

2022-2023 delivery plan



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

Tackling inequality and crime - 4 year commitments	22/23 deliverables
<p>TIC1: Tackle race inequality in our borough and launch the independent citizen’s tribunal to hold the council, police and other organisations accountable for the promises we make to end it</p>	<ul style="list-style-type: none"> Recruit the chair and members of the Tribunal by mid-July with the first Tribunal meeting to be held in September 2022 with an annual report on progress Publish a partnership action plan to address the demands of the Race Equality Commission report across the Commission’s priorities: education, health, participation and democracy, policing, income, employment and housing
<p>TIC2: Reduce the inequalities faced by people and communities who face continued discrimination and inequality</p>	<ul style="list-style-type: none"> Set out a clear equality action plan to reduce the inequalities faced by people and communities who face continued discrimination Develop the “Ealing for Everyone” pledge, ensuring that all public spaces, businesses, and services are welcoming and accessible to people with physical and mental disabilities Expect all schools to invest in yearly disproportionality training for staff; to set clear, ambitious targets to raise the academic attainment of Black Caribbean children; to significantly improve progression to higher education; and to establish parent forums to capture families’ ambitions early Engage with borough Metropolitan Police to highlight the disproportionate impact of stop and search on young black people, to build a dialogue with young people and the police that enables change and recognises the traumatic impact of stop and search on young people
<p>TIC3: Look to establish a dedicated transit site for the Gypsy, Roma, and Traveller (GRT) community, as well as additional permanent pitches, ensuring the GRT community are able to travel through the borough safely, free from discrimination, with viable alternatives to unauthorised encampments on private land and open spaces</p>	<ul style="list-style-type: none"> Invest £360k to improve existing facilities at the Bashley Road travellers’ site, ensuring it is safe and compliant with relevant health and safety legislation Commission an Ealing-specific needs assessment and options appraisal regarding future sites that will feed into the Local Plan

Tackling inequality and crime - 4 year commitments	22/23 deliverables
<p>TIC4: Invest £13m in fighting antisocial behaviour (ASB), burglary, violent crime, and violence against women, ensuring a greater uniformed presence on our streets, and that community safety remains central to what we do. Keep the pressure on the Government to give the Metropolitan Police funding they need to keep our streets safe and increase police numbers, and work to deliver a permanent police presence in our major town centres</p>	<ul style="list-style-type: none"> • Deliver robust enforcement outcomes including injunctions, closure orders, notice seeking possession (on council tenancies) and community protection notices that directly tackle the worst instances of ASB in our borough and ensure that those that cause disruption or distress to others see a consequence to their actions • Deliver a framework of proactive patrolling, monitoring and evidence gathering across our public spaces that prevents crime and ASB, challenges inappropriate behaviours and enables follow up action by either us or partner agencies • Continue to focus as a partnership on locations that see the most crime, ASB or violence, and work collectively to design out crime, improve crime reduction measures like street lighting and CCTV, and tackle poor behaviours to make spaces feels safer • Use data to target our public locations that experience the most crime and take a coordinated approach to specific types of crime that exploit vulnerable people including the exploitation of vulnerable residents, criminal exploitation and county lines
<p>TIC5: Invest £15m alongside the NHS in drug and alcohol treatment services ensuring that people have the support they need in the community to make positive changes in their lives</p>	<ul style="list-style-type: none"> • Invest in increased drug and alcohol treatment capacity, including earlier intervention and outreach into communities and primary care networks • Recruit apprentices to train as recovery support workers
<p>TIC6: Continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough. We will also remain committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and we will also invest more than £1m in making public spaces safer and well lit</p>	<ul style="list-style-type: none"> • Report back to residents on the Safer Ealing for Women listening exercise and develop plans to help make public spaces safer for women across the borough • Publish our Violence Against Women and Girls (VAWG) Strategy to set out our long-term approach to tackling all VAWG related issues such as domestic abuse, FGM, public safety and honour-based violence • Work to secure the ongoing use of Mattock Lane which has allowed women safe access to the health clinic located there

