network or green ways through parks and open space in order to enhance their accessibility
- Consideration will also be given to the need for additional allotment space.

Quiet or relative quiet can also be key in determining the tranquillity of open space. The Strategy will also identify and designate quiet areas to ensure that residents enjoy this important amenity on their doorsteps.

6.4 Planned Open Spaces and new facilities

In advance of the final publication of the Open Space Strategy, the council plans to go ahead with the following projects to deliver new open spaces and facilities:

- Northolt and Greenford countryside Park: development of a unified parkland area and visitor centre
- Southall Gas Works: new open space to meet the needs arising from new residential development and deficiency in the area
- Southern Gateway (Park Royal) (further detail to be added once available)

Open Spaces Subject to Management Changes

The council plans to change the way the following open spaces are managed as described in Figure 28.
## Metropolitan Green Belt

### Northolt, Greenford

Land in Northolt South - Down Barns & Willow Tree Open Space: management for agriculture (Down Barns), West London Shooting Range (Down Barns), landscape interest & protection of mounted manor site (Down Barns).

Land from Lime Trees Park to the A40: management of recreational open space, golf course and education site;

Northolt and Greenford Countryside Park: development of a unified parkland area, and visitor centre at Northala Park

Northolt Golf Course and Medlar Fields – golf, new wetland/watercourses

Islip Manor - management of recreation & education open space

### Land in Greenford Southall Borders

King George’s field: development of a district park linking with open space across the canal in Hillingdon, in addition to projects and management matters referred to above, all Green Belt sites will be managed for informal recreation uses, the protection of nature conservation interests and should seek to enhance pedestrian and cycle links

### Metropolitan Open Land

**Acton Park** – development of a district park encompassing public parkland and private playing fields.

**Park Royal Twyford Abbey** – creation of public park to serve residents and workers, consistent with Heritage Land designation

**Ealing Common** – management for informal recreation, amenity nature conservation and occasional public events.

Hanwell cemeteries: maintenance of nature conservation value and dignity of secluded cemeteries with eventual possibility of open space use; public realm improvements along A4020 frontages.
**Brent River Park and adjacent MOL**

Brent River Park (BRP) - sensitive management of this public parkland for amenity, nature conservation use, and as flood plain; scope for more intensive outdoor recreation uses in the vicinity of Gurnell pool, subject to addressing flood risk issues; improved athletics track and sports facilities. Refurbishment of stable block and animal centre Norwood Green

Osterley: farm management to enhance nature conservation, education, tourism and recreation, including respecting heritage land designation due to association with Osterley Park.

Horsenden Hill Metropolitan Park: management for nature conservation and informal recreation; protection and enhancement of the canal side, with improved community facilities at Horsenden Farm. Refurbishment of bowling green clubhouse and changing rooms, and installation of a MUGA

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**Re-classification of Open Spaces**

The following open spaces will be re-classified and new facilities may be developed at these locations:

- Hanger Hill – development of a district park, encompassing the public park, former Fox Reservoir and playing fields; management of the remainder of the land for nature conservation, and beech planting alongside North Circular Road.

- Ealing Green, Walpole Park, Culmington tennis enclosure and Lammas Park – integrated management as a district park, protecting its historic park and heritage land status (Walpole Park). Refurbishment of buildings at Lammas Park.

**Defining Priorities**

Reference will be made to the Open Space Strategy (informed by the POS audit) to define priorities for areas of spend through s106 and CIL.
7. Cemeteries Provision

7.1 General Policy Context
The Ealing Cemetery Service operates in accordance with the 1977 Local Authorities Cemeteries Order and earlier burial and public health acts under which the council has the duty to dispose of the dead, maintain cemeteries and preserve records.

In Ealing, in line with general national trends, cremation accounts for 70 per cent of all human remains disposals. However this is not completely accountable to choice as the lack of locally accessible and well-managed cemeteries constrains the availability of burial space. Furthermore, there is no statutory requirement for public authorities to provide residents with a place of burial. To make space, the 1977 Local Authorities Cemeteries Order reduced the use of “private” or “family” graves from perpetuity to 100 years. The London Local Authorities Act 2007 gives burial authorities power to disturb human remains in a grave where burial rights have been extinguished where the intention is to increase the space for interment in the grave. Local Authorities use pricing as a mechanism to manage demand.

Regional Policy on the Provision of Burial Land
The Draft 2009 Revised London Plan asks boroughs to protect existing burial space and to promote the different type of provision requirements through the LDF, including for those groups for whom burial is the only option. Provision should also be made on the principle of proximity to local communities.

7.2 Existing Infrastructure and Capacity of Cemeteries
As detailed in Figure 29, Ealing runs five cemeteries, three of which (Acton Cemetery, Hortus, Havelock Cemetery and South Ealing Cemetery) have reached full capacity and are only used for burials in re-opened family graves. Although reusing graves is possible once the 100 years lease has expired, this is a very complicated and costly operation. Acton and Hanwell Cemetery, which is located in Ealing, has availability only for vaults, however the premises come under the management of the City of Westminster. A map of existing cemeteries is provided at the end of this section (Figure 30).

At present, available burial services and facilities are concentrated at Hortus and Greenford Cemeteries. Hortus Cemetery is predicted to have reached full capacity by the end of 2010. Greenford and Hortus Cemeteries offer plots for the burial of cremated remains.

Greenford Cemetery should be able to accommodate the mainstream population need for graves for the next fifteen years (based on a standard of 1000 graves per ha). If the part of Greenford Cemetery that is currently used as open space were to be redeveloped as a burial site, this would guarantee 10-20 extra years of provision. If the adjacent Wolffield allotments south of the cemetery were to be redeveloped, this could ensure provision for an extra 15 years. Projections on the future need for burial space are based upon past trends.
Impact of Cultural Specificities on the Provision of Burial Space in Ealing

In the context of scarce land resources, the cremation of human remains is an alternative solution to burials. However, the Muslim faith disapproves of this practice. This makes burial the only option for many people within the borough. As such, 50 per cent of all burials in Ealing are Muslim burials. This uses up more space than burials of other religions as Muslim burial law prevents burial plots to be vertically shared. Although sections of Hortus and Greenford cemeteries are reserved for Muslim burials, space is running out and amenity space in Greenford Cemetery has been reallocated to make way for new burial ground.

There is also an obligation for burial plots to be at a walking distance from a Mosque and the location of Greenford cemetery does not however meet this requirement. The bulk of Ealing’s Muslim practicing community is located in Southall. As a result of these constraints, there is a distinct requirement from the Muslim community for additional burial space, with appropriate services and facilities to be provided somewhere in Southall.

7.3 Potential for Additional Cemetery Sites

In accordance to the London Plan, Policy 5.7 of the Development Strategy sets out the need to “provide additional burial land”. The council commits to protect existing sites, maximise use and identify additional burial land located to serve the parts of the borough experiencing significant shortage. Provision will be informed by a detailed review of burial space need in the borough over the plan period.

Cemeteries were originally designed as attractive places to visit in their own right. Urban burial grounds were indeed envisaged as Public Open Spaces. PPG17 “Planning for Open Space, Sports and Recreation” includes cemeteries within its open space typology. All of Ealing’s cemeteries are designated as open spaces.

The management and provision of burial grounds will need to considered as part of a later stage in the delivery of Ealing’s Open Space Strategy the key findings and conclusions of which are due to be published in late summer 2010. The potential of converting under-used or disused
allotment plots into burial sites in the Southall area will be investigated, as will the option of providing publicly accessible woodland natural burial sites.

The cultural sensitivity of different faith groups to the behaviour appropriate to these premises however needs to be taken into account when considering the classification of burial grounds as open spaces and the management of cemeteries is particularly sensitive to such issues.

7.4 Funding

A budget of about £500,000 is required to bring the extension of Greenford Cemetery into use, although there is no current source of funding. No costings have been produced for the redevelopment of the Wolfield allotments south of the cemetery.
Figure 30: Location of Existing Cemeteries
8. Culture, Sports and Leisure

8.1 Swimming Pools

Swimming pools are an important community resource and contribute to the health and well-being of residents, encourage the participation of residents in sport and leisure, and are used by both schools in teaching and encouraging swimming and used for educational and competitive purposes by swimming clubs.

The LB Ealing Aquatic Strategy\(^53\) included seven strategic aims of which one is particularly relevant in terms of delivering infrastructure. This is to “provide a network of high quality, purpose built swimming pool facilities geographically spread to meet the needs of existing and future users in Ealing”. This aim is delivered in a number of ways:

- To increase the number and quality of swimming pools in Ealing available to the general public
- To increase the amount of flexible water space which can be adapted and programmed for a variety of uses
- To develop new pool facilities in areas of the borough identified as a geographical priority through increased population projections and/or lack of access to existing facilities
- Develop new facilities which are environmentally friendly and energy efficient keeping the carbon footprint to a minimum

In order to facilitate this change a study was commissioned through Sport England to do a supply and demand analysis of swimming pools in Ealing to determine how the supply of swimming pools compares to the current population, how it would relate to future population growth, and to what extent the current plans for developing the swimming pool offer will meet future demand. This supply and demand analysis includes both the actual amount of swimming pool space, and the accessibility of these pools in relation to the location of population.

This section draws upon the Sport England Report\(^54\). We use this to determine what extra swimming provision is needed in the borough over the lifetime of the Development Strategy 2026 and how this will be delivered.

Publicly Accessible Swimming Pools

It is important to note that the Sport England analysis included all pools (over 160m\(^2\) – or 20m x 8m) which are accessible to the public. This included both council owned pools as well as privately owned pools which are available to the public. However it must be borne in mind that there are further issues of cost which may affect the accessibility of these pools to local residents.

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\(^{53}\) Ealing Aquatics Strategy 09 – 12 (Active Ealing)
\(^{54}\) Ealing Borough Council Provision for Swimming Report (Draft Report, March 2010)
There are 10 publicly accessible swimming pool sites in Ealing. These are:

- Acton Swimming Baths (Council owned)
- Gurnell Pool and Leisure Centre (Council owned)
- Northolt Leisure Centre (Council owned)
- Dormers Wells Leisure Centre (Council owned, dual use)
- David Lloyd Leisure Centre (Privately owned members only)
- Eden Fitness (Privately owned members only)
- Eight Level Health and Fitness (Privately owned members only)
- Gold’s Gym (Privately owned members only)
- Virgin Active Ealing (Privately owned members only)
- Virgin Active West London (Privately owned members only)

This includes four council owned sites (three council owned and one dual-run pool with a school), and six privately owned sites. These sites represent 23 per cent of the total swimming pool space across the 6 boroughs in the study area. The geographical location of these pools is shown in Figure 32. There are an additional 36 sites, which are considered in this study, which are located in the five neighbouring boroughs.

**Current Provision of Swimming Pools in Relation to 2010 Population**

In terms of accessibility to swimming pools, the analysis shows that all of Ealing’s population have access to at least two swimming pools within a 20-minute drive time catchment. Seventy-one per cent of all journeys to swimming pools are made by car.

However, when considering accessibility to swimming pools by foot, 14 per cent of the borough’s population live outside a 20-minute walk of a swimming pool. Currently, only 22 per cent of journeys to pools are taken on foot.

In relation to the quantitative amount of swimming pool space available to residents (measured by the number of visits made to pools, and the capacity of visits which pools can support). It is estimated that pools across the borough are at 65 per cent capacity during peak times. However, to avoid crowding, once pools reach 70 per cent of actual capacity they are judged as being beyond their functional capacity. This suggests that the current demand for pools is very near to the total supply of pools, as at 2010 population. There is therefore limited capacity available in the borough’s swimming pools to support further increases in demand.

There are particular issues of capacity at Northolt Leisure Centre, Acton Baths (due to close in November 2011) and Gurnell Leisure Centre. These are all council owned facilities.
It is also worth noting that although the current supply outweighs demand, there is a proportion of this demand that is considered as unmet demand, as some residents are forced to attend a pool outside the borough as there is no pool in Ealing which is within the 20 minute walking catchment.

The amount of this unmet demand is 8 per cent of total demand. The locations of this unmet demand are generally in the peripheries of the borough, at the western edge of the Greenford/Northolt/Perivale area, and the northern parts of the Acton area. If only Council owned facilities are considered then the areas outside of any pool catchment are identified as large parts of Central Ealing and between Central Ealing and Acton.

Cross-borough Provision

When considering how residents use swimming pools, we must consider that the customers for swimming pools do not reflect local authority boundaries. Many residents, due to the location, quality or cost of pools, will use facilities outside the borough. In addition, residents outside the borough may travel into Ealing to use Ealing facilities. These factors are considered as part of the analysis by including all pools within a 20-minute drive of the borough, extending the study area to the five neighbouring boroughs.

Currently 72 per cent of all demand for swimming pool space is met by pools within the borough. Of the 28 per cent of demand exported, the main movements are to Hounslow (13 per cent) and Hillingdon (8 per cent). In addition, many residents in other boroughs travel into Ealing to use pools. Ealing is currently a net-importer of trips to swimming pools. People mainly travel into Ealing from Brent and Hillingdon.

Future Demand and Supply

The supply and demand analysis projects what impact population growth will have upon the current supply of swimming space. To do this the study used both population projections and new housing allocations to determine the increase in demand by 2021. It also included a one per cent annual increase in participation of swimming, in line with national targets around increasing participation.

The supply side assumption is that Acton Swimming Baths will be replaced with a new facility including an 8 lane twenty five metre pool with a sixteen by twelve metre teaching pool and Gurnell Leisure Centre will be rebuilt or redeveloped to include an 8 lane fifty metre pool with a sixteen by twelve metre teaching pool.

Between 2011 and 2021 the LBE total population is projected to increase from 323,150 people to 337,600 people. This is an increase of 14,450 people, or 4.4 per cent. These projections are in line with the GLA special projections for Ealing and include housing figures taken from the 2009 GLA housing targets.

This increase in population means a relatively small increase in the overall demand on swimming pools. The analysis calculates the demand on swimming pools will increase by only 2.5 per cent across the borough by 2021. This equates to 65m2 of swimming pool space – a 25m x 4 lane pool is 212m2. This means an extra 30 per cent of one pool is needed by 2021 to meet additional demand.
The increase in demand is less than the increase in population growth due to the aging population in the borough in the same time period, meaning less use of swimming pools, so any increase in demand as a result of new population will be offset by less use by the existing population.\textsuperscript{55}

So the magnitude of the projected population increases and including the LBE housing allocations does mean a very limited projected increase in swimming demand. Therefore the increase in demand generated by the population increases can be met, without the need for an increase in the quantity of swimming pools.

The analysis also considered what impact measures to increase participation in swimming would have on demand. If participation rates were increased by one per cent per year, then there would be a projected 12.7 per cent increase in total swimming demand. The impact of the projected population increase and new housing allocations was to increase total demand for swimming by 2.5 per cent. It is therefore the demand increase from sports development and intervention that has the greater impact on swimming demand than the demographic changes. As a result there is an actual increase in unmet demand within Ealing, meaning some of this increase as a result of rises in participation rates would be met by travelling to pools outside the borough.

So the projected changes on the demand side between 2010 – 2021 is creating additional demand for around one good size swimming pool, approximately 225 square metres of water space, which would fill a “gap in the Ealing swimming pool supply”. More water space will be needed in the proposed redevelopments do not take place or fall short of the desired pool size. If commercial pools are excluded from the analysis it is estimated that 275 square metres of additional pool space is needed to meet the demand for swimming in 2021.

In addition to the analysis for generic swimming participation, Ealing also has to consider the impact of Ealing Swimming Club usage. The size and popularity of the club, amongst people of all ages and abilities, raises demand above the normal levels considered through the Sport England process, thus demand for pool space is very likely to be higher in Ealing than that shown in analysis, due to the range of activities currently delivered by the largest swimming club in the country for people of all ages and abilities.

There is also an important issue of the quality of swimming pools available, not just the quantity of pool space available. The existing swimming infrastructure will have aged by 11 years between 2010 and the outset of the current swimming pool strategy of 2021. This means that although there is capacity in existing pools, investment is required to address the quality of swimming pools available. Future feasibility work should also be undertaken to determine the future options for Dormers Wells Leisure Centre pool, built in 1972; should the pool be refurbished or rebuilt on the same site or replaced by a pool at a different location.

Another issue to consider is the imbalance in the size and ownership of the swimming pools in Ealing, the 4 public pools have significantly more water space than the 6 private pools, however the network of private pools is bigger but with a membership system, which restricts access for some user groups.

**Strategy for Providing New Pool Facilities**

The strategy for increasing the quality of provision, plus small increases in capacity, is provided in Figure 31, and the location of current provision and proposed expansion shown in Figure 32.

**Figure 31: Swimming pool investment strategy**

<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
<th>Cost</th>
<th>Timescale</th>
<th>Funding source / delivery mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Acton pool provision</td>
<td>Replacement as part of Town Hall redevelopment project.</td>
<td>£14m for pool</td>
<td>2014 – 2015</td>
<td>Developer contributions plus Council enabling and mainstream budget.</td>
</tr>
<tr>
<td></td>
<td>25m x 8 lane pool plus 16 x 12m teaching pool with moveable floor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gurnell Leisure Centre</td>
<td>50m x 8 lane pool plus 16 x 12m teaching pool with moveable floor</td>
<td>£21m</td>
<td>2011-2015 /</td>
<td>TBC</td>
</tr>
<tr>
<td>redevelopment</td>
<td></td>
<td></td>
<td>2016-2021</td>
<td></td>
</tr>
</tbody>
</table>

In addition, there is a recognised need to improve the accessibility to or provision for residents in Southall and Acton. It may not be possible to provide new facilities in these areas due to a lack of available space (though identifying suitable sites has not been ruled out) and for funding reasons. However, improvements to nearby facilities may improve the level of service available to residents in these areas. Future feasibility work should be undertaken to determine the future options for Dormers Wells Leisure Centre pool, built in 1972 to ascertain future options including refurbishment or rebuilding on the same site or replaced by a pool at a different location.

However, returning to the supply and demand analysis and considering this investment programme, it is worth bearing in mind that the overall capacity of swimming pools in the borough may only increase slightly as a result of this capital programme, as it is focused around replacement rather than new provision. Supply only outweighs demand slightly as a result of this investment, and factoring in possible increases in participation, there is a rise in the level of unmet demand. In addition, the new investment does not change the accessibility of swimming space. Although all residents are within a 20-minute drive of a swimming pool, 15 per cent of residents are outside a 20-minute walk of a pool.

This unmet demand equates to the equivalent of one 25m x 4 lane pool. However, this unmet demand is fairly evenly spread across the borough, so cannot easily be remedied by a new swimming pool which would only have an impact upon a particular location. This unmet demand may be managed by how existing pools are run and managed, rather than providing new space.

It is also worth bearing in mind that the 10 sites which provide swimming space for the borough includes six sites which are privately owned and run and therefore outside the control of the council. Pricing policies and access arrangements in this provision may exclude some people, despite being considered publicly accessible for analysis purposes.
Figure 32: Swimming Pool Provision and Proposed Expansion
Delivery and Costs
Further detail will be included in future iterations of this Plan.

8.2 Sports Halls
Publicly accessible indoor sports facilities in Ealing are provided through both the public sector as well as privately run facilities. This chapter examines the current supply of and demand for indoor sports facilities, and goes on to assess how supply and demand will change between 2010 and 2026, taking into account population changes and the impact of new residential development.

This will identify what additional indoor sports facilities will be needed, and goes on to describe how this will be delivered through identifying where, when and how new indoor sports facilities will be delivered. The analysis in this report is taken from the Sport England Facilities Planning Model produced for LB Ealing\(^{56}\).

Current Provision
There are currently 12 publicly accessible indoor sports hall facilities in Ealing, as well as two Community Centres, which have spaces large enough to accommodate indoor sports. For the purposes of the Sport England analysis the following Ealing hall facilities were included and all will be referred to as sports halls in this document:

Facilities managed by the council:
- Northolt High Sports Centre, dual use facility shared with the High School (Northolt)
- Elthorne Sports Centre, dual use facility shared with the High School (Hanwell)
- Greenford Sports Centre, dual use facility shared with the High School (Greenford)
- Reynolds Sports Centre, dual use facility shared with the High School (Acton)
- Southall Sports Centre, dual use facility shared with the Ealing, Hammersmith & West London College (Southall)
- Twyford Sports Centre, dual use facility shared with the High School (Acton)

Facilities managed in partnership with Greenwich Leisure Limited (GLL):
- Dormers Wells Leisure Centre, dual use facility shared with the High School (Southall)

• Gurnell Leisure Centre (Ealing)

Facilities managed by Ealing’s schools:
• Brentside High School, (Hanwell)
• Featherstone Sports Centre (Southall)
• West London Academy Sports Centre (Northolt).

Community Centre facilities:
• Perivale Community Centre
• Hanwell Community Centre (2 sports hall size spaces)

However, facilities outside the borough boundary can also be taken into account, as many people will travel to facilities outside the borough if such facilities are deemed as a favourable facility due to it being more accessible, of a better quality, or better value for money. The analysis therefore considers facilities in Ealing’s 5 neighbouring boroughs. This totals 65 facilities. (See Section 13 of the IDP relating to adjacent borough infrastructure provision, including mapping.)

Sports halls are generally measured by the number of badminton courts they contain. The vast majority of Ealing’s sports halls are four badminton court-size, with nine of the 12 sites of this size. The remaining three are three, six and seven badminton court-size sports hall.

Supply and demand for sports halls is measured in the total number of visits, in terms of how many visits are made by the public in relation to the total number of visits a sports hall can accommodate. This capacity is taken as the capacity across the peak period (40 hours per week), with a ‘comfortable’ capacity taken as 80 per cent of actual capacity. This comfort factor is needed as above this limit facilities are not usable due to crowding.

In 2010 total capacity for sports halls in Ealing at its 12 sports halls sites is 10,200 visits, whilst total demand is 15,600 visits. So total demand for sports halls in LBE in 2010 exceeds total supply by 5,400 visits. Or put another way total sports hall capacity in LBE is some 65 per cent of total demand.

Of the total demand of 15,600 visits, some 13,900 visits are satisfied demand. This means that 89 per cent of the total LBE demand for sports halls is within the catchment area of a sports hall, and there is enough capacity at these sports halls to absorb the demand. However not all this demand will be met at Ealing’s 12 sports hall sites. The demand not met either due to it not being within a catchment of a sports hall, or the sports hall within the catchment being over-capacity is known as unmet demand.
In terms of accessibility to sports halls, 20 per cent of all visits to sports halls are made on foot. 76 per cent of visits to sports halls are made by car. All of Ealing’s residents have access to at least five sports halls within a 20-minute drive. Twelve per cent of Ealing’s population are outside a one mile/20 minute walk catchment of any sports hall. Twenty-six per cent of the population are within the walking catchment of only one sports hall.

There is an area to the west of the Northolt area, and an area in the South East of the Borough, in the Acton area, which is outside a 20 minute or one mile catchment of a sports hall.

Only 57 per cent of its residents demand for sports halls is met at the 12 LBE sports hall sites. This is quite a low level of retained demand. Some 43 per cent of the total LBE demand for sports halls which is met is exported, including 20 per cent going to Hillingdon, and 19 per cent going to Hounslow. Ealing also imports some demand, with 14 per cent of its total demand being imported from other areas, including five per cent from Brent and four per cent from Harrow.

In conclusion, taking into account the levels of unmet demand, and the accessibility analysis, there is currently unmet demand equating to eight badminton courts, the need for which is generally spread evenly through the Borough but more pronounced in the South East of the Borough in the Acton area.

**Required Supply**

The analysis work undertaken with Sport England included the assumption that 5 new sports hall facilities would become available for regular community use at locations across Ealing. The analysis sought to determine if this level of investment proposed under the cancelled Building Schools for the Future programme would be sufficient to meet future demand between 2010 and 2021. This analysis which measures the future required supply of sports halls also included a further 12 sports halls which were planned to be built across the 5 Boroughs which make up the study area.

Even though no replacement funding has been identified, the analysis found that even with the 5 additional sports hall facilities available to the community by 2021, there would still be a significant level of unmet demand in Ealing. Of the 5 additional facilities mentioned, the Ellen Wilkinson School for Girls opened a new four court sports hall and the new Cardinal Wiseman HS facilities will include a four court sports hall. In order to meet existing and future demand it is vital that these facilities are available for regular community use at an affordable price.

The proposed redevelopment of the Villiers HS and Drayton Manor HS sites to include new four court sports halls and the building of the new high school in the Greenford area to also include a four court sports hall as a minimum have been put on hold pending the identification of alternative funding to BSF. Alternative sources of funding need to be identified to deliver the planned new facilities either on or close to the identified school sites.

In terms of accessibility, the planned programme of investment would have improved the accessibility of sports centres by foot. Following the planned BSF-led investment, only five per cent of Ealing’s population would live outside a 1 mile/20 minute catchment of a sports hall, compared to 12 per cent in 2010. Fifty-two per cent would live within the walking catchment of at least two sports halls, compared to 28 per cent in the baseline analysis.
However this strategic assessment still leaves some issues that need to be answered moving forward. The first relates to the actual accessibility across these 17 publicly accessible sites. Those sites modelled include school facilities and private facilities, which although publicly accessible, may have issues relating to either the cost of access or not being accessible at times of need. This also applies to the projected demand and supply analysis in 2021, where the increase in supply of sports halls was part of the BSF programme. Once alternative funding sources have been secured to deliver these schemes, the degree to which these facilities are publicly accessible depends on the price of these facilities and how they are managed and run. These issues will be factored into the future modelling process.

**Strategy for Providing New Sports Hall Facilities**

This section provides detail regarding the investment into sports halls which was planned via the BSF programme. The capital and revenue cost of the new facilities proposed at Villiers HS, Drayton Manor HS and the new high school in Greenford facilities was to be met through the BSF programme. The facilities were to be managed by LB Ealing Environment and Leisure Directorate.

The redevelopment of Cardinal Wiseman HS has gone ahead under the BSF programme and as such community use will be funded through the BSF programme. The new sports hall at Ellen Wilkinson School for Girls was not built with BSF funding therefore an alternative source of funding must be sought to ensure much needed affordable community use of the new facility.

A possible alternative or additional idea to locating new indoor sports facilities on school sites is to look at the collocation of indoor and outdoor sports facilities at the sports grounds identified as of strategic importance as multi sport multi pitch sites. This would mean that facilities would be accessible during the day, as well as during evenings and weekends.

Alternatives to a traditional four court sports hall construction should also be considered, including air domes and covered structures. These should ideally be located alongside existing ancillary facilities thus saving money by capitalising on existing operational and management arrangements and widening the range of sports facilities at a particular site.

All existing and new sports halls and other sports facilities on school sites should be available for community use outside of school hours, at a reasonable price and with appropriate staffing and management systems in place. Refer to Figure 33.

**Health and Fitness Centres**

Sport England defines health and fitness centres as those facilities providing fitness stations for both cardiovascular and strength training, more commonly known as gyms, and excludes spaces for aerobics and dance activities. Using data from Sports England and the council it is estimated that there are 28 health and fitness venues in the council providing 2067 health and fitness stations across the borough.

57 Sports England defines health and fitness suites as facilities providing fitness stations for both cardiovascular and strength training (gyms) excluding facilities for aerobics and dance activities.
Figure 33: New/Expanded Sports Halls (subject to DFE review of Capital spending)
Eleven venues are available to the public on a pay and play basis, mainly on Council owned and school sites, 15 are for registered members only, mainly in the commercial sector and 2 are for school use only. In terms of availability for the wider community, 570 stations are there for pay and play use (28%), 1454 are for registered members only (70%) and 43 (2%) for private use.

There are also a large number of centres outside the borough. With 7.27 stations per 1000 population, Ealing is ranked ninth out of Local Authorities in London (excluding the City of London), a figure that is higher than the London and the national average. Walking access to facilities is the best indicator of accessibility to this type of facility as all residents live within a 10-minute drive of a number of centres, not necessarily in the borough. Public transport access is also good with all residents within a 20 minute journey time. Access on foot is excellent, and almost all local residents live within a 20 minute walk, which is within normally accepted levels.

**Future demand for Health and Fitness Centres**

Based on the estimate from the Active People survey [add link] that 10.6 per cent of the population participate in health and fitness on a weekly basis, as well as indicators of peak use, a total of 1,536 stations are required during the peak time period to accommodate current levels of demand. According to Active Places Power the current community accessible supply is 2,024, which equates to a surplus of 488 stations. This is largely explained by the good accessibility to facilities in the wider area, the likely import of demand from outside the borough and the probability that centres are used straight from work by people who live outside Ealing, but travel through or work in Ealing.

High demand has been experienced at Northolt Leisure Centre, Gurnell Leisure Centre and the women only gym at Southall Sports Centre especially at peak times, however there is little justification for additional health and fitness clubs at this stage, though any commercial reaction to increases in demand would probably not cause harm to existing facilities.

On the basis of the current level of provision of 2024 stations, the equivalent of 6.3 stations available for community use per 1000 population and the same level of participation as now and an increase of 3.8% in the active population, there is a potential need in 2021 for a total of 2101 stations or 42 centres, an increase of 77 stations, or the equivalent of a further 1.5 50 station centres.

If there was to be a 10% increase in participation on top of the active population rise, then there is a potential need for 2311 stations or 46 centres, the equivalent of a further 5.5 50 station centres.

**Future Provision**

Projects to improve and expand pay and play community access gyms in the future include the following; new replacement facilities in Acton town centre leisure complex will include a much larger gym than is currently available at Acton Baths. This is to meet expected demand in the area and to make the new facility viable and sustainable in the future. The new extension to the women only gym in Southall Sports Centre opened early in 2011, This expansion is directly related to an increase in demand from women using the centre from the local area. Gurnell Leisure Centre experiences very high usage at peak times and is considering options for expanding the number of stations available on site. New gym facilities will also be considered for multi pitch multi sport sites, to compliment the outdoor facilities available and to meet the demand from users for better quality and wider ranging ancillary facilities.
**Indoor Bowls**

There are no indoor bowls centres in the borough although there are four facilities outside Ealing within a 20 minute drive time catchment and a further 5 within a 20 – 30 minute catchment. As a result, provision is lower than the London and national average. Anticipated demand suggests that there is a shortfall of over 2000 visits per week.

There are 14 London boroughs without indoor bowls provision. London provision is very low compared with the national average, which itself differs from region to region. Consideration could be given to the provision of one 6-rink centre in the centre of the borough, which would serve the borough’s population. At current participation levels and considering an increase in the 55+ age group of 23 per cent, the survey findings indicate a need of up to 7.5 rinks/1+ centre. A 10 per cent increase in participation suggests the need for up to 8 rinks/1.25 centres.

Bowls is a club-based sport, and any new facility development would depend on clubs taking on the initiative. The viability of such a facility in Ealing would also depend to some extent on the usage and capacity of other nearby centres. Any new facility would ideally complement existing outdoor provision and be located close to known demand. There are no immediate plans to build an indoor bowls facility in Ealing a thorough feasibility study would need to be undertaken before any future investment was made.

**Indoor tennis**

There is one indoor tennis facility within Ealing based at Ealing Lawn Tennis Club, comprising three courts. The club is managed by a community organisation. It was built in 1989, refurbished in 2004 and is in a good condition. A wide range of social and competitive tennis is played at the club which attracts a wide adult and junior membership from across London and Middlesex.

In addition there are three other tennis centres outside Ealing within 20 minutes drive of the middle of the borough, and a further 15 centres within a 20-30 minutes drive.

With 0.01 facility per 1000 people, provision for indoor tennis in Ealing is only a third of the national and regional average and the 19th best London Borough. On the basis of the average provision in London of 0.03 courts per 1000, there is a shortfall of about seven courts.

In accordance with the Comprehensive Performance Assessment (CPA) recommendation that all residents should be able to travel to a facility within 20 minutes, all residents in the borough are within a 20 minutes drive to an indoor tennis court, and half within 10 minutes. The western part of the borough has slightly lower accessibility in terms of travel time.

The LTA confirm that one indoor court can serve 200 regular tennis players. On this basis of the recommended level of provision stated, the rise in the population and an increase in the active population of 3.8% the demand in 2021 would be for a total of 16 courts, if there were to be a 10% increase in participation levels then 18 courts would be needed to fulfil demand.

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58 The club is an LTA elite club having attained both LTA Clubmark and Satellite Performance status in 2009.
However this shortfall is mitigated by the availability of facilities in neighbouring boroughs and the fact that provision is dependent on commercial opportunities for clubs. It is therefore reasonable to conclude that a further seven courts are justified to bring local provision up to the London Average, which establishes the desirable level of provision (1-4 court centre per 125,000 people).

Indoor tennis is usually either club based, or operated in the commercial sector, and future provision would therefore depend on the particular needs of clubs, or a commercial opportunity arising.

**Boxing**

There are three amateur boxing clubs in Ealing, the Hanwell School of Boxing is located off Northfields Avenue in Hanwell and Northolt Boxing Club is based at Rowdell Road in Northolt. There is also a multi discipline club in Park Royal, Acton which offers Boxing activities. A number of sports centres also offer non-contact boxing or boxercise activities in dance studios or ancillary halls.

There are currently no plans to develop another boxing facility unless it was to upgrade and improve existing provision by relocating Northolt Boxing Club to a more appropriate facility.

**Climbing**

There are currently two climbing walls in Ealing, one at Featherstone Sports Centre, opened late in 2010, the other at West London Academy Sports Centre, built in 2008. There are also climbing facilities in neighbouring boroughs, including the climbing centre at Westway Sports Centre, one of the best facilities in London. There are also climbing walls at Brunel University Sports Centre, Harrow Leisure Centre and Heathlands School in Hounslow. There are currently no plans to install more climbing walls but if that decision changed then provision would be towards the centre or east of the borough.

**Squash**

There are 3 squash facilities in Ealing, comprising 7 courts, 2 are based within private members only health and fitness clubs and the third is located at a sports club in Acton. The Active People survey results indicate that Ealing has a higher participation rate amongst men than West London, London and nationally, but a lower rate across the same areas for women’s participation. This is surprising when you consider the relative lack of both public and private facilities in Ealing. The survey doesn’t indicate any significant future demand for squash in Ealing. There are currently no plans to build new squash courts in Ealing.

**Gymnastics and Trampolining**

Ealing currently does not have a dedicated gymnastics trampolining facility. There are a number of specialist facilities of this type within a 15 - 20 mile radius which include facilities in Hayes, Heathrow, Hendon, Camden, Richmond and Harrow.
A central daytime access dedicated facility would have a positive impact on the delivery of community, school and club based gymnastics and trampolining in Ealing.

Ealing has an aspiration to build a permanent purpose built facility to provide Ealing residents of all ages and abilities the opportunity to take part in gymnastics and trampolining at a dedicated facility, ideally located centrally with good road and public transport access. British Gymnastics has identified that there is a need for a dedicated facility in Ealing.

8.4 Playing Pitches

Ealing Council owns and manages a portfolio of outdoor sports pitches used by a variety of teams, for both formal and informal recreational activity.

In 2007 Ealing Council commissioned a Playing Pitch and Outdoor Sports Assessment, using PPG17 as a basis, its companion guide, the National Playing Fields Association (NPFA ) Guidance and other local context. The methodology used was based on Sport's England Playing Pitch methodology, the use of team generation rates (as advised by Sport England) and a qualitative assessment of need and provision. As part of Sport England’s Facilities Improvement Service Programme, the council’s provision of outdoor sports facilities has been reviewed.59

The Facilities Improvement Service aims to facilitate strategic change management within Local Authorities to improve the way in which they plan for sports recreation using key strategic tools such as ‘Active Places Power” designed to assess supply and demand. This will lead to the provision of sports facilities being provided in a needs- led fashion and to an improved use of finance, procurement and management.

The “Draft Sports Facilities Strategy for Ealing 2010-2021” which has resulted from the review incorporates population projections and estimates for the borough for 2021. A summary of the supply and demand analysis is provided for each sport, followed by the strategy for addressing any supply and demand issues and makes a number of recommendations as to how outdoor sports facilities can meet identified needs up to 2021.

LBE December 2009 Population Projections

The council’s borough population estimates and projections (December 2009) were adapted to identify the relevant age groups for outdoor sports, and are based on the needs of Sport England’s methodology as set out in ‘Towards a Level Playing Field’. The main implications for outdoor sports to arise from these population figures (shown in Figure 34) are as follows:

• The total population is anticipated to increase by 8.1 per cent, but the active population (i.e. six to 55 years) by only 3.8 per cent, reflecting an ageing population. The non-active population over 55 increases by 23 per cent, those under six by 12 per cent

59 This work has been undertaken by Genesis Strategic Management Consultants, based on the existing 2007 Strategy and Action Plan.
• The active population as a proportion of the total in 2006 is 73 per cent, but down to 70 per cent in 2021
• There are absolute increases in the population mainly affecting junior sports, ranging from 4-6 per cent for junior boys, to 18 per cent for junior girls and 15-16 per cent for mini sports
• There are absolute declines in numbers of both men and women from 16-45, (affecting adult football, rugby, etc) and men 18-55 (cricket), though the number of women 18-55 increases slightly
• It is not simply a matter therefore of increasing demand for sports pitches in accordance with the overall increase in population

Figure 34: Outdoor Sports Participation Rates by Age

<table>
<thead>
<tr>
<th>Sport</th>
<th>Age Range</th>
<th>Gender</th>
<th>2006</th>
<th>2021</th>
<th>% Change 2006 to 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-active</td>
<td>0-5</td>
<td>Mixed</td>
<td>25250</td>
<td>28150</td>
<td>11.5</td>
</tr>
<tr>
<td>Mini football</td>
<td>6 to 9</td>
<td>Mixed</td>
<td>15300</td>
<td>17600</td>
<td>15.0</td>
</tr>
<tr>
<td>Mini rugby</td>
<td>8 to 12</td>
<td>Mixed</td>
<td>18600</td>
<td>21600</td>
<td>16.1</td>
</tr>
<tr>
<td>Junior football</td>
<td>10 to 15</td>
<td>Boys</td>
<td>11100</td>
<td>12300</td>
<td>10.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girls</td>
<td>10750</td>
<td>12700</td>
<td>18.1</td>
</tr>
<tr>
<td>Junior hockey</td>
<td>11 to 15</td>
<td>Boys</td>
<td>9250</td>
<td>10200</td>
<td>10.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girls</td>
<td>8950</td>
<td>10550</td>
<td>17.9</td>
</tr>
<tr>
<td>Junior cricket</td>
<td>11 to 17</td>
<td>Boys</td>
<td>13000</td>
<td>13900</td>
<td>6.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girls</td>
<td>12400</td>
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<tr>
<td>Junior rugby</td>
<td>13 to 17</td>
<td>Boys</td>
<td>9300</td>
<td>9700</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Girls</td>
<td>8800</td>
<td>10000</td>
<td>13.6</td>
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<tr>
<td>Jun rugby</td>
<td>16 to 17</td>
<td>Girls</td>
<td>3500</td>
<td>3800</td>
<td>8.6</td>
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<tr>
<td>Senior football &amp; hockey</td>
<td>16 to 45</td>
<td>Men</td>
<td>76250</td>
<td>70050</td>
<td>-8.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women</td>
<td>75650</td>
<td>75150</td>
<td>-0.7</td>
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<tr>
<td>Senior rugby</td>
<td>18 to 45</td>
<td>Men</td>
<td>72500</td>
<td>66350</td>
<td>-8.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women</td>
<td>72150</td>
<td>71400</td>
<td>-1.0</td>
</tr>
<tr>
<td>Senior cricket</td>
<td>18 to 55</td>
<td>Men</td>
<td>91000</td>
<td>89750</td>
<td>-1.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women</td>
<td>91800</td>
<td>95850</td>
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<td>73750</td>
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<td>Active population</td>
<td>6 to 55</td>
<td>Mixed</td>
<td>227100(73%)</td>
<td>235700(70%)</td>
<td>3.8</td>
</tr>
<tr>
<td>Total population</td>
<td></td>
<td>Mixed</td>
<td>312400</td>
<td>337600</td>
<td>8.1</td>
</tr>
</tbody>
</table>
Cricket

There are currently 45 cricket pitches across the borough in a variety of ownerships and tenures, of these 45 pitches, 36 are known to be available for community use on a regular basis. In addition to these pitches there are three privately owned cricket grounds with four pitches currently out of use. There are several Council owned sports grounds currently out of use, which could provide cricket playing facilities in the future.

Access to cricket facilities is similar to football as there is a good spread of pitches across the borough, but community access to school sites is limited and access to privately owned facilities is usually restricted to club members only, however, the majority of these clubs have an open membership policy and reasonable annual and match day fees which cover playing costs.

The vast majority of privately owned facilities have very good to excellent quality playing and ancillary facilities including changing rooms and social spaces and users of school pitches have by definition access to changing rooms and toilets. However, Council owned pay and play pitch sites have poor quality ancillary facilities. The playing surfaces and ancillary facilities of Council owned pay and play pitches remains inferior to privately owned and Council leased sites for the same reasons as previously mentioned.

Ealing has 9 men’s clubs designated by Middlesex Cricket Board as having the status of a focus club. Senior men's cricket is played on Saturdays and the nine focus clubs currently field 35 teams each Saturday. There is also one women's premier league cricket team based in Ealing with focus club status, who share an existing club ground and play on a Sunday. The nine clubs fielding men’s sides currently maintain 9 cricket squares in total. It is known from the number of recent enquiries made by local cricket clubs that there is a demand for club second grounds.

In addition to the 35 senior men’s teams playing as part of the 9 focus clubs there are an additional 57 senior teams playing on Council pitches on a pay and play basis, more of these matches are played on Sundays than Saturdays throughout the summer. There is also a large amount of informal cricket played in Ealing mostly in the Southall area, this is often hard to capture and therefore the actual demand could be higher than that indicated. In addition to the senior teams there are currently just under 850 juniors playing cricket for the 9 focus clubs. The Southall area has a very large number of juniors playing informal cricket including tapeball cricket played on hard standing areas.

There are currently 36 pitches of varying quality known to be available for regular community use; this indicates a potential surplus of 2 pitches by 2021. The demand is highest for better quality pitches for club use, this would indicate that Council owned facilities that are of poorer quality should either be closed/reduced or leased to clubs who could maintain the squares to a better standard, with the emphasis on opening new grounds for club use, where pitch quality could be established and maintained. This would lead to the supply of fewer Council owned pay and play pitches but more club operated grounds of better quality to meet 2021 levels of demand.