Tackling inequality and crime - 4 year commitments	22/23 deliverables
<p>TIC7: Maintain our borough wide prohibition against antisocial behaviour like street drinking</p>	<ul style="list-style-type: none"> • Begin consultation on the borough-wide public spaces protection order (PSPO) with a view to extending the order that has been in place since September 2018 • Increase the number of officers able to enforce our borough-wide PSPO
<p>TIC8: Ensure refugees fleeing conflict and the climate crisis find a welcome home in Ealing by becoming a borough of sanctuary, and we will campaign to ensure every local authority across the country steps up to take their fair share of refugees</p>	<ul style="list-style-type: none"> • Begin the application process to become a borough of sanctuary (accredited through the charity City of Sanctuary UK)
<p>TIC9: Reduce the number of young people's lives being ruined through entering the criminal justice system, investing £2m in preventing youth violence, rapidly reduce fixed and permanent school exclusions through a new mentoring network and establish a dedicated gangs and violence unit within the council, focusing our resources to prevent and disrupt crime that ruins lives</p>	<ul style="list-style-type: none"> • Begin and monitor the impact of new pilot programmes in schools to better understand and meet young people's needs, reduce suspensions and exclusions • Embed the mentors in violence prevention (MVP) mentoring scheme across all Ealing high schools, currently in five schools and expand into five more schools over 2022/23 • Develop the model for managing outside the family harm to include specific roles dedicated to understanding the activity and impact of criminal gangs on young people and communities in Ealing including the appointment of an adolescent network practitioner • Continue delivery of a violence reduction plan and spaces board approach to reduce the exploitation of young people • Embed early intervention programmes in schools, the community and through the youth service to support vulnerable children identified as being at risk of criminality. Following a successful pilot, we will now extend into 10 primary schools, and 1-2 secondary schools

Climate action - 4 year commitments	22/23 deliverables
<p>CA1: Create 10 new parks and open spaces, give back to nature 800,000 m2 (the same as 130 football pitches) through re-wilding and re-introducing wildlife, and pioneer 10 new community growing spaces in our housing estates and new developments</p>	<ul style="list-style-type: none"> • Agree our Ealing Sports Facilities Strategy including recommendations for change of use/redesignation of golf courses • Agree plans for the future of Warren Farm • Begin work on the first new community growing space in Acton and develop a programme to identify future spaces. • In partnership with Ealing Wildlife Group and The Beaver Trust deliver the introduction of beavers into Paradise Fields in Greenford • Open new parks in Southall (Glade Lane) and Hanwell (Copley Central Square)
<p>CA2: End the need to send any of Ealing's waste to landfill through increasing reuse and recycling and reducing unnecessary waste, deliver the borough's first ultra-low waste zone trial, its first Library of Things, work to end our use of single-use non-recyclable plastics and work with communities to deliver new surplus food projects to reduce the amount of perfectly good food going in the bin</p>	<ul style="list-style-type: none"> • Create a 'circular economy' (an economic model designed to minimize resource input, as well as waste and emission production) roadmap for the borough, including identifying potential sites and engaging stakeholders across the seven town centres to support the community in waste reduction • Trial an ultra-low waste neighbourhood in Acton to embed circular economy opportunities in the neighbourhood, resulting in positive behaviour change, where the community consume differently, waste less and reuse, repair, share and recycle more • Open Ealing's first 'Library of Things' to help residents reduce waste and save money by renting tools and electronics rather than purchasing new • Increase the household recycling rate by 3% (up to 50% by the end of the year) by carrying out a door-knocking campaign across the 10 lowest performing wards and by continuing the roll out of food waste recycling to blocks and flats across the borough • Initiate a communications campaign to encourage behaviour change around reducing contamination of recycling post pandemic across all properties, including targeted leaflets to 30,000 households and targeted social media campaigns
<p>CA3: Launch our Active Travel Charter setting out how we will deliver active travel in the borough and invest at least £10m to increase cycling, walking, running, and scooting and reduce polluting vehicles through active travel schemes, rapidly expand our popular School Streets programme to 50 of our schools, delivering schemes only where we have the support of residents</p>	<ul style="list-style-type: none"> • Launch the Active Travel Charter • Implement the Southall to Hanwell section of the Uxbridge Road cycle route, Greenford Road corridor scheme (walking and cycling measures), completion of the Greenford to Ealing and Boston Road quietways and quick win schemes in Northolt • Publish an updated cycle route map for the borough • Deliver eight new school streets to create safer, cleaner streets and encourage active travel