Future demand for quality club managed and maintained facilities could be met through bringing the currently closed facilities back into operation in line with demand increases for better quality facilities over the next 10 years. The Council owned pitches will be brought back into use through leasing agreements with local sports clubs who have Clubmark status providing playing opportunities for youngsters as well as or in preference to adults.

Through leasing arrangements with local clubs, a new cricket square will be installed at Popefield sports ground in Ealing and two installed in Spikesbridge Park in Southall. A cricket square will also be brought back into use at the former Liverpool Victoria sports ground in Acton.
If demand increases above the level indicated then consideration could be given to installing cricket wickets on existing winter sports grounds; at rugby or football clubs with the necessary space to accommodate a wicket. For junior cricket, artificial wickets may give greater match capacity, but these facilities are generally unsuitable for adult cricket.

To improve the quality of the playing surfaces and the ancillary facilities at Council owned sites, it will be necessary to focus resources on improving the quality of the multi pitch sites such as Rectory Park, Perivale Park and Warren Farm and close or seek alternative management arrangements for the smaller one pitch sites which are costly to maintain and do not attract season long bookings, but may be suitable as second grounds for the bigger cricket clubs in Ealing.

**Football**

There are currently 143 football pitches in total, in a variety of ownerships and tenures, 100 of which are senior and 43 junior, 13 sites are owned privately by schools or sports clubs and the remainder are Council owned and either solely used by schools, booked on a pay and play basis or are leased to local sports clubs. There are 28 sites, including 105 pitches, which are understood to be available for the wider community on a regular basis. In addition there are several pitches/sites, which are currently closed, including three owned by the Council with a total of 6 senior pitches and three privately owned also with a total of 6 senior pitches potentially available in the future. Mini soccer pitches have not been included in this count as most are either marked on existing pitches or are used on an informal basis on pieces of land which are adjacent to other sports pitches, which have been included.

The vast majority of privately owned facilities have very good to excellent quality ancillary facilities including changing rooms and social spaces and users of school pitches have by definition access to changing rooms and toilets. However, Council owned pay and play pitch sites have very poor ancillary facilities, which often do not meet the minimum standards required by local leagues. Council owned facilities, which are leased to local sports clubs, have good quality ancillary facilities, which do meet league requirements.

The evaluation indicates that there is currently a broad balance between supply and demand. The possible increase in teams from 2010 to 2021 of about 24% i.e. from 254 to 314 would result in the need for a proportionately similar increase in pitches i.e. a total of 130 pitches in community use. Based on the calculated future distribution of teams there would be a need for 54 senior pitches, 45 junior pitches and 31 mini pitches by 2021. Compared with 105 pitches understood to be in community use at present, there is a potential future requirement for an additional 25 pitches, but of a different distribution of sizes.

This future demand could be met through bringing the currently closed facilities back into operation in line with demand increases over the next 10 years. The six Council owned pitches would likely be brought back into use through leasing agreements with local sports clubs who have Charter Standard status providing playing opportunities for youngsters and youths as well as or in preference to adults. It may also be necessary to reconfigure pitch layouts on public pay and play pitches to accommodate the increasing number of junior teams. It would also seem sensible to allow community use of primary school sites for junior matches as all facilities are age appropriate and free at weekends.

Existing resources will be targeted at improving the changing rooms and ancillary facilities at multi sport multi pitch sites to comply with league standards, particularly Warren Farm Sports Ground and Perivale Park. Pitches at these key sites, will be marked out in line with season long demand and on certain sites, bookings will be taken for either Saturday or Sunday only thus saving money on pitch markings and staffing.
Outdoor Tennis

There are currently 209 tennis courts in Ealing, including those marked out on multi use games areas (MUGAs), on 39 different sites. There are 35 free to access courts, including 8 marked out on MUGA’s. To avoid double counting with MUGA’s, only the 27 marked out for tennis only are treated as tennis courts. There are 74 courts owned and operated by sports clubs on either privately owned or Council sites, of which 14 are floodlit. There are a further 34 tennis courts in public parks operated through a lease arrangement between the Council and tennis organisations and 53 are located within private members only health and fitness clubs of which 10 are floodlit. There are 135 tennis courts identified as being available for community use, this figure does not include the tennis courts marked out on MUGAs.

Council owned free access tennis courts are of varying quality, however a recent refurbishment programme has resulted in improved playing surfaces and fencing around the majority of courts. This improvement programme also resulted in a change of use for some tennis courts; at sites where there was more than one court, a number of multi use games areas were installed increasing the range of activities available at each site.

The three leased sites are located in public parks and have limited ancillary facilities but do have access to toilets and changing areas and refreshment facilities. Recent improvements have been made to the playing surfaces at two of the leased sites. Courts and ancillary facilities at local tennis clubs range from good to very good, with just two clubs playing on courts with no changing rooms or toilets nearby. Excellent tennis facilities exist at private health and fitness, as you would expect from a private members facility.

There is no central collection process for capturing information about tennis participation in Ealing, but summer months and school holidays see the highest use of public free access courts. It is safe to assume that there has been no significant decline or increase in demand. This is assumed because Ealing’s tennis clubs have been in existence for a considerable amount of time and unlike other sports have not folded due to lack of playing members and conversely no new clubs have opened to meet any unmet demand.

Applying a factor for a growth of 3.8% in the active population, and a participation increase of 10%, the 2021 situation would require up to 154 courts in community use marked for tennis only, an increase of 19 courts. In the absence of detailed current information, it can be assumed therefore that there is a balance between supply and demand, and that existing facilities should be retained. It is possible to increase the playing capacity of some courts by installing floodlighting. This would increase the playing capacity of existing courts and could mean that the need for an additional 19 courts is reduced.

Free access tennis courts will remain in public parks, however the Council will also take advantage of any opportunities which arise to work in partnership with tennis coaches, local clubs or leaseholders to develop a tennis coaching programme on certain free access courts to generate more use especially outside of the busy summer months. This will give people who live near public parks but perhaps some distance from a local club or sports centre the opportunity to play and learn about tennis, thus improving the geographical access to sports facilities.

There may also be an opportunity to develop a combined indoor and outdoor tennis facility as part of a wider development project on one of the multi sport multi pitch strategic sites owned by the Council. Future proposals may include an indoor facility alongside floodlit outdoor courts, this would provide an opportunity for a year round tennis development programme and a substantial increase in court capacity. A dedicated facility could reduce the need for other tennis courts allowing them to be redeveloped or remarked for other sports activities. The north and north west of the borough should be prioritised for any new tennis courts.
**Rugby Union**

There are currently 18 pitches available for community use across Ealing, which includes use by local rugby clubs, including five, which are owned by a private school and used only by a former pupils rugby club linked to the school. The only casual use pitch available is in Perivale Park and this is booked on an ad hoc basis by rugby and Gaelic football teams as an overspill facility on busy match days. Users of this pitch have access to poor changing room facilities. All the other rugby venues have either very good or excellent ancillary facilities.

Rugby participation in Ealing has grown tremendously over the last five years, mainly as a result of the extensive junior development work that has taken place and the success of the high quality rugby clubs based in the borough. The number of teams currently playing in Ealing has trebled since 2007, with the main increase coming in the under 12 age group. There are currently 77 teams of all ages and genders playing in Ealing and this is predicted to rise to 88 teams by 2021.

Rugby is very much a club based sport, based at one main venue, so ideally to meet the increase demand by 2021, the number of pitches at the two largest clubs based in Ealing and Acton, needs to be increased or pitch layouts adapted to accommodate the additional demand, especially from junior and mini rugby played on a Sunday morning. If possible pitch layouts need to be reorganised to create smaller playing areas to avoid the need to play mini rugby across heavily used full size pitches.

To alleviate the pressure on the existing pitches, floodlit artificial grass surfaces need to be considered for midweek training, ideally on the site of existing clubs, where the infrastructure and ancillary facilities already exist. Ideally access to all 18 pitches in the borough would alleviate the pressure on a Sunday morning.

**Golf**

Ealing currently has four 18 hole golf courses and two 9 hole courses, one 9 hole par 3 and a 9 hole pitch and putt course in Hanger Hill Park. Council owned facilities are managed and operated on a pay and play basis by a combination of a leisure contractor and through lease arrangements with golf clubs. The remaining two facilities are owned and operated by private golf clubs, both of which offer a range of membership packages. Limetrees golf facility is closed indefinitely and has been for over five years. Ealing Golf Driving Range closed in the summer of 2010, leaving Ealing without any driving range provision in the borough.

There are a further 15 locations within a 20-minute drive of the middle of the borough, with a golf facility, either a standard course, par 3 or golf driving range. The majority of these are located to the west of Ealing in outer London boroughs and outside London. Ealing has 30% more standard golf holes than the London average, and is ranked 12th of the 33 London Boroughs, however, this does include the closed Limetrees facility.

It is unlikely that any additional golf courses will be built in Ealing, however, with the closure of Ealing Driving Range there is a possibility that a new driving range will be built in the borough over the next 10 years. As these facilities are mainly run on a commercial basis, market forces will likely determine if a new facility is built in Ealing and where it would be. The most likely location would be alongside an existing facility.
Golf provision has and will continue to change, traditionally private golf clubs have restricted use to members only, but the vast majority now allow public pay and play use especially during off peak times. This situation has also arisen due to the economic climate and the need for clubs to generate funds. This improves access to golf facilities for all members of the public.

There is currently sufficient supply to meet the demand for golf courses, in fact there is a potential oversupply of courses and catchments do overlap. It is unlikely that additional golf courses are required or are feasible in Ealing up to 2021, even in light of population and participation increases.

**Outdoor Bowls and Croquet**

There are currently 10 bowling green sites being used by 11 bowls clubs in Ealing and one site being used by one croquet club which has 3 croquet greens in use, see table below for more details.

In the last eighteen months, 3 clubs have folded and two greens have been decommissioned due to a decline in bowls activity. Privately run clubs, including the ones operating on leased sites seem to be maintaining and in some cases increasing playing numbers. Clubs based on Council owned facilities are on the whole experiencing a decline in playing numbers. The facilities operated by private clubs have significantly better playing surfaces and pavilions or clubhouses than those located in public parks.

Given the number of clubs, which have recently folded, and the closure of facilities in recent years, it is likely that this current level of provision is actually more than adequate to accommodate the current demand. Ealing’s population is also made up of a large number of people from black and ethnic minority backgrounds with no tradition for playing bowls, thus demand is lower than you would have expected in Ealing’s ageing population.

However the anticipated increase in the over 55 population, which traditionally takes part in bowls, up to 2021, which is estimated to be 23%, and the need to maintain activity levels across the whole population, including those perhaps too old to take part in more physical sports, is a firm reason to maintain the current level of bowls green provision. Existing clubs have the capacity to accommodate current and future demand for outdoor bowls. The current provision of 10 bowls greens should be maintained into the future, unless playing numbers continue to decline.

Ealing currently has one croquet venue situated in Lammas Park comprising three greens used regularly for playing croquet with a two storey pavilion in relatively good condition. It is the only croquet club in West London plays both forms of croquet, the traditional long game and the newer Golf Croquet, popular with new players.

It is not envisaged that demand for croquet will increase significantly to 2021 therefore the number of croquet greens will remain the same if the Club’s playing membership remains the same. Any increase in playing numbers will be at a level, which can be accommodated on the existing greens. If the demand for croquet declines then it maybe possible to reduce the numbers of maintained greens at the site to accommodate accordingly, thus making the facility viable into the future.
**Gaelic Football**

Minority sports such as Gaelic football are located on grass pitches, which could also be used for football or rugby. Ealing has one Gaelic football club in Greenford currently operating from a Council owned leased facility in Greenford. There are other Gaelic sports clubs based in Ealing, playing at Northolt Rugby Club and the Council owned pitch in Perivale Park, which also doubles up as a rugby pitch. Current supply meets existing demand, however, any future increase in demand can potentially be met by remarking other similar sized sports pitches.

**Hockey**

The provision of hockey facilities in general has changed dramatically over the last 15 years, with the sport moving from grass surfaces to Artificial Grass Pitches (AGP’s). All competitive hockey is now played on AGP’s, with elite teams playing on water based AGP’s. Ealing did have a number of hockey clubs based in the borough prior to the switch from grass to AGP’s, but in recent years the lack of facilities has meant that clubs have moved elsewhere.

There is a possibility of hockey clubs moving back into the borough, once appropriate facilities become available to use. The sand based AGP currently closed in Acton, will potentially provide a hockey club with a home venue in Ealing, to develop the sport for both men and women of all ages and abilities. If new AGP’s with 3G or 4G playing surfaces, more suitable for football and rugby, pitch space at sand based facilities more suitable for hockey could potentially be released in the future.

**Boules**

There is a Boules area suitable for approximately 3 games in Lammas Park Enclosure, central Ealing, managed by the tennis facility leaseholder.

**Watersports**

Ealing has limited water space available for either educational or recreational use. The new kayaking facility based in the arches of Kew Bridge provides access to the River Thames for people living along the southern edge of the borough as well as those in Acton. Hillingdon Outdoor Education Centre, in Harefield just north of the borough, gives people access to water based facilities on a lake, which include sailing and kayaking. Access to the Grand Union Canal is also available at Horsenden Farm. There are also other water based facilities, offering sailing, kayaking and rowing both in London and the wider area within a 20 minute drive of Ealing.
Multi-Use Games Areas (MUGAs)

In total there are 45 MUGAs, on 30 different sites, plus 11 half court sites located across Ealing in a variety of places, some free to use at any
time others accessible only during facility opening hours. 32 MUGAs are free to use but of these some are only accessible when the adjacent
facility is open. 19 MUGA’s, on 8 sites, are floodlit, including all the sports centre sites.

There is little demand information that assists in identifying the need for MUGAs. In other situations, a desirable standard of 1 MUGA per 3,000-
5,000 people has been adopted, but this tends to be in more rural areas, where accessibility is poorer. If the current number of MUGAs (45)
meets demand, then the Ealing standard equates to 1 MUGA per 7,000 people and 1:17000 for floodlit facilities, which is suggested as a
reasonable standard, bearing in mind the urban nature of the borough and existing levels of provision.

Applying a growth factor of 3.8% in the active population, and a participation increase of 10%, the 2021 situation would require up to 52 courts
in community use, an increase of 7 courts, or 21 floodlit courts an increase of 3.

Athletics

There is one synthetic eight lane track in Ealing, built in 1987 and refurbished in 2004. This is owned and run by the LA and available to the
wider community on a pay and play basis. The other track in the borough is a cinder track, which is popular for informal use. In addition there
are five tracks within a 20-minute drive of the centre of the borough.

Per capita supply is 0.027 lanes per 1000 people, compared with 0.05 in England and 0.04 in London. Ealing is the 23rd best-provided borough
of 33 in London for athletics. 60

The whole population of the borough lives within a 20-minute drive of an athletics track, 10 per cent live within a 20-minute walk and 26 per cent
within 30 minutes. The majority live outside the 30 minute walking catchment.

The provision for athletics in Ealing is below the national and regional average, and outside the guidelines set by the governing body, which
suggest that 1 track is required per 250,000 people within a 20 minute drive in urban areas. However, athletics is primarily a club-based activity
and some evidence of local unmet demand would be necessary to justify additional provision. The current level of provision is the equivalent of
1 8-lane track per 317,000 people.

Artificial Grass Pitches (AGPs)

There are currently 6 AGP’s available for community use, plus a new pitch has recently been built with no floodlights at a private school. All
AGP’s are on school sites or part of agreements which ensure that the facilities are only available for school use in term time during the day. All

60 These figures should however be considered with some caution as they reflect all tracks, including synthetic, cinder and permanent grass.
AGP’s are floodlit and five are available for community use weekday evenings, weekends and school holidays. Four pitches have a sand based surface more suitable for hockey and recreational sport, and two are 3G pitches, provided primarily for football. There are also a number of smaller synthetic grass areas of less than full size, which will be treated as Multi Use Games Areas in this strategy. The pitches at Elthorne and Lammas Park are floodlit. These areas are too small to register as AGP’s with Sport England’s Planning Tools. There is a further 6 AGP’s within 20 minute drive of the middle of the borough, and a further 19 pitches within 15-20 minute drive.

Ealing is ranked 23rd of the 33 boroughs in regard to STP provision. Per capita provision is about two thirds of the national average, and relative share, including pitches in neighbouring LA areas, is 28 per cent below the average, which is considered a low provision. There is therefore a relative scarcity of AGPs in Ealing and the surrounding areas. All but two of the synthetic turf pitches has been provided since 2000, which is an indicator of their overall quality. By 2021, facilities will have aged further and may not be fit for purpose.

Accessibility to AGP’s in Ealing follows the normal pattern in urban areas of excellent access by car throughout the borough, both to local facilities and those just outside Ealing, almost 100% of the population live within a 10-minute drive, but also good access by public transport and on foot, with 60% of the population living within a 20-minute walk and almost all within a 20-minute bus/tube journey. All Ealing residents live within a 20-minute drive of at least 2 pitches.

Historically the demand for AGPs was based on a general Sport England standard, which for many years equated to one pitch per 50-60,000 people, and provision in the early development of AGPs was broadly in accordance with this. The development of 3G (3rd generation) and 4G (4th generation) pitches and the requirement for all competitive hockey to take place on AGPs has increased demand. Advice from the Football Association (FA) requires a standard of 1 pitch per 25,000 for 3G or 4G pitches, most suitable for football. The existing provision of 6 full size pitches is well below the FA standard of 1 pitch per 25,000, and indeed only 2 of the existing pitches are primarily for football.

At present therefore, there is justification for up to 4 additional AGP’s in Ealing. The desirable level of provision at present i.e. the existing pitches plus those required, equates to about 1 full size AGP per 30,000 people, which is actually low in comparison with other areas. On the basis of the desirable levels of current provision above, future requirements by 2021 at current participation levels is the equivalent of 11 pitches and if a 10% demand increase in participation is considered then there is a need for up to 12 pitches in Ealing.

Both Sport England’s Planning Tools show that the current provision of 6 pitches is too few to meet the normally expected levels of demand from within the borough and as a result there is sufficient unmet demand for about 4 additional pitches. Demand for football appropriate surfaces is higher than demand for sand dressed pitches. By 2021 demand for AGP’s will be the equivalent of 12 pitches, the majority of which being 3 or 4G surfaces suitable for football and rugby training.

Any new AGP facilities should be floodlit and full size with the capacity to be sub divided into smaller areas for training purposes. Ideally facilities will be built alongside existing leisure provision either on the site of existing indoor facilities to make best use of management and operational arrangements as well as ancillary changing rooms, etc or at outdoor sports venues, identified as strategic multi sport multi pitch sites.

Pitches with 3 or 4G surfaces are in higher demand than sand based surfaces and should be strongly considered especially where a new pitch is being built at an outdoor strategically important site mainly used for football. Floodlit AGP’s located at outdoor venues will provide grass pitch.
teams with the opportunity to train at anytime throughout the week at the same venue. However, playing surfaces are being developed which will allow hockey use as well as football and rugby.

Golf

Ealing currently has four 18 hole golf courses and two 9 hole courses, one 9 hole par 3 and a 9 hole pitch and putt course in Hanger Hill Park. Council owned facilities are managed and operated on a pay and play basis by a combination of a leisure contractor and through lease arrangements with golf clubs. The remaining two facilities are owned and operated by private golf clubs, both of which offer a range of membership packages. Limetrees golf facility is closed indefinitely and has been for over five years. Ealing Golf Driving Range closed in the summer of 2010, leaving Ealing without any driving range provision in the borough.

There are a further 15 locations within a 20-minute drive of the middle of the borough, with a golf facility, either a standard course, par 3 or golf driving range. The majority of these are located to the west of Ealing in outer London boroughs and outside London. Ealing has 30% more standard golf holes than the London average, and is ranked 12th of the 33 London Boroughs, however, this does include the closed Limetrees facility.

It is unlikely that any additional golf courses will be built in Ealing, however, with the closure of Ealing Driving Range there is a possibility that a new driving range will be built in the borough over the next 10 years. As these facilities are mainly run on a commercial basis, market forces will likely determine if a new facility is built in Ealing and where it would be. The most likely location would be alongside an existing facility.

Golf provision has and will continue to change, traditionally private golf clubs have restricted use to members only, but the vast majority now allow public pay and play use especially during off peak times. This situation has also arisen due to the economic climate and the need for clubs to generate funds. This improves access to golf facilities for all members of the public.

There is currently sufficient supply to meet the demand for golf courses, in fact there is a potential oversupply of courses and catchments do overlap. It is unlikely that additional golf courses are required or are feasible in Ealing up to 2021, even in light of population and participation increases.

Informal Recreation

As well as formal sports facilities, Ealing is also committed to supplying residents with opportunities to take part in activities of an informal nature such as walking, cycling, outdoor table tennis and outdoor gym use. Future consideration will be given to installing new and innovative equipment for activities such as Parkour. People can participate in these free activities either on their own or as part of a group at any time during park opening hours. The majority of free access equipment in parks is installed following local consultation to identify the needs of local people. Parks are open spaces but also activity venues and as such placing outdoor fitness equipment in strategically important parks contributes to the accessibility of facilities across the borough.
Future informal activity development across Ealing’s parks will include distance marker routes around parks to allow people to walk or jog a set distance, outdoor gym facilities, outdoor sports equipment for a range of activities and clearly marked cycling routes. Other activity provision could include parkour, rebound walls, skate facilities and low level climbing or traversing equipment.

8.6 Planned new provision of Indoor and Outdoor Sports Facilities

The council’s 2007 Playing Pitch and Outdoor Sports Strategy identified a requirement of 0.82ha of outdoor sports pitches per 1,000 people in the borough by 2021.

The council’s emerging facilities strategy will set out an action plan to promote this network, and to address deficiency in terms of physical access, quantity of provision, and in terms of quality of facilities. As a tool for alleviating deficiency this strategy identifies a hierarchy of sites in the borough for sports and active recreation, defining sites of strategic and local importance and distinguishing between sites of single and multi sports use.

Strategic multi sport multi pitch priority sports grounds are designated as Outdoor Sports Facilities and are primarily protected and maintained for sports use only with the presumption that the sites be developed in favour of outdoor sport to enhance existing activities and facilities. These are sites, which comprise a number of pitches, and accommodate a range of sports, often used by a significant number of organisations and clubs. Pitches as well as ancillary facilities including changing rooms, toilets, social spaces and car parking, will be either maintained or developed to a standard acceptable for local clubs to play in organised leagues with Council owned facilities being available for pay and play as well as season long bookings. The user catchment for these strategic sites, located across the borough will include the wider West London area. Future development may include the building of indoor facilities on site in order to make future outdoor sports pitch development and delivery feasible and sustainable or the installation of floodlit artificial surface facilities, which will allow the site to be used more often.

The following strategic sites are defined and mapped on the Proposals Map:

- Warren Farm
- Rectory Park
- Ealing Central Sports Ground
- North Acton Playing Fields
- Perivale Park
- Spikes Bridge Park
- Gurnell Playing Fields and Environs
- Former Liverpool and Victoria Sports Ground
- London Playing Fields (Greenford)
- Trailfinders Sports Ground
Full details of the existing provision for indoor and outdoor sports facilities will be contained within the Ealing Sports Facility Strategy 2011 – 2021 as well as an action plan highlighting future developments planned to enhance the range of facilities available in Ealing improving access for local people to both formal and informal sport and physical activity facilities and opportunities.

It must be noted that all proposed indoor and outdoor sports facility developments will require external funding from various public and private sources. The design of any new facility must ensure maximum use as well as financial viability in order for service delivery to be sustained over a significant period.

Key priority projects include the promotion of a ‘sports hub’ facility at Perivale Park encompassing the Perivale Athletics Field (a National Throw Centre), a new outdoor gym, a Golf Range and Junior Gold Development Centre, tennis courts, new multi-use games areas (MUGAs) and dedicated pitches for football and rugby. The centre will also link to the Gurnell Swimming Pool.

It also proposes developing smaller ‘satellite’ hub facilities at strategic sites in the borough. The following proposals have also been identified for other sports fields in the borough:

- Rectory Park Playing Fields, Northolt - The establishment of a centre of football excellence in the park and the replacement of changing facilities
- Ealing Central Sports Ground, Perivale - Replacement or refurbishment of the pavilion and changing rooms
- Spikesbridge Park, Southall - the development of a new pavilion incorporating community uses and possibly replacement accommodation for the Cornucopia Centre on the edge of the park
- Warren Farm - improved changing rooms, outdoor sports areas and social facilities

A summary table will be added to this section which will include, for each indoor and outdoor sport: existing provision, demand, planned provision, whether the demand is met or a shortfall exists, and how the council plan to address any shortfall.

### 8.7 Libraries

Local Authorities have a statutory duty to provide “a comprehensive and efficient library service for all persons desiring to make use thereof”. This is set out in S.7 of the Public Libraries and Museums Act 1964. In addition, modern library services are seeking partnerships with a range of public, private and community sector organisations to provide a wider range of services and opportunities to meet the needs of local communities and individual users.

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62 Public Libraries, Archives and New Development – A New Standard Charge Approach (MLA, 2008)
Current Provision of Library Services

There are 13 library buildings in Ealing. This means that 96% of residents and 98% of active users of the library service are within one mile of a static library building, and some parts of the borough fall within a one mile catchment of up to two libraries. Refer to Figure 36.

The library service also provides a Home Library Service that delivers books and other items to users of the library service who are home bound or have mobility problems. The Home Library Service also provides a service to people who are in residential care or day centres. In partnership with West London Mental Health Trust, Ealing libraries also provide services at St Bernard’s Hospital secure unit.

There has been significant refurbishment in Ealing Library buildings through the Ealing Library Service 21st Century programme. This has been possible through investment by Ealing Council and in partnership with other agencies or organisations. Recent investment (and planned investment at Acton library) is identified in Figure 35.

### Figure 35: Library Provision and Investment

<table>
<thead>
<tr>
<th>Library</th>
<th>What was done</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northfields</td>
<td>Modern, bright, accessible and welcoming community library</td>
<td>Opened July 2007</td>
</tr>
<tr>
<td>Greenford</td>
<td>Bright modernised interior with increased study space</td>
<td>Opened September 2007</td>
</tr>
<tr>
<td>Central Library</td>
<td>Core library provision through a centre of excellence</td>
<td>Opened July 2008</td>
</tr>
<tr>
<td>West Ealing</td>
<td>Large, flexible Community library with popular stock</td>
<td>Opened September 2009</td>
</tr>
<tr>
<td>Northolt Library</td>
<td>Lottery funded community focussed library/learning facility</td>
<td>Opened September 2009</td>
</tr>
<tr>
<td>Northolt Leisure Library</td>
<td>Small community library co-located in leisure centre</td>
<td>Opened January 2010</td>
</tr>
<tr>
<td>Jubilee Gardens</td>
<td>Modern new build co-located with NHS Ealing Health Centre</td>
<td>Opened January 2010</td>
</tr>
<tr>
<td>Wood End</td>
<td>Modern interior – co located facility with Sure Start</td>
<td>Opened May 2011</td>
</tr>
<tr>
<td>Acton Library</td>
<td>Co-location multi service site</td>
<td>Completion 2014</td>
</tr>
</tbody>
</table>
Figure 36: Ealing Libraries Location 1-mile Coverage
8.8 Future Demand for Library Services

The MLA (the Museums, Libraries and Archives Council) has produced a guidance document regarding standard charges on new developments for use in planning negotiations. This Guidance is useful in providing benchmark figures for the provision of library services. It suggests a space standard of between 25 and 35 sqm of library space per 1,000 population. The MLA recommends a benchmark of 30sqm. per 1,000 population. This space standard allows us to benchmark current library provision in Ealing, and suggest how this may need to change and respond to population growth by providing library services in partnership with other organisations and services in a range of different ways.

8.9 Ealing Strategy for Providing New Library Services

Ealing has set out its strategic direction to develop its library services. The aim of the Ealing Library Strategy 2011 – 2014 is that libraries will be at the heart of our communities, providing safe, accessible and friendly spaces that help more people to:

- Discover the joy of books and reading
- Engage in learning and develop new skills
- Be confident and independent user of IT and digital services
- Get involved through activities, volunteering and community

As well as providing an improved core library service, the development priorities are to:

- Develop the larger libraries as library and information hubs across the borough’s town centres (Acton, Central, Greenford, Southall, West Ealing)
- Pilot community-run libraries where there are strong community partners with the capacity to deliver
- Provide opportunities for volunteering through a comprehensive Libraries Volunteer Programme
- Install self service technology to encourage greater independence and usage by service users
- Improve ICT and digital services to meet the demands of a digitally inclusive future for Ealing’s communities
- Prioritise services that support children and young people and older people
The Ealing Library Strategy confirms that solutions will be identified to bring Hanwell, Perivale and Southall libraries up to a decent standard, comparable with our other libraries. There is a further aspiration to consolidate the archives store to enable ease of access for service users in person and on line. These development priorities will guide the future provision and investment in libraries in Ealing.

**Delivery and Costs**

There is a lack of funding streams for new libraries. In addition to mainstream capital budgets, planning obligations/Section 106 funding has been an important funding stream. However, due to increasing pressures on this kind of funding, and a limit to the amount of development coming forward, its overall contribution to funding community facilities is reducing. Public spending pressures are also limiting the amount of mainstream funding available. Pursuing the co-location agenda is therefore important in providing efficiency savings for new community infrastructure.

**8.10 Culture, Arts and Heritage**

Ealing Heritage Strategy 2010 – 2015 aims ‘to understand, promote and protect Ealing’s heritage for the enjoyment of residents and visitors and ensure that heritage contributes to our shared future’. The strategy was agreed by Cabinet in March 2010 and confirms the Council’s commitment and priorities for the stewardship and upkeep of our heritage assets.

Through the Heritage Strategy the Council aims to:

- Maximise investment opportunities
- Support restoration and preservation
- Encourage learning and engagement through community and physical regeneration of our town centres through our heritage assets

The Heritage Strategy ranks assets in priority order, as shown in Figure 37.

**Figure 37: Ealing Council Heritage Assets Priority List**

<table>
<thead>
<tr>
<th>Building/Asset</th>
<th>Measure of heritage value</th>
<th>Social</th>
<th>Cultural</th>
<th>Architectural</th>
<th>Environmental</th>
<th>At risk</th>
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<tr>
<td>Pitzhanger Manor House &amp; Walpole Park</td>
<td>√√√</td>
<td>√√√</td>
<td>√√√</td>
<td>√√√</td>
<td>No</td>
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<tr>
<td>Gunnersbury Park&lt;sup&gt;63&lt;/sup&gt;</td>
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<td>√√</td>
<td>√√√</td>
<td>√√√</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Southall Manor House</td>
<td>√</td>
<td>√</td>
<td>√√</td>
<td>√√</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

<sup>63</sup> Jointly owned and managed with London Borough of Hounslow
The Heritage at Risk Register (HARR) – is produced by English Heritage each year to highlight heritage assets at risk through neglect or misuse. Ealing has ten buildings and two scheduled ancient monuments on the HARR. Four of the buildings are owned and managed by the council. These are:

- Stable Block at Brent Lodge Park, Hanwell
- Hanwell Community Centre, Cuckoo Avenue
- Southall Manor House, The Green, Southall
- Gunnersbury Park, Popes Lane, Acton.

Through the Heritage Strategy the Council has prioritised its approach to managing these sites.

Ealing recognises the important role that arts and culture in the lives of the community. “Culture” covers the multitude of things that we do in our leisure time – playing or watching sports, strolling in our parks and open spaces, visiting our museums or art galleries, using our libraries and enhancing our intellectual experiences through reading and learning. It is about people and what makes a place different or special. Cultural activities motivate and enrich the lives of people of all ages who live in and visit the borough. It develops social capital by strengthening local networks, and personal capital by developing people’s skills, health and confidence.

Ealing can help make its communities more cohesive by encouraging cultural activities that help promote a better understanding between different faiths and social backgrounds, and by making our facilities more accessible for local people to experience and participate in culture and leisure activities. Ealing is committed to refreshing the cultural strategy and will update the IDP to reflect this so that buildings and spaces can be enhanced through developments that enable cultural activity to take place for the benefit of its community.

Pitzhanger Manor and Gallery

Pitzhanger Manor and Gallery are a major feature of the Ealing Heritage Quarter, which the Council designated in 2008 to “make the most of Ealing’s rich cultural heritage, improving the area for residents and encouraging new visitors to the town” and on the Ealing Town Centre self-guided Historic Walk. The Manor House is a rare example of a country House retained in its landscaped setting, in close proximity to an urban town centre that is widely accessible by virtue of its links by public transport and its position at the heart of the community.

The House is Grade I listed. The Entrance Archway is listed Grade II*: the Rustic Bridge, Grade II*; the Lodge, Grade II; the Boundary Wall to Mattock Lane, Grade II and the Portland Stone Bench adjacent to it, Grade II. The House sits within a Grade I listed Historic Park. All are within the Ealing Conservation Area.
The ambition is to restore the Manor House and provide an enhanced gallery that improves the cultural and educational offer, and the overall visitor experience. The restoration and improvements are significant to the overall development of the Ealing Heritage Quarter and the vibrancy and cultural offer of the area. The Council are approaching Heritage Lottery fund (HLF) and other partners to work with them to deliver the offer at this prestigious site. In terms of existing secured funding, the Council agreed a contribution of £2.86m to the works. The IDP will be updated with the scope, outcome and timescales of the any future HLF bid.

**Gunnersbury Park**

Gunnersbury Park is public park of 72 hectares (186 acres) that is jointly owned by Ealing and Hounslow Councils. It is of national significance as a Grade II* registered Park containing 22 listed buildings and structures of special architectural or historic interest. Despite its value and importance Gunnersbury Park is a park in decline, not only in terms of the heritage buildings, but also the historic landscapes, visitor facilities, use and management. It has been designated by English Heritage (EH) as one of the top 12 ‘at risk’ properties in England and the historic assets of Gunnersbury Park feature prominently on EH’s Heritage At Risk Register. EH consider it to be of high priority within London.

The ambition is to restore the heritage assets including buildings and landscape, and to provide a museum that inspires learning and creativity. The museum should become a prime source of information on local history for all communities and has an accessible rich and varied collection recording social history and the diverse heritage of both boroughs. An application for a Heritage Lottery Grant is being made, and opportunities to work with other partners is being pursued. Ealing Council has approved £5m to help fund the project and Hounslow have currently committed £250,000 of s106 monies. The funding strategy will be considered by the Project Board in July 2011. The IDP will be updated with the scope, outcome and timescales of the any future Heritage Lottery application.

**Southall Manor House**

Southall Manor House (SMH) is an Elizabethan Manor House and a Grade II listed building in Southall Green. It dates back to 1587 and is the oldest building in Southall. The building had fallen into disrepair and work is required to preserve this important landmark for future generations and to remove the building from the EH ‘at-risk’ register.

Until March 2011, SMH was rented as office space; Southall Chamber of Commerce sub-let to 7 business and community organisations. Currently building contractors, are on site carrying out major refurbishment works with a view to re-occupation (not necessarily by previous tenants) by Spring 2012. Recent improvement works to the grounds of the Manor House include restoration of the pool and garden and the introduction of a community history project.

Future proposals for the site are to be confirmed. Consultants are currently carrying out an options appraisal on possible financially-sustainable future uses which will inform Member decisions on future use. Uses are likely to be a combination of office and community space, some public access, educational and historical interpretation and more integrated use of the Manor House with the surrounding park grounds. Discussions with colleagues in the Council’s Parks department are on-going.
Estimated costs are up to £1.5m to repair, restore and modernise building. A phased approach is being adopted, and fundraising for further improvements and modernisation from January 2012 onwards once the final vision for the building has been agreed. Partners include The Groundwork Trust, English Heritage and local Southall stakeholders.

£560k Capital Growth fund has been approved for the external works (making the building wind and weather-tight, repairing roof, timbers and windows). An additional £250k has been approved for internal improvements and reconfiguration in line with English Heritage consents. There is potential to secure £30k English Heritage match funding; discussions are on-going discussions with EH in an attempt to maximize this contribution.

**Acton Town Hall**

The Acton Town Hall site comprises a collection of civic and community buildings owned by the Council in approximately 1.3 ha at the heart of the Acton Town Centre Conservation Area. These buildings include the Listed Grade II Acton Town Hall and extension, Acton Swimming Baths, the Grade II listed library, The Priory Community Centre (a former school building which provides space for community groups) the Kings Room (a Council administration building) and Salisbury Car Park.

The Acton Town Hall site is being redeveloped to deliver new community and leisure space and to secure appropriate long-term uses for the listed buildings on the site. Subject to planning permission, construction should commence on leisure facilities and the swimming pool in Spring 2012, with completion in Spring 2014 at the same time as the library and community space.

To maximise value and enable delivery of the project in the shortest timescale, the proposed phasing is as follows:

- Provide swimming pools, leisure centre, Adults, Children’s and Families Services space and community space in a new building on the current Baths and Kings Rooms site.
- Provide library and community space in a refurbished space currently comprising the Assembly Hall and offices below.
- Enable conversion to restaurant/retail use in the current library.
- Residential conversion of the main Town Hall including an allowance for residential infill at the rear of the Town Hall. Council to dispose of this building to residential developer.
- Disposal of Priory Centre Site with vacant possession for residential development [note: following the Cabinet decisions on July 5th the Priory Centre will be converted to a school (subject to any call-in)].

**Ealing Town Hall**

Ealing’s Town Hall is a distinctive Grade II listed late-Victorian gothic building on Ealing Broadway, built in 1886 as a status symbol for the borough. It was expanded in 1930 to create the Town Hall building of today. 120 years later, it is still providing the same public function that it
was built for, and accommodates a wide range of venue requirements from the gothic style Victoria room to the contemporary Princes Hall. All rooms, excluding the Committee Rooms, are licenced for civil wedding/partnership ceremonies.

The Council is promoting intensification of the use of the town hall for community, arts and cultural uses. A Dance Studio has already been established in the Telfer Room. Ongoing discussions have been taking place with local arts and community organisations including the Questor’s Theatre and University of West London about their potential use of space in the building. A service charge will be worked up to provide revenue from letting the space on a 130 year lease. If recommendations to convert the Queen’s and Prince’s rooms into commercial space is adopted, further detailed costings and architectural studies will be commissioned.

**Brent Lodge, Hanwell**

Brent Lodge is a listed former stable block within Brent River Park in Hanwell. A masterplan is being developed for the animal park which looks to incorporate the (improved and enlarged) stable block as part of an improved visitor offer. Works to stabilise the building have been undertaken as the first stage.

**8.11 Community Centres**

**Policy Background**

Community Centres should contribute to the core values of balancing community interests and reducing inequalities. Community Centres in Ealing are home to the offices of community groups and are available for hire to local educational, social and recreational groups and for private events. The council manages the centres in partnership with the community centres and local voluntary associations.

The management of Ealing’s existing community centres and the need for new facilities is considered as part of the London Borough of Ealing Property Strategy 2010 which provides recommendation as to how the council can develop and rationalise its property portfolio in support of the council’s planning and service delivery objectives and reduce annual rental liability and operating costs.

**Existing Community Centres**

There are currently a total of 23 neighbourhood community centres serving the London Borough of Ealing (Figure 38). Ten of these buildings are the responsibility of the Environment and Customer Services Directorate, whilst others fall within the Housing Directorate. New community space has been provided in the Northolt Leisure Centre redevelopment in 2010.

More research needs to be undertaken to establish how these buildings are currently used, to explore opportunities for external funding to make necessary improvements and to review all existing leases and the levels of rent being charged.
Figure 38: Existing Community Centres
Community Centres under the Management of Environment and Customer Services and Property Regeneration

Figure 39 shows the 13 Community Centres that are not funded by the Housing Revenue Account (HRA). The council owns the freehold in all but one of these community centres (the Dominion Centre in Southall).

The council operates two community centres itself at The Priory, Acton and The Dominion Centre, Southall. All others are rented to community associations either on a year-to-year basis or on short leases, with the exception of Ravenor Park Depot. The council does not make money out of these premises as the rents charged under the leases are generally nominal or subsidised and in most cases, the council has responsibility for the upkeep of the buildings.

The community associations derive income from hire of facilities and by offering services to a wide range of different organisations. All community associations are currently on a one-year rolling lease.

**Figure 39: Council Owned Community Centres**

<table>
<thead>
<tr>
<th>Location</th>
<th>Community Centre</th>
<th>Management Structure/Directorate</th>
<th>Lease Arrangement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td>Priory Community Centre Acton Lane, Acton W3 8NY</td>
<td>Environment and Customer Services</td>
<td>Ealing council owns and manages the building</td>
</tr>
<tr>
<td></td>
<td>West Acton Community Centre Churchill Gardens, Acton W3 0JN</td>
<td>Environment and Customer Services</td>
<td>Rolling one year lease to West Acton Community Association</td>
</tr>
<tr>
<td>Ealing/Hanwell</td>
<td>Northfields Community Centre, Ealing 71a Northcroft Road, Ealing W13 9SS</td>
<td>Environment and Customer Services</td>
<td>Rolling One Year lease to Northfields Community Association</td>
</tr>
<tr>
<td></td>
<td>Hanwell Community Centre, Westcott Crescent, Hanwell, W7 1PD</td>
<td>Hanwell Community Centre Limited</td>
<td>Pending legal proceedings</td>
</tr>
<tr>
<td>Greenford / Northolt / Perivale</td>
<td>Greenford Community Centre, Greenford. 170 Oldfield Lane South, Greenford UB6 9JS</td>
<td>Environment and Customer Services</td>
<td>Rolling One Year Lease to Greenford Community Association</td>
</tr>
<tr>
<td></td>
<td>Ravenor Farm Community Centre, Greenford.</td>
<td>Property and Regeneration</td>
<td>Leased to Ravenor farm Community Association on a 25 year old lease 5 years lease to Council Service</td>
</tr>
<tr>
<td></td>
<td>Perivale Community Centre, Perivale. Horsenden Lane South, Perivale, Middlesex UB6 7NP.</td>
<td>Environment and Customer Services</td>
<td>Rolling one year lease to Perivale community Association</td>
</tr>
</tbody>
</table>
**Location** | **Community Centre** | **Management Structure/Directorate** | **Lease Arrangement** |
---|---|---|---|
| Islip Manor Community Centre, Northolt. Arnold Road, Northolt, Middlesex. | Environment and Customer Services | Rolling one year lease to Islip Manor community association |
| Northolt Village Community Centre, Northolt. Ealing Road, Northolt, Middlesex UB5 6ADis | Environment and Customer Services | Rolling one year lease to Northolt village community association |
| Northolt Grange Community Centre, Northolt. Rushdene Crescent, Northolt, Middlesex UB5 6NF | Environment and Customer Services | Rolling one year lease to Northolt grange community association |
| Viking Community Centre, Northolt. Radcliffe Way, Northolt, Middlesex, UB5 6HW | Environment and Customer Services | Rolling one year lease to Viking community association |
| **Southall** | Dominion Arts and Cultural Centre, Southall. 112 The Green, Southall, Middlesex, UB2 4 BQ | Environment and Customer Services | Leased by the council from the Indian Workers Association |

**Investment and Maintenance Issues**

The operation of community centres is heavily subsidised by the council, which funds most staff as well as building maintenance costs. The cost of managing community centres for the borough is set to increase, as significant investment would be required either to bring many of them up to an acceptable standard or to replace them with more suitable centres. Lack of investment over the years has led to considerable deterioration at some of the sites. As a result, a number of community centres are under-utilised. The majority of community centres are however well used and attract a wide range of user groups. Managerial changes are thus being sought out to sustain and balance costs as part of Ealing’s Property Strategy.