Climate action - 4 year commitments	22/23 deliverables
<p>CA4: Make our streets and open spaces beautiful and resilient through planting another 50,000 trees, work towards increasing the proportion of the borough covered by tree canopies to 25% by doubling the number of trees we plant each year, ensuring every town has access to wild fruit, and keeping them clean and clear of fly tips and graffiti</p>	<ul style="list-style-type: none"> • Establish a tree planting programme • Develop strategies with Trees for Cities and Trees for Streets to engage residents and business to support the increase in tree canopy • Deliver the inaugural Ealing Tree Festival and kickstart a 'Trees for Streets' campaign. • Expand our network of street champion and volunteers to raise awareness around fly tipping issues • Increase the use of CCTV at fly tipping hotspots to identify and pursue offenders • Engage community groups to trial volunteer support for cleansing activities and further support community groups and litter picks and enable recycling where practicable • Directly support neighbourhood environmental activism
<p>CA5: Rapidly expand the number of bike hangers to at least 150 where communities want them, and electric vehicle charging points to at least 2,000 across the borough, invest £35m in improving our roads, tracks and pavements, and continue to implement controlled parking zones where a clear majority of residents want them</p>	<ul style="list-style-type: none"> • Deliver 90 road and footway renewal schemes, including paving repairs, drainage repairs or junction alterations to make it easier for pedestrians to cross • Install 25 new bike hangars, reduce the membership fees and explore the in-sourcing of bike hangar procurement • Implement 500 electric vehicle charge points (EVCPs) • Implement 2 controlled parking zones (CPZs) at Twyford Abbey and Southall Green following consultation
<p>CA6: Retrofit 750 homes in Ealing, supporting residents to insulate, power, heat and cool their homes sustainably, reduce energy bills and harmful emissions produced from gas boilers and combustion fuelled power stations through supporting 20 new community led energy projects</p>	<ul style="list-style-type: none"> • Deliver home improvements to 400 homes over the next two phases of the Green Homes Grant • Launch the grant fund to upgrade energy efficiency of charity and community organisation premises • Install solar PVs on five schools in partnership with Ealing Transition's Community Energy group • Deliver a net-zero energy retrofit pilot (Energiesprong) to 44 council homes • Set out business case and delivery model to unlock finance for private homeowners for retrofit • Deliver an innovative electric heating pilot in Greenford, trialling innovative domestic heating solutions for council properties • Agree a zero-carbon housing action plan

Climate action - 4 year commitments	22/23 deliverables
<p>CA7: Campaign for greater powers to regulate polluting industries, and for a Clean Air Act that gives us the tools we need to tackle poor air quality, smells and pollutants</p>	<ul style="list-style-type: none"> • Campaign through London Councils to present the case to government for increased powers to tackle polluting industries • Use our existing powers under the Environmental Protection Act and work closely with the Environment Agency to encourage them to take the strongest possible action to protect the health of our residents in industry pollution hotspots.
<p>CA8: Campaign to win the powers we need off the Government to enforce 20mph speed limits and ramp up fines for idling vehicles to the maximum.</p>	<ul style="list-style-type: none"> • Lobby through London Councils to take forward a revised London local authorities act that would allow local enforcement of 20mph limits. • Apply to the secretary of state for transport to approve an enforcement scheme and increased fines for idling vehicles
<p>CA9: Work proactively with our own pension fund, and pension funds across London to decarbonise our investments, by developing and demonstrating that alternative, sustainable investments can both sustain pensions and decarbonise the economy at the same time</p>	<ul style="list-style-type: none"> • Taking proactive steps to have more sustainable pension fund investments and work towards a net zero target of 2045, effectively taking the fund to a carbon neutral position by that time.