The development of future area-based property strategies is likely to identify provision of new community hub facilities (e.g. leisure centres, libraries, etc), and consideration needs to be given to their future use.

**Investment and Changes in the Management of Community Centres**

Environment and Customer Services have been restructured and are due to start working on a Community Centres Strategy which will published in 2012-2013. The Community Centres Strategy will incorporate recommendations from the Councils’ Property Strategy for the management and investment of the 10 community centres which fall under the directorate.

The Community Associations Forum, as well as individual community associations, is pressing the council for longer leases. The council will consider granting them to key centres, as they provide sufficient security of tenure to support applications for the external funding that the
centres need to support their activities and sustain their work. For example, part of the Ravenor Park Depot was leased to the Ravenor Farm Community Association in 2010 on a 30-year term to enable them to apply for grant funding. The review will also seek to establish whether investment in fewer, better-used centres would result in an overall increase in usage. Northolt in particular has more community centres than required which in some cases is reflected in diminishing attendance.

In order to encourage greater and better use of facilities, the council will increase its level of participation in the running of centres.

Figure 40 describes the changes in management and the investments that have been undertaken or are being considered as part of the Property Strategy in some of the non-HRA community centres in order to provide better value for money.

**Figure 40: Proposed Community Centre Investment Programme**

<table>
<thead>
<tr>
<th>Community Centre / Location</th>
<th>Viability issues affecting the Community Centre</th>
<th>Management and Investment Plans</th>
<th>Timescale</th>
<th>Delivery mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acton</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priory Community Centre</td>
<td>Poorly arranged, inflexible accommodation means that the centre operates inefficiently</td>
<td>Site included as part of the Acton Town Hall regeneration scheme with the residential value of the site potentially being released through the redevelopment of the building’s wings or being converted back to its former use as a school. The site will close down in 2014. Some community use might be retained within the centre and some community space reprovided within the Acton Town Hall development.</td>
<td>2014</td>
<td>Enabling residential development and land sale SPD Acton Town Hall approved June 2014</td>
</tr>
<tr>
<td>West Acton Community Centre</td>
<td>Site considered by Education Services to expand West Acton Primary School with the rest being redeveloped for high value residential use-</td>
<td>Community space might be relocated within the Acton Town Hall development. Education investigating utilisation of all or part of site. Potential relocation of community associations presently located at the Priory Community Centre into the community centre</td>
<td>TBC</td>
<td>Community Centre Strategy</td>
</tr>
<tr>
<td>Community Centre / Location</td>
<td>Viability issues affecting the Community Centre</td>
<td>Management and Investment Plans</td>
<td>Timescale</td>
<td>Delivery mechanisms</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------</td>
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<td>---------------------</td>
</tr>
<tr>
<td>Acton Town Hall Community Centre</td>
<td>Regeneration plans are being developed for Acton Town Hall as a whole, this will include the provision of flexible community facilities for rent on the third floor. The space will be open to all community groups with space guaranteed for associations moving out from the Priory Community Centre.</td>
<td>2014</td>
<td>Property and regeneration SPD Acton Town Hall and Surroundings consulted on February-March 2011 Planning Application submitted in August 2011</td>
<td></td>
</tr>
<tr>
<td>Ealing/Hanwell</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hanwell Community Centre</td>
<td>Very well used</td>
<td>To refurbish Hanwell Community Centre to enable it to be fit for purpose as a location to provide a defined range of community service activities and letting opportunities. This might include use as small business start up offices, IT facilities and nursery/creche use. The total cost of the repair and refurbishment works is £3.9 million Forecast: 2011/12 £268k</td>
<td>Subject to further funding</td>
<td>Property Services</td>
</tr>
<tr>
<td>Northfields Community Centre</td>
<td>Well used centre</td>
<td>Potential to secure external funding in which case the council will grant a long lease to enable the centre to expand and will increase its involvement</td>
<td>TBC</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Greenford/ Northolt / Perivale</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenford Community Centre</td>
<td>Requires capital investment in maintenance and DDA compliance costs</td>
<td>Former Victorian School. Potential to secure external funding in which case the council will grant a long lease to enable the centre to expand and will increase its involvement</td>
<td>TBC</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Ravenor Farm Community Centre</td>
<td>Part of the site is let on a 30-year lease enabling the Ravenor farm community association to apply for grant funding. The Northern side is let on a 5 year lease with an option for the Council to end the lease. An 760 sq m extension is considered for the provision of adults and children and families services facilities. £2.7 million of funding is required</td>
<td>2014</td>
<td>Property strategy</td>
<td></td>
</tr>
<tr>
<td>Community Centre / Location</td>
<td>Viability issues affecting the Community Centre</td>
<td>Management and Investment Plans</td>
<td>Timescale</td>
<td>Delivery mechanisms</td>
</tr>
<tr>
<td>-----------------------------</td>
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<td>--------------------------------------</td>
</tr>
<tr>
<td>Islip Manor Community Centre</td>
<td>The centre is well used and under pressure for more space.</td>
<td>Excess demand to be accommodated at Northolt Leisure Centre where new purpose built accommodation has been provided. Potential to secure external funding in which case the council will grant a long lease to enable the centre to expand and will increase its involvement</td>
<td>TBC</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Northolt Village Community Centre</td>
<td>The building is under utilised and has a higher alternative use value as residential.</td>
<td>The centre is a Victorian house located on a large valuable site in the centre of the village. Disposal might be considered or potential long term lease</td>
<td>2014</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Northolt Grange Community Centre</td>
<td>The centre serves a wide area but attendance is decreasing</td>
<td>The centre could be merged with the Viking Community Centre</td>
<td>2014 – TBC</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Perivale Community Centre</td>
<td>Well used centre</td>
<td>Potential to secure external funding in which case the council will grant a long lease to enable the centre to expand and will increase its involvement.</td>
<td>TBC</td>
<td>N/a</td>
</tr>
<tr>
<td>Viking Community Centre</td>
<td>Well used centre</td>
<td>Possibility of merging with primary school with provision for community space</td>
<td>2014</td>
<td>Community Centres Strategy</td>
</tr>
<tr>
<td>Southall Manor House</td>
<td>Lack of demand for hired space has led to parts of the centre being rented on commercial leases that will attract security of tenure.</td>
<td>TBC</td>
<td></td>
<td>Community Centres Strategy Property Strategy</td>
</tr>
<tr>
<td>The Dominion Centre</td>
<td></td>
<td>An options appraisal report undertaken by Britton McGrath, in Summer 2011. This could be a combination of commercial and community use, to make the project financially viable. The refurb project is due to be completed in Sept 11, the period may be extended subject to raising further external funding. In addition to the £560k for external refurbishment works, £250k committed through Capital Growth Fund for 11-12, for internal improvements and reconfigurations (in line with historic significance of the building), but not specifically for community use. Manor House should be offered for use for community and voluntary groups following the relocation of the Chamber of Commerce in Southall Town Hall. Timescales dependent on decision reached by Leader &amp; Southall Members</td>
<td>TBC</td>
<td>The scheme will go ahead following Cabinet approval, subject to legal arrangements for leasing the building and sustainable funding mechanisms, potentially through commercial activity</td>
</tr>
</tbody>
</table>
**Funding Mechanisms**

The Environment and Services Directorate identifies the funding needed to carry out priority 1 and 2 repairs through condition surveys on a yearly basis to ensure that buildings are compliant in terms of health and safety. £605,000 were committed for the purpose of upgrades for 2011-2012 through the 2011’s star chamber. This funding however is not for the purpose of creating new infrastructure.

**Housing Revenue Account (HRA) Community Centres**

Ten community centres are located on social housing estates and are operated by Ealing the Housing Directorate. These premises are funded through the Housing Revenue Account (HRA) and shown in Figure 41. A number are used by groups on the estate only and are operating at under-capacity. The council will seek to co-ordinate the use of these centres with those in the non-HRA portfolio to achieve rationalisation.

**Figure 41: HRA Community Centres**

<table>
<thead>
<tr>
<th>Area</th>
<th>Viability Issues</th>
<th>Management and Investment Plan- Anticipated and Committed Funding</th>
<th>Timescale of Delivery</th>
<th>Delivery Mechanism-Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acton Vale Community Centre</td>
<td>Very well used, in need of some repairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oak Tree Community Centre, South Acton</td>
<td>Very well used</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing/Hanwell</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Gurnell Grove Meeting Hall, West Ealing</td>
<td>Well used</td>
<td>Recently refurbished</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tintern Court Community Centre, Green Man Lane Estate West Ealing</td>
<td>Very well used</td>
<td>Planned demolition of existing community centre and re-provision of new a new 486 sq m (The Council’s preferred development partner for the re-development of the Green Man Lane Estate has been chosen, subject to the satisfactory conclusion of legal agreements.)</td>
<td>2017</td>
<td>Regeneration and Housing Department Major Projects</td>
</tr>
<tr>
<td>Copley Close Hall, Hanwell</td>
<td>Used to full capacity – roof repairs required.</td>
<td>Planned future urban regeneration of the area-community centre included</td>
<td></td>
<td>Regeneration and Housing Department</td>
</tr>
<tr>
<td>High Lane Community Centre, Hobbayne Rd Hanwell</td>
<td></td>
<td>Recently refurbished</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Viability Issues</td>
<td>Management and Investment Plan- Anticipated and Committed Funding</td>
<td>Timescale of Delivery</td>
<td>Delivery Mechanism-Strategy</td>
</tr>
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<td>-----------------------</td>
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<td>-----------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td><strong>Greenford / Northolt / Perivale</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allen Court Meeting Hall, Greenford</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northolt Tenants Hall, Northolt</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rectory Park Youth and Community Centre, Northolt</td>
<td>Used to full capacity, in need of repairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smiths Farm Estate Hall, Northolt</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buckingham Avenue, Perivale/ Greenford</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gainsborough Tower, Northolt</td>
<td>Not well used</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joan Blandon Room, Northolt</td>
<td>Not used/ reported for emergency repairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southall</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf Links Community Centre, Southall</td>
<td>Used to full capacity but in a very bad state</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Havelock Community Shop Southall</td>
<td>Very well used</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The centres are generally used by partnership agencies/community groups and Housing Strategic involvement Team manages the booking. Three of the centres (Oak Tree, Acton Vale and Copley Close) are self-managed by local community associations.

Ealing Council is responsible for the upkeep and maintenance of the centres, for the building insurance on the premises, pay business rates associated to the centres as well as general management costs. Community Centres pay a standard fee to Ealing when needing facilities however business rates are not commensurate with profits. Although many of these centres are in a state of disrepair, it is difficult to find funding for major refurbishment, as they do not generate profit. Dedicated staff would be needed to promote community centres in order to generate enough income to sustain the balance in costs. There is potential for the local active residents to take up the costs that come with the management of the most successful of these community centres (e.g. Copley Close and Acton Vale). The Council is working with the community associations to gradually decrease its involvement in the management of the centres. In spite of this, both the Green Man Lane Community Centre in West Ealing and Copley Close Hall in Hanwell will be closed down as part of upcoming regeneration projects.

Publication of Community Centres Strategy is anticipated later in 2011 and future updates to the IDP will reflect any further changes in proposals, timescales and funding mechanisms.
9. Transport

9.1 Planning Transport Infrastructure

An effective, high quality, reliable transport network is vital to the environmental and economic sustainability of the borough. Investment in the public transport and highway network is needed to address current issues in terms of capacity, quality and reliability, as well as ensuring the transport network can support growth.

The increases in population and employment in the borough and across the West London sub-region will require a significant response from the transport network to ensure there is the capacity to cope with additional demand and more journeys by all transport modes.

This requires support and investment beyond the borough boundary, through partnership working with neighbouring boroughs and Transport for London (TfL). This is done through a series of sub-regional partnerships including the West London Alliance, the West London Strategic Transport Group, WESTTRANS, West London Business and others. A new Sub-Regional Transport Plan64 was published in November 2010. This identified five main challenges for the west sub-region:

- Improve north-south connectivity
- Improve access to, from and within key locations
- Enhance east-west capacity and manage congestion
- Enhance the efficiency of freight movements in the sub-region
- Improve land-based air quality

The borough transport network includes the local roads, stations, interchanges, bus stops and other infrastructure which affect local people and local communities. This level of local transport infrastructure investment is primarily led by the Local Implementation Plan (LIP) annual settlement. In 2010/11, the LBE received £5.433m of LIP funding made up as follows:

- Corridors - £2.015m
- Neighbourhoods - £1.426m
- Area Based Schemes - £910k
- Smarter Travel - £566k
- Maintenance - £416k

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64 TfL West London Sub-Regional Transport Plan (2010)
Local Transport Funding - £100k

The need for transport investment at both the local and strategic network over the lifetime of the LDF is partly determined by the distribution of population and employment growth, and how this will affect the number and pattern of journeys as calculated by through TfL’s transport modeling, as well as priorities and issues raised through involvement with the Mayor’s Transport Strategy (MTS), the West London Sub-Regional Transport Plan, and the LDF and Development Strategy 2026 and LDF process.

Area-specific priorities from the community and elected members are also important in determining the use of transport funding, which are fed into the annual capital programme for works.

This section describes the transport investment priorities which need to be addressed over the lifetime of the LDF, and how they will be delivered. This is separated into investment at the sub-regional level, channelled through the MTS and the TfL Sub-Regional plan, and locally, channelled through the LDF and the LIP programme.

9.2 Sub-regional Investment

TfL, in conjunction with a range of other partners, produced the West London Sub-Regional Transport Plan. The purpose of the Plan is to articulate the aims and objectives of the London-wide Mayors Transport Strategy in the context of the specific needs and opportunities in West London.

This was developed through an analysis of the current challenges facing the transport network, and developed options for solutions to these problems. These options were then developed into a series of projects which include a delivery and implementation programme.

This process is at a relatively early stage and the plan remains a “live” document that can be updated regularly. We present here what the transport challenges facing Ealing over the coming years are, and identify what the potential solutions may be. These solutions will be developed in more detail through the coming year.

Challenges and Options across West London

The Sub-Regional Plan has currently reached the challenges and options stage, and uses a range of data, analysis and consultation regarding the demand and use of the transport network to identify the specific challenges that face the regional transport network. It then sets out possible solutions to address these challenges, and will assess the feasibility, effectiveness and value for money of each of these solutions, and identify possible delivery timescales and costs. Later stages of the Plan will provide more definitive priorities, and show specifically what the priority solutions are for West London over the lifetime of the MTS to 2026.

The main challenges facing the West London Transport network are identified below:

- **Supporting population and employment growth**: The population of West London is forecast to grow from 1.4 to 1.6 million by 2031 placing additional demands on the network, as well as significant concentrations of employment growth in town centres and employment areas.
• **Improving transport connectivity:** Public transport access from West London to main centres of employment and town centres should be maintained. Areas of poor connectivity need to be addressed, as does issues such as congestion, which has a detrimental effect on the economy and people’s experience of travel.

• **Delivering an efficient and effective transport system for people and goods:** Congestion is a significant issue for many road users, especially those travelling west-east. Traffic flow needs smoothing as well as improving the reliability of public transport and ensuring the road network is in a good state of repair.

• **Quality of life:** Improving the experience of travel would benefit all who live and work in West London. This extends beyond the network itself and includes enhancing streetscapes, the public realm, and the natural environment, improving air quality, and improving noise impacts. Increasing in walking and cycling can have benefits for health and reduce carbon emissions.

• **Safety and Security:** There is also an ongoing need to reduce crime, improve road safety, improve public transport safety, for all road users, cyclists, pedestrian and those using public transport.

• **Providing transport opportunities for all:** There is a need to improve accessibility to transport services in those areas of low accessibility, to provide access to jobs and services. This is especially important in pockets of deprivation to support wider regeneration initiatives.

There are also a number of specific challenges that have emerged through the Sub-Regional transport planning process which highlight specific investment needs for Ealing. These include:

**Improving north south connectivity:** There is a lack of north-south public transport connections; meaning journeys are often taken by car. Key priorities which need addressing include:

- Improving the connections on the Southall-Harrow corridor, and connecting the opportunity areas of Southall and Brent Cross
- Improving the Wembley-Ealing corridor, through Park Royal, which is poorly connected by public transport

**Improving access to, from and within key locations:** The transport needs of major locations such as Heathrow, White City, Earl’s Court, Westfield and Park Royal must be addressed, including congestion, public transport, street scene, and environment. Priority locations include Wembley, White City, Park Royal, and Heathrow. This may include tackling the poor links into the rail network at Park Royal,

Other key locations of importance in the Borough include Southall, where there are high levels of congestion and an expected growth in population; and Ealing, where there is a large growth in employment expected and a high mode share using the car.

**Enhancing east-west capacity and managing congestion:** Although there are strong east-west routes from Central to West London, by both road and public transport, these are often crowded and congested. Managing this congestion and providing capacity is an immediate need. Although there are some schemes which will help with this such as Crossrail and tube upgrades, the population and employment growth will continue to put pressure on the network. Analysis has identified the following corridors as being priorities for investment:

- Ealing Broadway–Paddington public transport corridor due to crowding on Great Western services.
- Ealing Broadway-Hammersmith-Victoria public transport corridor due to crowding on the district Line.
• Congestion on the M4 / A4 highway corridor
• Uxbridge Road corridor, between Ealing-Victoria, Ealing-White City, and Southall-Hammersmith as a result of crowding and congestion around Ealing, Acton and Southall.
• A40 corridor congestion.

These challenges and options will be consulted on and developed through 2010 into a more definitive list of priorities which will be converted into a schedule of projects including an implementation strategy. Further updates of the IDP will include these projects.

However there are currently a number of schemes that already exist through the MTS which will contribute to meeting to the challenges set out here. These are described in section 9.4 below.

**The Relationship with the Development Strategy 2026**

The Initial Proposals version of the Development Strategy 2026 included a number of suggested schemes and potential gaps in the network. These were a mixture of approved and aspirational projects, which were subject to further development through the LDF process and sub-regional transport planning.

Some of these proposals, such as improved north-south links and measures to smooth traffic flow on the Uxbridge Road corridor, have been integrated into the West London Plan. The LDF and Sub-Regional Plan will work together to identify the issues which need addressing in terms of transport, include the appropriate response in emerging LDF documents in terms of proposals and policies, and provide the framework for delivery of these projects through this Infrastructure Plan to be implemented through the West London Sub-Regional Plan and the MTS.

**9.3 Corridors and Neighbourhoods**

At the local level, transport investment is primarily delivered through a three year rolling programme of funding known as the Local Implementation Plan (LIP). This LIP process develops local schemes in response to issue and problems raised through the Ealing Transport Strategy and local consultation. Projects are developed to meet these local needs in the context of London-wide strategic objectives, such as smoothing traffic flow or improving public transport reliability.

The LIP delivers projects focused primarily on either:
• Area based schemes, such as town centres or neighbourhoods
• Corridors, where projects addressing network issues such as smoothing traffic flow on the road network
• Neighbourhoods, where more localised transport issues exist

Funding is allocated to boroughs from TfL on a formula-based basis. Ealing was allocated £5.4 million for 2010/11. The new LIP period runs from 2011/12 to 2013/14. Future LIP funding will be approximately £5million per annum.
The current LIP focuses on Major Schemes in three town centres, Ealing Broadway, Acton and Southall. This follows a similar successful approach previously undertaken in Greenford. There are also a number of similar schemes in smaller locations, known as the ‘streets for people’ programme.

The borough’s main radial routes are the Uxbridge Road and A40 corridors, as well as a number of North-South orbital routes connecting these corridors. Corridor projects in the current LIP largely relate to these orbital connections, as well as some radial projects. Their main focus is to ease congestion and improve road safety.

The LIP must be integrated with wider programmes of investment, such as those being delivered by the MTS and the Sub-Regional work. To this end, the projects selected must all display how they meet the Mayoral high level outcomes identified in the MTS. TfL also stress the opportunity to integrate LIP projects with other TfL funded schemes where possible. The current LIP programme for corridors and neighbourhoods is shown in Figure 42.