Healthy lives - 4 year commitments	22/23 deliverables
<p>HL1: Ensure every care worker in Ealing is paid the London living wage, and work with homecare and care home providers to increase standards and quality</p>	<ul style="list-style-type: none"> • Invest £2m growth funding to implement more sustainable pricing models that move us towards implementing Real Living Wage (London) on homecare contracts • Work with the NHS and providers to offer bespoke and more accessible training programmes to local social care market • Work with the NHS and Public Health to extend investment into local infection prevention and control specialists to provide advisory support to the care market • Embed a new model of provider intelligence gathering and director led risk review arrangements to enable us to respond to quality issues and concerns • Continue to gear our commissioning of home care services to providers who are Care Quality Commission (CQC) rated good or above • Work with the market to complete a cost of care exercise and develop a market sustainability strategy
<p>HL2: Empower people and families who receive financial support for social care to have greater freedom, control and power over how that money is spent, bringing people, families and communities together through a mutual and cooperative approach to commissioning care</p>	<ul style="list-style-type: none"> • Introduce new regulations set out in the Health and Care Act, including our offer of support to self-funders and changes to the level of financial assistance the council provides to people with eligible care needs • Conduct a series of engagement activities to review and reimagine how people who use services and local communities can be empowered to have more control over how support is provided. From this we will: • Produce an options appraisal for piloting alternative community based, mutual or cooperative models of care brokerage and/or delivery focused on user engagement, choice, control • Develop proposals to extend the use of the Direct Payments offer
<p>HL3: Establish a new community-based support network to deal with social isolation and improve mental health resilience, ensuring that anyone on the edge of mental crisis, suffering from loneliness and still recovering from the impact of pandemic lockdowns has the support they need</p>	<ul style="list-style-type: none"> • Participate in the national consultation on the Mental Capacity and Liberty Protection Safeguards and prepare to implement these extended statutory reforms to provide more protection for people who require support with their care or treatment due to their mental capacity • Extend the participation and engagement with people with mental health needs on the mental health partnership board • Recruit local mental health champions • Following consultation, commission a new round of grant funded voluntary sector services that offer support to reduce social isolation

Healthy lives - 4 year commitments	22/23 deliverables
<p>HL4: Deliver 300 new state of the art, purpose built supported accommodation homes, to enable older people to lead independent lives, and meet the need for affordable homes that also provide additional support</p>	<ul style="list-style-type: none"> • Work with housing departments to begin construction of 71 homes for older adults at Lexden Road, Acton • Work with housing and Disabilities Facilities Grant to create opportunities to shape more innovative and tailored housing solutions for older or vulnerable residents with a focus on extending extra care provision over the medium term
<p>HL5: Work to prevent older people needing to go into care homes, supporting 3,000 of the most vulnerable residents get the care they need in their own homes, and invest at least £20m in home adaptations</p>	<ul style="list-style-type: none"> • Extend and promote our strength based social work practice with partners to promote prevention and independence • Shape the market for community-based support through procurement of new contracts for homecare and accommodation-based support for people of working age • Increase the capacity and effectiveness of our in house reablement service to support people to regain independence to support living of healthy independent lives. • Embed a new model of provider intelligence gathering and director led risk review arrangements to enable us to respond to quality issues and concerns • Continue to gear our commissioning of home care services to providers who are CQC rated good or above • Introduce new regulations set out in the Health and Care Act, including our offer of support to self-funders and changes to the level of financial assistance the council provides to people with eligible care needs • Work with the market to complete a cost of care exercise and develop a market sustainability strategy • Create opportunities to shape more innovative and tailored housing solutions for older or vulnerable residents, with a focus on extending extra care provision over the medium term

Healthy lives - 4 year commitments	22/23 deliverables
<p>HL6: Take on the huge health inequalities within our communities that the pandemic has highlighted, and ensure that we learn the lessons from COVID-19, investing £100m in the next four years to enable people to live healthy, active and independent lives from day one, and publish an annual 'Health of the Borough' report setting out how every part of the council contributes to reducing health inequality</p>	<ul style="list-style-type: none"> • Publish the Ealing Health & Wellbeing Strategy and Ealing Health of the Borough annual report & agree priorities • Health and Wellbeing Board to take forward health and care elements of the REC report, including a published COVID-19 lessons learned review and support to enhance the local system's approach to community engagement for example through the community champions programme.
<p>HL7: Continue to defend Ealing Hospital, our Accident and Emergency department, oppose further cuts and closures of acute services and demand the Government gives the NHS the resources it needs to clear the huge record waiting lists dating from before the pandemic and timely access to GP appointments</p>	<ul style="list-style-type: none"> • Continue to lobby regionally and nationally for sustainable investment into social care services to support delivery of the NHS plan • Continue our effective partnership working on equal footing with the local and regional NHS partners including primary care, acute and community health providers at both an Ealing and North West London level • Ealing's adult social care, public health and children's services will play a key role in the local BBP to deliver on agreed health and wellbeing priorities
<p>HL8: Work even harder to ensure people don't have to spend a day longer than necessary in hospital and are enabled and empowered to recover quickly and effectively at home</p>	<ul style="list-style-type: none"> • Provide a seven-day presence in hospital discharge settings promoting strength-based approaches within the Discharge to Assess Model to manage length of stay in hospital while providing safe and appropriate pathways • Work with the NHS to extend community rehabilitation services and ensure investment and resilience is achieved during times of peak demand/seasonal pressures
<p>HL9: COVID-19 has shown clearly that the government should fix social care, so it is not left to council taxpayers, or families forced to sell their homes to afford to pay. We will campaign for a long-term settlement and a national care service that ensures everyone has the care they need</p>	<ul style="list-style-type: none"> • Continue to lobby regionally and nationally for sustainable investment into social care services to support delivery of the NHS plan • Introduce new regulations set out in the Health and Care Act, including our offer of support to self-funders and changes to the level of financial assistance the council provides to people with eligible care needs

A fairer start - 4 year commitments

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

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

22/23 deliverables

- Establish a ‘Family Hub model’ of delivery aimed at providing a central access point for integrated services, ensuring that families know where to get help, and that staff and volunteers are trained to respond sensitively and effectively to families’ needs. As part of this we will pilot a one-stop shop approach in one of the children’s centres in year 1
 - Connect children and their families to empowering and enriching opportunities led by the community and volunteers. We will work with residents to coproduce a community led plan in year 1
 - Provide collaborative, diverse and inclusive music making opportunities for all children and young people through Ealing Music Service to get more children involved in Ealing Music Festival and improve the demographics of participation, especially children with disabilities and underserved groups
 - Provide opportunities for primary age pupils in Northolt to experience a wide range of cultural, sporting, arts and careers activities through the Children’s University, aiming to develop their skills and grow their aspirations for the future
 - Establish Youth Collectives in three towns of Ealing (Greenford, Northolt and Acton) to increase opportunities for young people to lead on developing and shaping arts and culture provision in their local area.
 - Develop a ‘Careers in the Arts’ toolkit to raise awareness of the arts as a viable career option, increase the visibility of career pathways and work towards creating a diverse workforce reflective of the local demographic
 - Create an ‘Arts Charter’, developed by the Cultural Education Partnership, to show a commitment from Ealing schools to the creative experiences for every child.
 - Create an enrichment programme for teachers to increase confidence in delivery and opportunities for students to experience a broad range of creative activities early in life to cultivate a life-long love for the arts
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- Identify the site for a new youth centre and create an oversight board of young people from the community to be involved in the planning and project management of the design and future management of the centre
 - Explore the creation of a suitable management vehicle to design and deliver programmes and activities that young people want from the centre in line with Ealing’s Youth Plan
 - Deliver year 1 of the Youth Plan, resulting in 20,000 sessions being provided across the borough in 22/23 and 1,304 young people being reached – an increase of 10%