9.4 Delivering Transport Infrastructure
Transport Investment

There are many improvements across the West London transport network which are already committed through either the MTS or the current TfL business plan which will address some of the challenges identified in this plan. These include:

- Crossrail, which will provide 10 per cent extra public transport capacity across London and double capacity to and from Heathrow
- A 24 per cent increase in capacity on the Piccadilly Line by 2016
- Train lengthening and increased train frequency on the London Overground
- 24 per cent increase in capacity on the District Line
- Train lengthening on some services and electrification of the line on some Great Western Thames Valley services

These are some improvements that will provide additional capacity for those living and working in Ealing. There are a number of other schemes, either approved or potential, which together provide much of the transport investment programme for the borough over the lifetime of the LDF. This is shown in Figure 43 below (with the potential schemes shown in italics).\(^\text{65}\)

\(^\text{65}\) Where known, costings and timescales are set out in the 23 March 2010 Cabinet report ‘LIP Transport 2010/11 – Deliverables’
Figure 42: Corridors and Neighbourhoods (CANS) projects and Major Scheme Bids for 2011/12 to 2013/14
# Figure 43: Planned Transport Investment

<table>
<thead>
<tr>
<th>Strategy / policy</th>
<th>Project</th>
<th>Spatial location</th>
<th>Delivery mechanism</th>
<th>Cost</th>
<th>Timescale</th>
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<td>MTS</td>
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<td>Strategic</td>
<td>Crossrail / Network Rail</td>
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<td>Bus network development</td>
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<td>MTS</td>
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<td>MTS</td>
<td>Cycling initiatives in Outer London town centres</td>
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<td>2010-2020</td>
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<td>MTS</td>
<td>Improved road management to smooth the flow of traffic</td>
<td>Strategic</td>
<td>MTS</td>
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<td>Development Strategy 2026</td>
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<td>North London Line improvements</td>
<td>Strategic</td>
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<td>LDF</td>
<td>High frequency bus route between Ealing and Wembley Park via Park Royal</td>
<td>Strategic</td>
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<td>Strategic</td>
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<tr>
<td>LDF</td>
<td>Greenford Branch line improvements</td>
<td>GNP / Ealing</td>
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<tr>
<td>LDF</td>
<td>Extension of Overground Greenford – Ruislip</td>
<td>GNP</td>
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<td>LDF</td>
<td>Greenford Rd. bus improvements</td>
<td>GNP / Ealing</td>
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<td>Greenford A40 freight link</td>
<td>GNP</td>
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<tr>
<td>LDF</td>
<td>Northolt bus service improvements</td>
<td>GNP</td>
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<td>LDF</td>
<td>Southall bridge widening</td>
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<td>North Acton Station</td>
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<tr>
<td>LDF</td>
<td>Park Royal interchange</td>
<td>Acton</td>
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<tr>
<td>LDF</td>
<td>Ealing Broadway interchange</td>
<td>Ealing</td>
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<td>Strategic</td>
<td>Crossrail</td>
<td>TBC</td>
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<td>Strategy/Policy</td>
<td>Project</td>
<td>Spatial location</td>
<td>Delivery mechanism</td>
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<td>LIP Corridors</td>
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<tr>
<td>Corridor 1 - Uxbridge Road (Acton section)</td>
<td>Multi-modal improvements to walking, cycling, road safety, buses smoothing traffic flow and possible station access improvements at Acton Town. Also to address speeding, rat-running, cycle safety and</td>
<td>Acton</td>
<td>LIP Corridors</td>
<td>£100k</td>
<td>2011/12</td>
</tr>
<tr>
<td>Strategy / policy</td>
<td>Project</td>
<td>Spatial location</td>
<td>Delivery mechanism</td>
<td>Cost</td>
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<tr>
<td>Corridor 1 - Uxbridge Road (Southall section)</td>
<td>Pedestrian movement issues in Bromyard Avenue.</td>
<td>Southall</td>
<td>LIP Corridors</td>
<td>£600k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Corridor 1 - Uxbridge Road (Hanwell/West Ealing section)</td>
<td>Multi-modal improvements to walking, cycling, road safety, buses and smoothing traffic flow</td>
<td>Hanwell/West Ealing</td>
<td>LIP Corridors</td>
<td>£450K</td>
<td>2012/13-2013/14</td>
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<tr>
<td>Corridor 1 - Uxbridge Road (Ealing Broadway section)</td>
<td>Multi-modal improvements to walking, cycling, road safety, buses and smoothing traffic flow</td>
<td>Ealing</td>
<td>LIP Corridors</td>
<td>£350K</td>
<td>2012/13-14</td>
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<tr>
<td>Corridor 2 - Ealing north - south corridor</td>
<td>Develop Streets for People scheme with traffic flow and public transport improvements</td>
<td>Ealing</td>
<td>LIP Corridors</td>
<td>£250k</td>
<td>2011/12-2012/13</td>
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<tr>
<td>Corridor 3 - Acton north - south corridor</td>
<td>Multi-modal improvements to parking, traffic management, walking, cycling, road safety, buses and traffic congestion relief, may include Park Royal canal towpath</td>
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<td>LIP Corridors</td>
<td>£741k</td>
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<td>Corridor 4 - West Ealing north - south corridor</td>
<td>Pedestrian and traffic flow improvements (including buses)</td>
<td>West Ealing</td>
<td>LIP Corridors</td>
<td>£400k</td>
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<tr>
<td>Corridor 5 - Southall north - south corridor</td>
<td>Focus on congestion relief, road safety and urban realm improvements including those necessary as part of the Southall Gas Works redevelopment</td>
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<td>LIP Corridors</td>
<td>£475k</td>
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<td>Corridor 6 - Boston Road corridor</td>
<td>Study to identify and implement road safety and traffic flow improvements (including buses)</td>
<td>Hanwell</td>
<td>LIP Corridors</td>
<td>£200k</td>
<td>2011/12-2012/13</td>
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<td>Corridor 7 - Windmill Road (South Ealing)</td>
<td>Reallocation of road space including measures to assist buses</td>
<td>South Ealing</td>
<td>LIP Corridors</td>
<td>£50k</td>
<td>2011/12</td>
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<tr>
<td>Corridor 8 - Ruislip Road/Greenford Road</td>
<td>Build on recently completed streetscape/regeneration town centre project to address bus stand and traffic congestion issues</td>
<td>Greenford</td>
<td>LIP Corridors</td>
<td>£250k</td>
<td>2011/12-2012/13</td>
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<tr>
<td>Corridor 9 - Greenford Freight</td>
<td>Freight access and cyclist improvements for industrial area, possible new link road</td>
<td>Greenford</td>
<td>LIP Corridors</td>
<td>£275k</td>
<td>2011/12-2012/13</td>
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<tr>
<td>Corridor 10 - Petts Hill Bridge</td>
<td>Bridge replacement in partnership with TfL, Network Rail and Harrow Council</td>
<td>Northolt</td>
<td>LIP Corridors, LB Harrow, Network Rail + TfL</td>
<td>£375k</td>
<td>2011/12-2013/14</td>
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<tr>
<td>All corridors future feasibility</td>
<td>Studies to identify future works and implemented scheme monitoring</td>
<td>Borough wide</td>
<td>LIP Corridors</td>
<td>£150k</td>
<td>2011/12-2013/14</td>
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<tr>
<td>Grand Union Canal towpath cycling improvements</td>
<td>Resurfacing works to promote cycling between Southall and Greenford Green</td>
<td>Southall/Greenford</td>
<td>LIP Corridors</td>
<td>£700k</td>
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<td>Strategy / policy</td>
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<td>Spatial location</td>
<td>Delivery mechanism</td>
<td>Cost</td>
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<tr>
<td>LIP Neighbourhoods</td>
<td>Provide pedestrian crossing and cycling facilities with streetscape improvements to supplement existing 20 mph zone</td>
<td>Perivale</td>
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<td>2012/13-2013/14</td>
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<tr>
<td>Neighbourhood 5 - West Twyford Area (Hanger Hill)</td>
<td>Install joint 20mph zone with LB Brent (2010/11 scheme) and reduce HGV obstructive parking on footways</td>
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<td>Neighbourhood 8 - Shopmobility (Ealing Broadway)</td>
<td>Access improvements for disabled people</td>
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<td>£195k</td>
<td>2011/12-2012/13</td>
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<td>Neighbourhood 9 - A40 Corridor AQ Monitoring</td>
<td>NO2 level monitoring adjacent to major TLRN corridor</td>
<td>Acton/Park Royal</td>
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<td>Neighbourhood 10 Aircraft Noise Monitoring</td>
<td>Collect annual data to comply with the European Noise Directive</td>
<td>Hanwell</td>
<td>LIP Neighbourhoods</td>
<td>£30k</td>
<td>2011/12-2013/14</td>
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<td>Neighbourhood 11 - Hanger Lane AQ Monitoring</td>
<td>NO2 &amp; NOX level monitoring adjacent to major TLRN corridor</td>
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<td>LIP Neighbourhoods</td>
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<td>2011/12-2013/14</td>
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<tr>
<td>Neighbourhood 12 - Westrans Freight Quality Partnership - various locations</td>
<td>Investigate and provide access improvements for commercial premises</td>
<td>Borough wide</td>
<td>LIP Neighbourhoods</td>
<td>£50k</td>
<td>2011/12</td>
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<td>Neighbourhood 13 - Electric Vehicle Charging Points</td>
<td>Installation of facilities across the Borough</td>
<td>Borough wide</td>
<td>LIP Neighbourhoods</td>
<td>£150k</td>
<td>2011/12-2013/14</td>
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<td>Neighbourhood 14 - Ealing Road/Mandeville Road junction signalisation (Northolt Mandeville)</td>
<td>Optimise traffic flow through the junction and possible station access improvements at Northolt Underground station</td>
<td>Northolt</td>
<td>LIP Neighbourhoods</td>
<td>£355k</td>
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<td>Neighbourhood 17 - Drayton Bridge Road</td>
<td>Install footway parking on bus route</td>
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<td>Neighbourhood 18 - Lady Margaret Road</td>
<td>Address vehicle speeding and pedestrian crossing issues, also bus stop accessibility improvements and bus service enhancement/ review</td>
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<td>£75k</td>
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<td>Neighbourhood 19 -</td>
<td>Address vehicle speeding and rat-running by HGV</td>
<td>Southall</td>
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<td>Allenby Rd/Somerset Road</td>
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<td>Reduce collisions in residential streets</td>
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<td>Neighbourhood 21 - West Acton/Queens Drive/Noel Road</td>
<td>Address rat-running, pedestrian crossing, road safety and cycling concerns</td>
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</tr>
<tr>
<td>Neighbourhood 22 - South Hanwell/Northfields -</td>
<td>Investigate and provide traffic calming and freight traffic reduction measures if required</td>
<td>Hanwell/Northfields</td>
<td>LIP Neighbourhoods</td>
<td>£75k</td>
<td>2011/12</td>
</tr>
<tr>
<td>Neighbourhood 23 - South Northfields</td>
<td>Investigate and provide traffic calming plus pedestrian crossing measures as necessary</td>
<td>Northfields</td>
<td>LIP Neighbourhoods</td>
<td>£50k</td>
<td>2011/12</td>
</tr>
<tr>
<td>Neighbourhood 24 - Haven Green East -</td>
<td>Address access and pedestrian movement issues</td>
<td>Ealing</td>
<td>LIP Neighbourhoods</td>
<td>£150k</td>
<td>2012/13-2013/14</td>
</tr>
<tr>
<td>Neighbourhood 25 - Bollo Lane/South Parade</td>
<td>Address speeding, road safety and rat-running issues</td>
<td>Acton</td>
<td>LIP Neighbourhoods</td>
<td>£125k</td>
<td>2012/13-2013/14</td>
</tr>
<tr>
<td>LIP Smarter Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Travel Plans Staff Costs</td>
<td>Fund 2 officers to continue and develop the STP programme</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£285k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Cycle Hubs</td>
<td>Introduce measures to support and develop the Biking Borough Initiative</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£300k</td>
<td>2012/13-2013/14</td>
</tr>
<tr>
<td>School Travel Plans Process</td>
<td>Update STPs, run events and provide relevant materials</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£461k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Ealing Council Travel Plan</td>
<td>Provide cycle parking, active travel infrastructure, promotional materials/publications and accessibility mapping</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£30k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Travel Awareness (TA)</td>
<td>Provide TA literature and stage events to encourage modal shift to sustainable modes</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£164k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>West London Travel Plan Network (WestTrans)</td>
<td>Recruit and support organisations to sign up to travel plans to encourage modal shift to sustainable modes (including area based networks), work on the ‘A New Way to Plan’ engagement programme including provision of training and advice, develop and adopt Supplementary Planning Documents for Travel Planning</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£60k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Direct Support for Cycling (DSC)</td>
<td>Award-winning annual campaign for ‘on-road’ training for adults, children and families</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£590k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>Bike Week</td>
<td>Annual campaign supported by the Mayor and TfL</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£16k</td>
<td>2012/13-2013/14</td>
</tr>
<tr>
<td>Strategy / policy</td>
<td>Project</td>
<td>Spatial location</td>
<td>Delivery mechanism</td>
<td>Cost</td>
<td>Timescale</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>------------------------------</td>
<td>-------</td>
<td>--------------</td>
</tr>
<tr>
<td>Monitoring of LIP Period Objectives</td>
<td>Monitoring and reporting for mandatory and local indicators</td>
<td>Borough wide</td>
<td>LIP Smarter Travel</td>
<td>£50k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>LIP Local Transport Funding</td>
<td>Flexible funding in 2011/12 for 1) Biking Borough Study, 2) Ealing Broadway Lift Study, 3) Ealing Broadway Interchange Study. Subsequent years projects to be confirmed</td>
<td>Borough wide</td>
<td>LIP Local Transport Funding</td>
<td>£300k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>LIP Maintenance</td>
<td>Includes principal road maintenance (carriageways and footways) plus bridge assessment and strengthening</td>
<td>Borough wide</td>
<td>LIP Principal Road Maintenance</td>
<td>£1,961K</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>*Ealing Broadway Interchange Major Scheme</td>
<td>New scheme to provide bus operational and infrastructure improvements to enhance the interchange experience, establish a new step free high quality station forecourt, plus provide better information facilities</td>
<td>Ealing</td>
<td>LIP Major Schemes</td>
<td>£4,554k</td>
<td>2011/12-2013/14</td>
</tr>
<tr>
<td>*Acton Town Centre Phase 3 Major Scheme</td>
<td>Final, 3rd phase of town centre. Improvements for pedestrians, cyclists and other vulnerable road users plus public space enhancements.</td>
<td>Acton</td>
<td>LIP Major Schemes</td>
<td>£2,775k</td>
<td>2011/12</td>
</tr>
<tr>
<td>*Southall Broadway Major Scheme</td>
<td>A major urban realm and transport project conceived that aims to improve pedestrian safety and movement, smooth traffic flow and improve journey time reliability, whilst providing a better environment for shoppers and stimulating regeneration.</td>
<td>Southall</td>
<td>LIP Major Schemes</td>
<td>£2,900k</td>
<td>2012/13-2013/14</td>
</tr>
<tr>
<td>*Stanmore to Thames Greenway</td>
<td>Cycle route improvements in Ealing, Harrow and Brent boroughs.</td>
<td>Borough wide</td>
<td>LIP Major Schemes + LB Harrow</td>
<td>To be confirmed</td>
<td>2010/11-2012/13</td>
</tr>
</tbody>
</table>
9.5 Risks and contingencies

The implementation of Crossrail is critical to support the proposed growth targets outlined in the Development Strategy. The non-delivery of Crossrail or any decision not to implement the Western link of Crossrail, whilst low risk, would have a high impact on the LDF. The significant reduction in transport capacity resulting would require re-consideration of the growth targets. If Crossrail were delayed, whilst again low risk, this would have a lesser impact on the LDF but may still require a review of the growth targets. Other contingencies to deal with any delay in implementation of Crossrail would also include re-prioritisation of Transport projects within the LIP. Finally, any cutback in the number of Crossrail stations or reduced service frequency would also impact upon transport capacity in the borough and therefore have an impact on the LDF. Reconsideration of the LDF Development Strategy may again be required in this scenario.

To help fund this key infrastructure project, the council are required to collect s106 contributions towards Crossrail on behalf of the GLA for office and retail developments of over 500 square metres and within 1 kilometre of a Crossrail station. TfL are preparing Supplementary Planning Guidance (SPG) relating to this, and an Examination in Public (EIP) on the draft Guidance was held in December 2009. A protocol with boroughs is also being developed out of this work. The contributions will be collected in relation to relevant developments that are both referable and non-referable to the GLA. The Council will be required to collect CIL rather than s106 towards Crossrail from a wider range of developments in due course. S106/CIL funding will also be sought if there are shortfalls in funding for the LIP projects.
10. Waste

10.1 The West London Waste Plan

The Draft Replacement London Plan sets out apportionment targets for the recycling and composting of waste and requires boroughs to identify sufficient sites to meet the increasing disposal and management needs.

The aim is for London to achieve self-sufficiency and dispose of its waste within its own boundaries. Large amounts of waste are currently transferred outside of London for treatment and disposal in landfill sites. West London waste mainly consists of Municipal Solid Waste (MSW) and Commercial and Industrial Waste (C&I).

As waste is accountable for 3 per cent of greenhouse gas emissions, it must be managed to mitigate the role it plays on climate change. This is best done at the regional level and the Draft Revised 2009 London Plan encourages boroughs to pool the apportionment requirements it sets for the management of MSW and C&I waste. The West London Waste Authority is the statutory waste disposal authority for the six waste London authorities. Its long-term vision is to achieve a 70% reuse and recycling recovery rate and zero waste to landfill.

The West London Waste Plan (WLWP) is the Development Plan document of the LDF for the six West London Waste Authority boroughs, including Ealing. At the Preferred Options Stage, consultation on the “Proposed Sites and Policies Document”, which followed the publication of the Issues and Options report in February 2009, closed on March 25th. It aims to provide a planning policy framework for waste management and outline sufficient sites to accommodate waste management facilities for MSW and C&I waste over the next fifteen years, including by safeguarding existing sites and maximising their use as waste management sites in the area.

Following this consultation on the proposed sites and policies document a revised draft of the plan, “The preferred Sites and Policies Document” will be prepared, including a refined list of sites. The revised plan will be subject to further consultation in late 2011, before being submitted to the Planning Inspectorate in 2012.

Sites and facilities identified in the Waste Plan will enable the West London Local Authorities to meet the requirements of the London Plan for managing their waste locally, meet their recycling and landfill allowance targets and reduce West London’s carbon footprint.

66 The London Plan – Minor Alteration to the Consultation Draft London Plan- Borough Level Waste Arisings And Apportionment And Corrections And Clarifications- (December 2009), accessible from [http://downloader.fw-notify.net/000000921-845075200/wlwp_proposed_sites_and_policies_web.pdf]

10.2 Apportionment and Future Capacity for London’s Waste

PPS10 Planning for Sustainable Waste Management requires the Mayor, through the London Plan, to identify the tonnages of Municipal Waste and Commercial and Industrial Waste to be managed and apportioned by waste planning authority area. Local Authorities are obliged to identify enough sites with the potential to meet the need for the treatment of waste. The latest figures from the not yet adopted 2009 Draft Replacement London Plan (shown below on Figure 44) substantially reduced apportionment levels in comparison with those from the 2008 Consolidated London Plan. The total existing capacity for waste (excluding transfer facilities) is compared with apportionments to understand how much more capacity is required to meet targets.

Figure 44: West London Capacity Requirements for Target Years (revised draft Replacement London Plan)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total MSW and C&amp;I arisings (London Plan figures)</td>
<td>2,082,997</td>
<td>2,082,711</td>
<td>2,092,270</td>
<td>2,110,935</td>
</tr>
<tr>
<td>Apportionment</td>
<td>1,399,132</td>
<td>1,593,145</td>
<td>1,799,320</td>
<td>2,018,719</td>
</tr>
<tr>
<td>Apportionment plus (self-sufficiency for London)</td>
<td>2,062,823</td>
<td>2,099,847</td>
<td>2,144,267</td>
<td>2,195,297</td>
</tr>
<tr>
<td>Total existing capacity (75% of licensed capacity)</td>
<td>484,424</td>
<td>574,424</td>
<td>574,424</td>
<td>574,424</td>
</tr>
<tr>
<td>Additional capacity required to meet the apportionment targets</td>
<td>914,708</td>
<td>1,108,721</td>
<td>1,224,896</td>
<td>1,444,295</td>
</tr>
<tr>
<td>Additional capacity required to meet the apportionment plus targets</td>
<td>1,578,399</td>
<td>1,525,423</td>
<td>1,569,844</td>
<td>1,620,873</td>
</tr>
</tbody>
</table>

Note: The figures shown are only for MSW and C&I waste, and are in tonnes per annum.

As seen from the above table, there is a substantial shortfall in the capacity for waste management in Ealing and West London. New facilities must be delivered by 2020 in order to cope with the growth in apportionment at the regional level.

Using London Plan projections, the WLWP calculates an indicative number of the type of facilities and the land intake these would require to support West London’s infrastructure needs, meet apportionment and achieve self-sufficiency. Figure 45 below shows facilities and land needs up to 2026.
Figure 45: Number of additional facilities required for West London to meet apportionment and self-sufficiency by 2026

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of additional facilities required to meet apportionment</th>
<th>Indicative land take required to meet apportionment (Ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2026</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>2021</td>
<td>2026</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>37</td>
</tr>
</tbody>
</table>

At the Issues and Options Stage of the WLWP consultation, it was decided to strive towards achieving apportionment targets by intensifying the use of existing sites and identifying new sites. All sites identified need to be above 0.5 ha in order to accommodate the range of facilities including recycling, composting and energy recovery facilities which will considered for these sites. Both large and smaller sites were identified to allow for the collocation of facilities and smaller localised facilities. The 2011 West London Waste Plan potential Sites Assessment Technical Report\(^68\) sets out the methodology that was used to identify potential sites for waste management in West London.

At the proposed option stage, 24 sites were identified, 10 of which are in existing use for waste transfer but can be reoriented for waste management use, and 14 of which are new. This amounts to a total of 66 ha identified for waste management uses. This figure is very high in view of the land take requirements as set out by the WLWP Proposed Sites and Policies Document based on the 2009 Draft London Plan targets. At the time of publication of the Proposed Sites and Policies Document, the 2008 Consolidated London Plan was indeed still the statutory regional strategy in place. The number of sites identified for the management of waste apportionments thus corresponds to the maximum requirements as set out by the 2008 LP targets. There is 10 ha contingency with regard to the 2008 LP figures and 30 ha contingency with regard to 2009 DRLP figures.

Figure 46 shows the existing sites considered to have the potential for redevelopment from transfer to management sites. Figure 47 shows the additional sites considered to have the potential to accommodate additional waste management facilities. Three sites amounting to 2.99 ha were identified in Ealing as having the potential to be redeveloped from a waste transfer to a waste management use. Five sites with a capacity of 15.95 hectares were identified in Ealing as having capacity to be developed as waste management sites.

### Figure 46: Existing waste sites considered to have the potential for re-development

<table>
<thead>
<tr>
<th>Site Number</th>
<th>Site Area (ha)</th>
<th>Borough</th>
<th>Description</th>
<th>Site Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>352</td>
<td>1.46</td>
<td>Brent</td>
<td>Twyford Waste Transfer Station</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>1261</td>
<td>2.71</td>
<td>Brent</td>
<td>Veolia Transfer Station, Marsh Road, Alperton</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>309</td>
<td>1.15</td>
<td>Ealing</td>
<td>Greenford Reuse &amp; Recycling Site, Greenford Road, Greenford</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>310</td>
<td>0.90</td>
<td>Ealing</td>
<td>Greenford Depot, Greenford Road, Greenford</td>
<td>Depot</td>
</tr>
<tr>
<td>328</td>
<td>0.94</td>
<td>Ealing</td>
<td>Quattro, Victoria Road, Park Royal</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>331</td>
<td>1.04</td>
<td>Hillingdon</td>
<td>Rigby Lane Waste Transfer Station</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>303</td>
<td>3.65</td>
<td>Hillingdon</td>
<td>Victoria Road Waste Transfer Station</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>353</td>
<td>2.57</td>
<td>Hillingdon</td>
<td>Transport Avenue Waste Transfer Station</td>
<td>Transfer Station</td>
</tr>
<tr>
<td>342</td>
<td>1.07</td>
<td>Richmond</td>
<td>Twickenham Depot</td>
<td>Depot</td>
</tr>
<tr>
<td>343</td>
<td>0.70</td>
<td>Richmond</td>
<td>Townmead Reuse &amp; Recycling Site</td>
<td>Transfer Station</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16.19 Ha</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Figure 47: Additional sites with the potential to accommodate additional waste management facilities

<table>
<thead>
<tr>
<th>Site Number</th>
<th>Site Area (ha)</th>
<th>Borough</th>
<th>Description</th>
<th>Site Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>386</td>
<td>3.57</td>
<td>Brent</td>
<td>Abbey Road, Park Royal</td>
<td></td>
</tr>
<tr>
<td>129</td>
<td>2.90</td>
<td>Brent</td>
<td>Rail Sidings, Premier Park Road, Park Royal</td>
<td></td>
</tr>
<tr>
<td>1262</td>
<td>1.94</td>
<td>Brent</td>
<td>Alperton Lane</td>
<td></td>
</tr>
<tr>
<td>144</td>
<td>3.00</td>
<td>Brent</td>
<td>Hannah Close / Great Central Way, Wembley</td>
<td></td>
</tr>
<tr>
<td>186*</td>
<td>10</td>
<td>Ealing</td>
<td>Park Royal 8</td>
<td></td>
</tr>
<tr>
<td>187*</td>
<td>6.14</td>
<td>Ealing</td>
<td>Park Royal 9</td>
<td></td>
</tr>
<tr>
<td>183*</td>
<td>14.40</td>
<td>Ealing</td>
<td>Park Royal 2</td>
<td></td>
</tr>
<tr>
<td>182</td>
<td>1.56</td>
<td>Ealing</td>
<td>Park Royal 1</td>
<td></td>
</tr>
<tr>
<td>191</td>
<td>4.39</td>
<td>Ealing</td>
<td>Atlas Road, Park Royal</td>
<td></td>
</tr>
<tr>
<td>222</td>
<td>3.20</td>
<td>Harrow</td>
<td>Council Depot, Forward Drive</td>
<td></td>
</tr>
<tr>
<td>253</td>
<td>3.40</td>
<td>Hillingdon</td>
<td>Silverdale Road Industrial Area</td>
<td></td>
</tr>
<tr>
<td>244</td>
<td>4.30</td>
<td>Hillingdon</td>
<td>Yeading Brook, Former Powergen Site, Bulls Bridge</td>
<td></td>
</tr>
<tr>
<td>241</td>
<td>8.96</td>
<td>Hillingdon</td>
<td>Tavistock Road Coal Depot, West Drayton</td>
<td></td>
</tr>
</tbody>
</table>
10 ha is the amount of land considered available for waste management facilities in sites 183, 186, and 187.

**Risks and Contingencies**

Once adopted, the plan will identify and safeguard sufficient sites to accommodate waste management in order to satisfy the apportionment targets set out in the London Plan. Whilst a number of the identified sites are operated by the boroughs, and the disposal authority (the West London Waste Authority), the delivery of many of these sites are dependent on the waste industry. There is a risk therefore that the identified sites may not be delivered. In addition to failing to satisfy the London Plan apportionment target, if no alternative management capacity is available, the boroughs and businesses within these areas will have to rely on other arrangements including costly landfill.

The plan will identify sufficient sites to meet the apportionment target, as well as allowing for some contingency. A detailed deliverability assessment will be undertaken for each of the sites, which consider the availability and achievability (viability) of developing or expanding these sites for waste management. The waste industry have also been consulted on this process. This should reduce the risk that the sites identified are not deliverable.
11. Utilities, Energy and Physical Infrastructure

11.1 Electricity and Gas

The Provision of Electricity and Gas Supplies

National Grid is responsible for Ealing’s electricity and gas transmission networks and gas distribution networks, as described below.

Electricity Transmission

National Grid, as the holder of a licence to transmit electricity under the Electricity Act 1989, has a statutory duty to develop and maintain an efficient, co-ordinated and economical transmission system of electricity and to facilitate competition in the supply and generation of electricity.

National Grid operates the national electricity transmission network across Great Britain and owns and maintains the network in England and Wales, providing electricity supplies from generating stations to local distribution companies. National Grid does not distribute electricity to individual premises themselves, its role being the key to ensuring a reliable and quality supply to all. Separate regional companies own and operate the electricity distribution networks. It is the role of these local distribution companies to distribute electricity to homes and businesses.

To facilitate competition in the supply and generation of electricity, National Grid must offer a connection to any proposed generator, major industry or distribution network operator who wishes to generate electricity or requires a high voltage electricity supply. Often proposals for new electricity projects involve transmission reinforcements remote from the generating site, such as new overhead lines or new development at substations. If there are significant demand increases across a local distribution electricity network area then the local network distribution operator may seek reinforcements at an existing substation or a new grid supply point. In addition National Grid may undertake development works at its existing substations to meet changing patterns of generation and supply.

Gas Transmission

National Grid owns and operates the high pressure gas transmission system in England, Scotland and Wales that consists of approximately 4,300 miles of pipelines and 26 compressor stations connecting to 8 distribution networks. National Grid has a duty to develop and maintain an efficient co-ordinated and economical transmission system for the conveyance of gas and respond to requests for new gas supplies in certain circumstances.

New gas transmission infrastructure developments (pipelines and associated installations) are periodically required to meet increases in demand and changes in patterns of supply. Developments to the network are as a result of specific connection requests e.g. power stations, and requests for additional capacity on the network from gas shippers. Generally network developments to provide supplies to the local gas distribution network are as a result of overall demand growth in a region rather than site-specific developments.
Gas Distribution

National Grid does not supply gas, but provides the networks through which it flows. Reinforcements and developments of our local distribution network generally are as a result of overall demand growth in a region rather than site-specific developments.

11.2 National Grid infrastructure Ealing

Electricity Transmission

National Grid’s high voltage electricity overhead transmission lines / underground cables within Ealing that form an essential part of the electricity transmission network in England and Wales include the following:

- Underground cables passing from Willesden substation at the northern boundary of the borough to Wimbledon substation in Wandsworth
- Underground cable from Willesden substation at the northern boundary of the borough to Laleham substation in Spellthorne via Ealing substation

The following substations are also located within Ealing:

- Ealing Substation - 275kV
- Willesden substation - 275kV

Gas Transmission

National Grid has no gas transmission assets located within the administrative area of Ealing.

Gas Distribution

National Grid Gas Distribution owns and operates the local gas distribution network in the Ealing area. Site-specific advice relating to the local gas distribution network is being sought from National Grid Plant Protection.
11.3 Capacity requirements

National Grid have indicated that the distribution of new development in the Ealing area will not have a significant effect upon National Grid’s gas and electricity transmission infrastructure. It is unlikely that any extra growth will create capacity issues for National Grid given the scale of these gas and electricity transmission networks. The existing network should be able to cope with additional demand\(^{69}\).

The electricity and gas distribution companies in the area are EDF Energy Networks and National Grid Gas Distribution. It will be these suppliers who will be contacted for further information regarding constraints and opportunities that the distribution networks may have on growth in the area, and not the transmission network which operates at a much more strategic level.

Monitoring and upgrading supply

National Grid aim to be proactively involved with policy and development matters which will have an effect on their role and which may require investment in order to fulfil its services. National Grid therefore wish to be involved in the preparation, alteration and review of Development Plan Documents (DPDs) which may affect its assets including policies and plans relating to the following issues:

- Any policies relating to overhead transmission lines, underground cables or gas pipeline installations
- Site specific allocations/land use policies affecting sites crossed by overhead lines, underground cables or gas transmission pipelines
- Land use policies/development proposed adjacent to existing high voltage electricity substation sites and gas above ground installations
- Any policies relating to the diverting or undergrounding of overhead transmission lines
- Other policies relating to infrastructure or utility provision
- Policies relating to development in the countryside
- Landscape policies
- Waste and mineral plans

In addition, National Grid also should be consulted by developers and local authorities on planning applications, which may affect our assets and are happy to provide pre-application advice to ensure that the safe and secure transportation of electricity and gas is not compromised. National Grid will therefore be notified and consulted with on any relevant planning applications or other DPDs as part of the LDF consultation.

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\(^{69}\) National Grid representations as part of the consultation on the Development Strategy Initial Proposals
11.4 Decentralised Energy Master Planning – Heat Map for Ealing

In order to satisfy the requirements of the supplement to PPS1 (Planning Policy Statement - Planning and Climate Change) the Council has developed an evidence base on energy matters. One element of the evidence base is the identification of opportunities for low carbon energy solutions that can deliver environmental benefits within the borough.

The identification of these low carbon energy solutions was facilitated by the London Development Agency (LDA) who has developed an Energy Master Plan for London. This is in the form of the London Heat Map (LHM)\(^70\). The LHM provides a web-based GIS resource containing high-level data on Decentralised Energy (DE) across London. The DE Masterplanning (DEMaP) programme is hosted by the LDA and is regularly updated with information from boroughs and developers.

As part of the DEMaP programme, a suite of ‘service packages’ have been identified setting out the steps necessary to support boroughs to deliver a DE project, from concept, through to implementation. One of these service packages is Heat Mapping, which involves the detailed mapping of decentralised energy data for the borough. The heat map has helped Ealing to identify opportunities for DE in the borough and forms part of an evidence base for policies on DE.

Decentralised energy schemes have a critical role to play in reducing London’s CO\(_2\) emissions. In broad terms, DE means local or sub-regional supply of heat and electricity. The borough has been supported in identifying and developing low carbon heat network opportunities and local, low carbon supply opportunities (including gas-fired CHP, biomass, and advanced energy from waste technologies). The ‘Masterplanning’ element of DEMaP refers to the required spatial and strategic planning that identifies and develops opportunities for DE and the associated technical, financial and legal considerations that provide the basis for project delivery. DE enables higher fuel conversion efficiencies and lower energy distribution losses that together will contribute to the London’s CO\(_2\) reduction target of 60 per cent by 2025.

District heating networks are fundamental to such schemes, and in order to have the significant impact that is required, extensive networks need to be installed in London over the next few years, on a scale which has not been seen before in the UK. Such schemes will enable the distribution of low-carbon heat, captured from power stations, waste to energy facilities and dedicated Combined Heat and Power (CHP) plants for space heating and hot water production in buildings and industry across London.

The LHM contains a combination of actual and estimated heat energy consumption data for all buildings in London. As part of the DEMaP programme the Council have developed a heat map with actual energy consumption data for the borough. This actual data will substitute estimated data for the borough on the LHM. The Ealing heat mapping exercise has allowed us to identify the right location(s) for the establishment of DE network(s) based on the existing and proposed mix of uses within areas, and the physical feasibility of setting up such a network.

\(^{70}\) This can be found at http://www.londonheatmap.org.uk
11.5 Decentralised energy opportunities within the borough

In Ealing, development is to be focused within two growth areas, the Uxbridge Road /Crossrail and the A40/Park Royal corridors, and in particular within town centres, areas of high public transport accessibility and housing estates where there is potential for increased density within these areas.

In order to identify smaller areas within the borough with potential for developing such networks, the borough has been grouped into smaller more manageable geographical regions that can later be used as a method of phasing the introduction of the district heating network(s). These regions or parts of the borough are identified in Figures 49 and 50.

Whilst the heat demand of over 600 buildings (including those buildings identified by the LDA) was included in the heat mapping assessment, this represents only a fraction of the actual number of buildings in the borough. It should therefore be noted that the figures below are an under-estimation of the amount of heat available within the borough. The quantitative heat demand assessment results are presented in Figure 50.

**Figure 49: Sub-regional Heat Demand for Potential District Heating Network(s) within Ealing**

<table>
<thead>
<tr>
<th>Larger Regions within Ealing borough</th>
<th>Estimated Heat Consumption (MWh/yr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. South Central Ealing</td>
<td>87,000</td>
</tr>
<tr>
<td>2. Acton</td>
<td>40,000</td>
</tr>
<tr>
<td>3. Park Royal</td>
<td>9,000</td>
</tr>
<tr>
<td>4. Southall</td>
<td>39,000</td>
</tr>
<tr>
<td>5. Central Ealing</td>
<td>24,000</td>
</tr>
<tr>
<td>6. North Central Ealing</td>
<td>3,000</td>
</tr>
<tr>
<td>7. Northolt</td>
<td>10,000</td>
</tr>
<tr>
<td>8. Greenford</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total Heat Demand</strong></td>
<td><strong>227,000</strong></td>
</tr>
</tbody>
</table>
Figure 50: Ealing District Heating Regions
The heat mapping study\textsuperscript{71} identified eight focus areas with the greatest potential for development of district heat and power networks in the borough:

- South Acton Estate [Acton]
- Ealing Metropolitan Centre, linked to the Green Man Lane Development [Ealing]
- Copley Estate [Hanwell]
- Southall Gas Works [Southall]
- Ealing Hospital [Ealing]
- Ferrier Road/Union Road [Greenford]
- Greenford Road [GNP]
- North Acton [Acton]

A number of criteria such as large heat users and producers, existing network(s) and/or new development(s), public buildings and building diversity were some of the factors used to determine clusters (focus areas) within the borough. Figure 51 summarises the estimated heat loads for each of the focus areas while Figure 52 presents the areas with high, medium and low potential for developing DE networks.

Following the completion of phase 1 of the DeMAP project, further analysis has led the Council to conclude that the South Acton Area (SAA) is presently the most viable location for the potential development of a decentralised energy network. SAA is a regeneration area consisting of the right mix of uses and energy loads including South Acton Estate (SAE), Acton Town Hall (ATH), multi-address buildings and public and educational facilities.

Ealing, through recent discussions with officers from the GLA/LDA, is considered high in the list for receiving further support for phase 2 of the DEMaP programme. Phase 2 consists of a detailed Master Planning Feasibility Exercise that will be undertaken for South Acton Area, as this was identified having the highest priority for the creation of such networks. Refer to Figure 53.

\textsuperscript{71} Further information can be found at the London Heat Map Study for London Borough of Ealing, May 2010
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Estimated Heat Consumption (MWh/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. South Acton Estate</td>
<td>29,233</td>
</tr>
<tr>
<td>2. Ealing Metropolitan Centre, linked to the Green Man Lane Development</td>
<td>28,992</td>
</tr>
<tr>
<td>3. Copley Estate</td>
<td>21,705</td>
</tr>
<tr>
<td>4. (4c) Southall Gas Works</td>
<td>23,907</td>
</tr>
<tr>
<td>5. Ealing Hospital</td>
<td>35,477</td>
</tr>
<tr>
<td>6. Ferrier Road / Union Road</td>
<td>1,071</td>
</tr>
<tr>
<td>7. Greenford Road</td>
<td>7,221</td>
</tr>
<tr>
<td>8. North Acton</td>
<td>8,169</td>
</tr>
<tr>
<td>Total Heat Demand</td>
<td><strong>155,775</strong></td>
</tr>
</tbody>
</table>
Figure 52: Focus Areas for Ealing Decentralised Heating
11.6 Water and Flooding

Thames Water is the statutory body for providing the borough with a clean, safe supply of drinking water, to deal with waste water, and to manage the sewerage system. As part of meeting these statutory outcomes Thames Water must consider and accommodate the growth in demand for its services.

This has been done through involving Thames Water in the preparation of the LDF and the Development Strategy to identify likely locations and scales of growth through Development Plan allocations. This was done through their representations on the Core Strategy, and through liaison in the preparation of this IDP.

Thames Water has therefore identified what infrastructure projects are needed to fulfil their statutory obligations over the plan period. Thames Water then responds through incorporating these development scenarios into its business planning process, on which the Water regulator OFWAT decides the level of funding Thames Water receives to implement their capital programme.

Thames Water is currently reviewing Ofwat’s Final Determination into its Business Plan. This sets the level of investment that can be delivered for the period between 2010 and 2015. As policies in the London Plan and the Ealing LDF are finalised, and Thames Water will continue its ongoing dialogue with the borough and the GLA to ensure the policies in these Plans reflect the level of infrastructure investment that will be delivered.

There is also engagement between Thames Water and the GLA on the London Plan. This process addresses policy regarding the supply and maintenance of the drinking and waste water infrastructure, including support for strategic projects such as the Upper Thames Reservoir (needed to supply London in the long term) and the Sludge Strategy, which addresses sewage management in the medium and long term.

This Capital Programme runs on five-yearly cycles. The current management period is due to end in 2009, with the Business Plan for the next period, running to 2015, currently being drafted. This Business Plan identifies a number of key infrastructure projects which will be progressed by Thames Water to ensure it can continue to provide a safe and efficient water supply and sewerage network to Ealing in the period 2010-2015.

The Planned Capital Programme (2010 to 2015) projects include mains and pipe replacement, new water resources to accommodate population growth, and other capital maintenance projects.

**Thames Tunnel**

Thames Water is also in the planning stages of the Thames Tunnel project. The tunnel will run under the Thames between Hammersmith and Beckton, preventing sewage discharge from Victorian sewers. The exact route for the tunnel is currently under development, with consultation taking place with a number of boroughs. There is a possibility that the route may go through LB Ealing, though the land take would be minimal.
and restricted to Thames Water owned land. The Acton Storm Tanks site has always formed part of this project and more details of the proposals will be included in phase 2 consultation in autumn 2012. Thames Water are in consultation with the borough as the project develops. 

**Funding and Delivery**

All of these projects are subject to funding being agreed with the regulator Ofwat. The final decision on funding will be made later in 2009. The borough will monitor the progress of these projects in relation to their implementation and any impacts that the projects will have on the viability or phasing of development, or any requirements in terms of land use planning.

In addition to these larger schemes, there is also an ongoing role of monitoring capacity through the development process. Thames Water is reliant on developers demonstrating that adequate capacity exists to serve the development and that it will not lead to problems for other users. This may require developers to undertake appropriate studies to ascertain the impact of the development on existing infrastructure, and if necessary, agree what improvements will need to be made and who will fund them. This is undertaken through the Development Management function of the council.

**11.7 Flood Prevention and Mitigation**

Preventing and mitigating flooding can involve a range of interventions from mitigation measures such as flood defences, through to much longer term prevention measures such as ensuring efficient drainage systems are adopted as part of new development.

The borough's Strategic Flood Risk Assessment is a key document in assessing areas of risk of flooding, and how this risk can be managed. It feeds into the Core Strategy, influencing strategic decisions regarding the location of growth, as well as specific policies such as those relating to building design.

The Environment Agency (EA) has a supervisory role over all flood defences, as well as an important role in coordinating flood mitigation and prevention measures, with the Local Authority also having a role in coordinating and involvement in flood related policy and guidance. Individual landowners are responsible for the specific maintenance of defences within their ownership.

The risk of flooding in Ealing is a relatively low one, with the only significant river in the area being the Middle Brent. We identify below how flood risk management of the Middle Brent is handled.

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72 Informal consultation with LB Ealing Development Management, Planning Policy and Thames Water
73 Ealing SFRA
In terms of infrastructure, the Borough and the Environment Agency carry out annual inspections of flood defence assets and these inspections are used to inform the owner of their duty to maintain them. Ownership is divided between British Waterways, The Environment Agency, private owners, as well as the Borough.

**Key Characteristics of the Middle Brent**
- The Middle Brent is a fluvial river system.
- Multiple sources of flooding are prevalent; climate change and growth pressure could all result in greater frequency and severity of flooding.
- This catchment possesses a heavily developed floodplain with residential and industrial development built right up to the edge of river channels. Approximately 1050 properties are at risk during a 1 per cent AEP flood.
- Existing flood defences are maintained.

**Types of Flood Risk in the Middle Brent**
- Overtopping of river banks and flood defences.
- Damage to flood defence walls.
- Overflow of surface water drains.
- Rapid surface water runoff from urban areas.
- In-channel blockages and constrictions.
- Possible Groundwater flood risk.

**What can be Done to Manage Flood Risk in the Future in the Middle Brent**

The EA approach to flood risk management across the Brent catchment needs a clear vision and bold decision making. The EA needs to maximise the remaining life of the conveyance system to provide some management of the probability of fluvial events. During this time there is also a need to reduce the consequences of flooding. This will involve a spectrum of activity, from spatial planning policies at a Borough level, through to flood resilience at the individual property level. The aim of this is to enable sustainable development throughout the catchment that is increasingly resilient to flooding.

The EA are not likely to be taking any action to further reduce the probability of flooding within the Middle Brent catchment in the foreseeable future. In the long-term the consequences of flooding can be reduced through the application of PPS25, focusing on protecting the remaining undeveloped floodplain from future development.
**Long-term Planning**

A longer-term approach to managing flood risk in the Middle Brent is needed. Insufficient space is available for future flood alleviation schemes; to manage flood risk in the future long-term land use planning will need to consider the following:

- Undertake land swaps to remove vulnerable development from the floodplain and free up land for flood storage.
- Look at opportunities to retrofit flood-proofing measures onto existing developments at risk of flooding.
- Change the vulnerability classification of existing developments in areas at risk of flooding.
- Develop a long-term plan to restore the river throughout London Borough of Ealing.

**11.8 Canals**

Within LB Ealing, British Waterways own and manage the Grand Union Canal (Mainline and Paddington Arm) and its infrastructure such as the towpath, locks, some weirs, and limited landholdings alongside the canal.

The canal offers benefits and opportunities to support education, heritage, tourism, sustainable transport and leisure and recreation opportunities. This includes heritage features such as the scheduled ancient monument the Hanwell Flight (currently 'at risk'), and its side ponds, which are subject to a programme of restoration and regeneration, being coordinated by British Waterways. There is also a section of failing waterway wall in this location, which is in the British Waterways programme of works to repair at a cost in the region of £250,000.

The British Waterways towpath resurfacing, including specific projects to improve accesses and create DDA compliant accesses, are also a focus of British Waterways infrastructure requirements in the borough, in order to open up the waterways to more of the community within Ealing. This is being progressed in partnership between British Waterways and the Borough.

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74 Environment Agency representation made as part of the consultation on the LDF Development Strategy Initial Proposals and Infrastructure Delivery Plan
12. Emergency Services

12.1 Police
Delivering Police Services

Overall responsibility for the Police estate, its management and development is held by the Metropolitan Police Authority (MPA) on behalf of the Metropolitan Police Service (MPS). The MPA/MPS Estate Strategy 2010-2014 is the main source of information regarding the way police services are to be delivered in the Borough over the lifetime of the Development Strategy.

The MPA’s involvement in influencing development plan policies and significant planning applications is vital to the implementation of the Estate Strategy. Whilst the MPA do not have any standard ratios, the need for appropriate policing facilities because of the expected growth in population and new provision resulting from changes in service delivery and demographics mean that new sites and premises are continuously being sought.

12.2 The current Police estate in Ealing

There are currently 693 police officers, 111 police staff and 137 Police Community Support Officers based in the borough. They are served from seven facilities, four of which are public facing. These facilities are shown in Figure 54 below:

Figure 54: Police Facilities in Ealing

<table>
<thead>
<tr>
<th>Building</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ealing police station</td>
<td>Senior Management Team</td>
</tr>
<tr>
<td></td>
<td>Office Support Functions</td>
</tr>
<tr>
<td></td>
<td>3 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Southall police station</td>
<td>Patrolling</td>
</tr>
<tr>
<td></td>
<td>Custody Cells</td>
</tr>
<tr>
<td></td>
<td>1 Safer Neighbourhoods Team</td>
</tr>
<tr>
<td>Acton police station</td>
<td>Patrolling</td>
</tr>
<tr>
<td></td>
<td>Custody Cells</td>
</tr>
<tr>
<td>Greenford police station</td>
<td>Office Support Functions</td>
</tr>
<tr>
<td>Hanwell police station</td>
<td>Safer Transport</td>
</tr>
</tbody>
</table>
In addition to the above facilities, the police also have a presence at the safer neighbourhood bases in the community, shown in Figure 55.

**Figure 55: Safer Neighbourhood bases in Ealing**

<table>
<thead>
<tr>
<th>Building</th>
<th>SNT Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe Business Centre</td>
<td>1 Safer Neighbourhood Team</td>
</tr>
<tr>
<td>Provident House</td>
<td>3 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Northolt Library</td>
<td>1 Safer Neighbourhood Team</td>
</tr>
<tr>
<td>Southall Leisure Centre</td>
<td>1 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>The Arches Business Centre</td>
<td>2 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Ashbourne Parade</td>
<td>2 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>180 South Ealing Rd</td>
<td>2 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Melbourne Ave</td>
<td>2 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Grand Union Village</td>
<td>2 Safer Neighbourhood Teams</td>
</tr>
<tr>
<td>Northolt Leisure Centre</td>
<td>3 Safer Neighbourhood Teams</td>
</tr>
</tbody>
</table>

**12.3 The Strategy for New Police Facilities**

Whilst the existing estate performs a vital function, the future challenges the MPA are facing are changing and complex. New sites and premises are required to adapt to these changes and ensure that the MPA continue to provide an effective and locally focussed service.

The MPA Estate Strategy sets out the key challenges facing the estate:

- Responding to the speed of change and the increasingly dynamic nature of policing.
- Having the right buildings, of the right size, in the right place.
- Being able to accommodate new policing operations at short notice
- Accommodating new functions into existing buildings without disrupting current operations.
- Working with a range of public sector partners.
- Working within increasingly difficult financial constraints and ensuring the MPS is making the best use of its assets
The Estate Strategy seeks to respond to changing borough demographics, the change in service delivery therefore required and the need to update the existing police facilities to provide a range of premises which meet modern day requirements. As a result, the future estate in Ealing will be based around five operational policing themes: Neighbourhood Police Bases, Front Counters, Patrolling facility, Custody Centres, and Office Accommodation.

In line with the Estate Strategy, the following facilities have been identified as being required within the London Borough of Ealing:

- Neighbourhood Police bases
- Front counters
- Office accommodation
- Patrol base
- Custody Centre

**Neighbourhood Police Bases**

The Estate Strategy requires that there should be a Safer Neighbourhood Team for each ward in the borough. Neighbourhood Team Bases are often located in existing police buildings but can be accommodated in shopping or residential areas, including community centres where the teams that patrol neighbourhoods on foot are based. Floorspace requirements for Neighbourhood Police Bases range from approximately 95sqm to 220sqm.

There is a Safer Neighbourhood Team for each ward, and the aim is that each team should be easily accessible to the residents of the ward. Additional Neighbourhood Police Bases may well be needed where new housing or retail development takes place with the aim of making the police service more accessible to the local community with small teams of police officers and Police Community Support Officers (PCSOs) dedicated to the local area.

**Front Counters**

The provision of counter facilities in traditional police stations has been reviewed and it has been found that the mix of functions taking place: reception, enforcement and victim-focused functions is not always appropriate for both safety and security of the community and of police staff and officers.

The strategy for front counter facilities has not been finalised, but it is likely that public access will be available in a wide mix of police buildings in the borough, from police stations to Neighbourhood Police Bases. These will provide better and more appropriate access to the police than has been the case in the past. However no existing front counter facility will be closed until alternative improved facilities have been opened and are operational.
Office Accommodation

Other police functions in Ealing are the command, management and support functions. Although suitable for office buildings, these functions are currently located within police stations, in particular Ealing Police Station and Acton Police Station, occupying space that could be better used for operational purposes. There could therefore be a need for office space across the borough. The space in operational buildings that would be released could lead to more efficient team functions and Borough based policing in the existing police buildings.

Patrol Base

Operational officers currently patrol the borough from Southall and Acton Police Stations. Because these are spread across the borough the service is less efficient than it could be. In response the MPA’s preferred strategy is to provide a single patrol base for the borough in a strategic location that is easily accessible with sufficient parking and garaging for operational vehicles.

The provision of Patrol Bases supports the MPS’ modernisation programme, provides a better working environment for officers and support staff, helps implement an improved 24 hour response and allows for the implementation of MPA policy on leadership and supervision to brief and debrief 24 hour patrols at a single location thus eradicating the need for officers to travel from police station to police station to brief officers.

The MPA is currently looking for potential sites for a patrol base for Ealing. Warehouse units situated in back land locations, on industrial estates or business parks may be appropriate. Excellent public transport accessibility and good vehicular access 24/7 would be required. A typical unit will be 3,000sqm and have a yard area.

In terms of a location in the borough, land values and density of development make finding a suitable site very difficult. There may be suitable industrial or business park locations in the borough and the MPA will continue to look for appropriate sites.

Custody Centre

The MPA is looking at providing specialised custody facilities throughout London. Known as custody centres, these will have between 20-40 cells in a single location together with related facilities such as interview rooms, consultation rooms and a search suite.

Currently there are custody facilities at Acton and Southall police stations, which between them provide 33 custody cells. The Custody Suite at Acton was recently modernised and upgraded and although these facilities are currently adequate, the MPA might need to reconsider custody provision as part of their longer-term plans.

The MPS has also recognised that it is no longer necessary or appropriate to have custody cells in high street police stations and that locating these at a strategic point in the borough will save money, improve efficiency and enable more frontline policing.

No alternative site has yet been identified for a custody centre for the borough and the MPA will continue to assess potential sites. Suitable sites for such a development in Ealing are severely limited due to the density of development in the borough.
The MPS are therefore currently assessing a number of options for providing a Custody Centre in the borough that is both cost effective and in the right location for borough policing.

These changes will ultimately result in significant cost savings around the estate through reduced maintenance costs, more efficient buildings and a more effective use of the space that is occupied in the borough. Such savings will be reinvested back into the estate and ultimately back into supporting frontline policing.

**12.4 Summary of police Infrastructure Requirements**

Each ward within Ealing should have easy access to a Neighbourhood Police Base. Additional Neighbourhood Police Bases may well be needed where new housing or retail development is proposed. The council will therefore consult the MPA on all future major development applications to ensure that the cumulative impact of all new developments will not have a detrimental impact on the standard of policing within the locality.

Additional office space is likely to be required in the borough at a future date. As the required levels of floorspace have not yet been determined, the council should continue to consult with the MPA on all future major development schemes.

At a more strategic level, the requirement for future policing accommodation in Ealing may include a centralised patrol base and custody facilities.

**Moving forward - monitoring future needs**

An open dialogue between the MPA and the Council’s Planning team in the future will ensure that the police service can adapt and respond to new challenges within the borough. The MPA will be able to respond individually to each development proposal, carrying out up to date assessments of demographics, crime levels and existing service provision.

**12.5 Fire Service**

The London Fire and Emergency Planning Authority (LFEPA) is the controlling authority of the London Fire Brigade (LFB). The LFB employs over 7,000 people in 112 Fire Stations.

The Asset Management Plan provides the framework for establishing capital investment over the next 15 years (2009-2026). This AMP responds to 3 interlinked pressures on investment – property improvement, operational improvement and releasing latent financial value.

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75 Representation made on behalf of MPA made to Ealing Council as part of the consultation on the Infrastructure Delivery Plan v1 (2010)
76 London Fire Brigade Asset Management Plan (Property) 2009
The management and development of the LFB estate needs to respond to a number of factors including operational challenges such as terrorist threat, climate change, increased risk of flooding and rapid population growth; plus the need to provide fire stations in the right locations for regeneration areas. The backlog of maintenance, heritage and conservation issues for Fire Stations also present significant challenges in functionality, cost and business continuity terms. It is also subject to changes affecting response times in current fire station locations.

There are a number of objectives that guide the capital management approach of the LFB. These include:

- To ensure buildings are fit for purpose
- To ensure buildings are well placed to enable the LFB to reach incidents effectively
- To unlock latent value in the estate where development opportunities have been identified

### 12.6 Fire Service Capital Investment Programme

The London Fire Brigade Asset Management Plan (AMP) identifies the future capital investment needs for each of its stations. There are four Fire Stations in the Borough, in Ealing, Acton, Southall and Northolt. A summary of the capital programme for each of these sites over the 15-year lifetime of the AMP is provided below.

- **Ealing**: the station is considered as being in satisfactory condition and is fit for purpose. The building is locally listed, and is considered as being of high/medium redevelopment value. The LFB is to investigate whether a part disposal of potentially surplus land is feasible.

- **Acton**: the station is regarded as being of satisfactory condition and is fit for purpose. It has high/medium redevelopment value and is locally listed. Depending on the future training requirements at Southwark Training Centre, Harrow and Paddington, there may be the opportunity to release latent potential value at the Acton sites.

- **Southall**: the Southall fire station is locally listed, in satisfactory condition and is fit for purpose. It has low redevelopment value and there are therefore no investment or disposal plans for the facility.

- **Northolt**: the Northolt station is in satisfactory condition and is fit for purpose. It has low redevelopment value and there are therefore no investment or disposal plans for the facility.

### Planning the future of the LFB estate

By 2026 London is expected to have a 17% increase in number of households. The LFB need to be able to influence the London Boroughs and planners at an early stage to ensure that fire and community safety measures are planned to meet the expected growth to continue to ensure that its operational response and fire prevention work is delivered efficiently whilst meeting the changing risk patterns. The LFB will therefore:

- Continue to respond to major planning applications
Liaise with local authorities on the need to make adequate provision through the planning system for the provision of suitable facility for the fire service. This will outline the key issues that should be taken into account when formulating policies/development plans including s106 agreements, designing out risks from fire and fire station location.

12.7 Ambulance Service
The London Ambulance Service NHS Trust (LAS) is the body responsible for providing Ambulance services across the capital. It’s Strategic Plan 2006-07 to 2012-13\(^7\) sets out how it will deliver its services between now and the Olympics in 2012.

Drivers for Change
There are factors which will affect how and where ambulance services is delivered. One is in regard to policy, such as the NHS Plan, the National Ambulance Review and the Health White Paper. The second group of factors are relating to the environment in which the service operates – such as changes in demand caused by population growth. It is this second group of factors which may impact on the infrastructure needs of the LAS.

Extra Demand
The LAS works to a ‘rule of thumb’ that the Ambulance service treats 1 patient per year per 10 people in the population, and that 30,000 calls represents the average yearly workload of three ambulance stations. Using this information, we can estimate the increase in demand on ambulance services that population growth in the Borough will have, and the impact that these would have on existing services, and what the response would be from the PAS in terms of providing more services.

12.8 Response to Population Increase
The Ambulance Service is beginning to address issues in relation to addressing increasing demand through the Implementation Section of the Capital Plan, through its ‘Improving our Response’ Model. This project includes both operational planning as a result of the Olympic and Paralympic Games, and operational planning as a result of the increases in population. This plan is not as yet significantly developed enough to know the specific infrastructure requirements this would have on Ealing, and at this stage the LAS do not require a spatial planning response from the council.

\(^7\) London Ambulance Service Strategic Plan 2006-07 to 2012-13 (2007)
These increases in demand are likely to have a more significant impact on the workforce needed to provide the service (plus the ambulance fleet), than infrastructure of the type relevant to this IDP. In relation to funding, a model exists within the LAS to link increases in demand to resource requirements. This will inform planning assumptions and the level of funding required from NHS. However, the model for both funding and the delivery of ambulance services may change as a result of the separation between the ‘provider’ and ‘commissioner’ roles of NHS Ealing.

These changes in funding and delivery mechanisms, as well as capital plans, will be discussed with the LAS in the updating of the IDP as more knowledge and guidance is produced.
13. Adjacent Borough Infrastructure

Many types of infrastructure in adjacent and other boroughs can be accessed by Ealing residents, and other borough’s residents can access infrastructure within Ealing borough.

Some types of social, physical and green infrastructure encourage movement of users between borough boundaries. These tend to be facilities with wider catchments e.g. secondary schools, further and higher education, hospitals, swimming pools and sports pitches. It is likely that the in and outflows of a borough’s population using adjacent borough infrastructure may be due to factors such as easier access, travel time, availability, and/or quality of provision.

Figure 57 below shows Ealing and adjacent borough infrastructure which is likely to be used by each other’s residents. The extent to which boroughs need to account for this use by adjacent/non-borough resident population in anticipating demand and planning adequate provision is to be explored further. The IDP will be updated to reflect infrastructure proposals from other borough IDPs.
14. Next Steps

Next steps in the updating and monitoring the Council's IDP are outlined in detail in Section 1.8 above. In addition to updating details of proposed schemes, phasing and costing from partners' emerging plans and strategies, ongoing work on the IDP will also:

- Integrate the outputs of the IDP into the LDF Development Sites DPD (or Site Allocations DPD)
- Be informed by ongoing LSP Data Assets Mapping work
- Integrate the IDP into the Annual Monitoring Report process which will track both the delivery of infrastructure and the updating of the IDP supply and demand analysis
- Inform the Council's emerging Planning Obligations SPD (SPD 9) and consideration of Community Infrastructure Levy (CIL) and priorities for allocation of monies received
Appendix 1: Bibliography

This Bibliography seeks to include reference to all documents/strategies from Infrastructure providers referred to in compiling Ealing’s IDP version 2 (July 2011). Documents referred to within the text of IDP version 1 (Sept 2010) but not included in this bibliography may have been superseded by more recent plans or strategies of partners/other infrastructure providers.

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Background Paper 1 ‘Demography’, to the LDF Development Strategy 2026
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West London Retail Needs Study Update (2010), Roger Tym and Partners
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LBE Strategic Housing Land Availability Assessment
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LB Ealing Phase 2 Children’s Centre Strategy 2006-2008, LB Ealing
The Children’s Plan, DCSF (2007)
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LBE Sustainable Community Strategy 2010
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Section 5. Primary and Community Health Care
Delivering Excellence for Ealing: Strategic Plan 2010-2014 (Version 17), NHS Ealing
Commissioning Strategy Plan 2009-2013, Ealing Primary Care Trust (Feb 2009)
NHS Ealing Estates Strategy (2010, draft)
LB Ealing Children and Young People’s Plan 2006-2009, LB Ealing

Section 6. Open Space
GLA Access to Nature, GLA
2026 Local Development Framework Background Paper 3: Open Space, (October 2010)
The West London sub Regional Development Framework
PPG17 Planning for Open Space, Sports and Recreation

Section 7. Cemeteries Provision
Local Authorities Cemeteries Order
PPG17 Planning for Open Space, Sports and Recreation

Section 8. Culture, sports and leisure
Ealing Aquatics Strategy 2009-2012 (Active Ealing), LB Ealing
Public Libraries and Museums Act (1964)
The Ealing Sports Facility Strategy 2011 – 2021

Section 9. Transport
TfL West London Sub-Regional Transport Plan, TfL (2010)
Local Implementation Plan (LIP) (2010)
Mayors Transport Strategy (MTS) (2010)
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Section 10. Waste
West London Waste Plan – Proposed Sites and Policies (February 2011)
PPS10 Planning for Sustainable Waste Management

Section 11. Utilities, Energy and physical Infrastructure
The London Heat Map Study for London Borough of Ealing, LBE (May 2010)
National Grid representations as part of the consultation on the Development Strategy Initial Proposals
Planning Policy Statement 1 - Planning and Climate Change, CLG, (2008)
Informal consultation with LB Ealing Development Control, Planning Policy and Thames Water
Ealing SFRA
Planning Policy Statement 25 Flood Risk, CLG

Section 12. Emergency Services
Metropolitan Police Estate Asset Management Plan – Ealing, (November 2007)
Metropolitan Police Service Estate Strategy 2010-2014, The Metropolitan Police Authority
London Fire Brigade Asset Management Plan (Property), (2009)