A fairer start - 4 year commitments	22/23 deliverables
<p>FS3: Do everything we can to help children catch up on their education in every school, campaign for the money and resources schools need, and continue to expand our Breakfast and After Schools Clubs to ensure every child is supported</p>	<ul style="list-style-type: none"> • Promote social equity, well-being, confidence and engagement in learning through delivery of new oracy pilot programme in 18 schools to strengthen capacity in addressing inequalities/under-served groups • Increase the capacity of schools and parents to support children with additional needs access learning, make progress and become independent through developing 30 SEND parent ambassadors in Southall and Northolt and by launching the new SEND Family Partnership Award for schools in 2022 – 2023 • Complete our sufficiency assessment to identify what resources will be necessary to support the expansion of Breakfast and Afterschool Clubs • Deliver the Holiday Activities and Food Programme (HAF) providing enriching activities and nutritious food, supporting children in receipt of free school meals, and a targeted group of vulnerable children and children with SEND who are not in receipt of free school meals throughout the spring, summer, and winter holiday periods
<p>FS4: Ensure every child in Ealing continues to have access to good and sustainable schools in their local community. We will continue to invest in schools so every child can learn in a modern and fit for purpose building and expand special educational needs places by at least 70</p>	<ul style="list-style-type: none"> • Support schools to continue to provide good and sustainable provision, across all ages by offering targeted support and advice, brokering support from the DfE and cross school collaboration. Support the seven schools in deficit to put in place a recovery plan • Children at 45 schools benefit from improved facilities and accommodation, and greater climate efficiency, through £13m of investment • Deliver at least 40 additional specialist places to meet the needs of children and young people with complex SEN in 2022/23 • Increase capacity for the reception age group, and across primary phase through Havelock Additional Resource Provision expanding, the New Fielding Additional Resource Provision opening in January 2023
<p>FS5: Extend our support for children and young people with additional education needs, acting quickly to ensure families are supported to identify at the earliest possible age the support they need, and empower every child to feel safe and welcome within the community as they grow into adulthood</p>	<ul style="list-style-type: none"> • Finalise and launch Ealing’s co-produced joint strategy for children, young people and adults with additional (special) education needs for 2022-2026 • Implement a respite strategy for children in Ealing, creating more choice for short breaks day care and respite for our children and young people with disabilities • Develop the revised SEND employment pathway to increase work-based placement opportunities for young people

A fairer start - 4 year commitments

22/23 deliverables

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

- Design and deliver an enhanced model of employment support to care leavers.
- Work to develop and launch a corporate policy and procedure for a guaranteed interview scheme for care leavers
- Scope a corporate Pathways Programme that guarantees 10 paid work placements per year being ringfenced for Care Leavers
- Support care leavers to follow the education, employment and training (EET) route that is their ambition and, within that, maintain the achievement of: 17% at university and a target 80% of care leavers aged 16-25 in EET
- Implement additional targeted interventions focused on school attendance and access to enrichment activities so that looked after children recover from disrupted learning to secure expected academic outcomes at KS4
- Provide a clear housing options prospectus that meets the individual needs of every care leaver, ensuring we have a supportive offer that is both sustainable and allows each person to fulfil their potential living independently with the local authority backing

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

- Finalise and launch the revised Yellow Book, a policy and procedures manual with safeguarding guidance and information that supports the voluntary and community sector with understanding and embedding safeguarding expectations, ensuring that children, young people and families receive the right support at the right time, without delay. Engagement events will take place over September 2022
- Recruit an apprentice to the Youth Engagement post and strengthen the focus on the voice of children and young people shaping how we deliver services to families and safeguard children and young people
- Embed our Extra Familial Harm practice model, endorsed by the Safeguarding Partnership, which holds the young person at the heart of safeguarding plan
- Launch a specialist support team that will work intensively alongside the statutory teams to support young people, and their parents/carers to ensure they are able to remain safely at home

A fairer start - 4 year commitments

22/23 deliverables

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

- Work to ensure that all non-specialist state funded schools have access to the Mental Health Support Team (MHST) by March 2023
- Ensure 100% of non-specialist schools have emotional wellbeing and mental health service provision within their schools by March 2023
- Train 100% of staff working in the youth justice service to enhance working practices utilising a relational approach and CBT Tools and techniques
- Work to develop clear co-produced pathways within and across schools which schools can easily navigate thereby improving efficiencies and minimising confusion within the school community. Local provider to be commissioned by August 2022 to support this work with clear deliverables
- Strengthen expectations, best practice, and support to schools to reduce peer on peer sexual abuse including the very best online safety practices

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

- Secure high levels of investment in Ealing Learning Partnership for the next three years 2023 – 2026 as a place-based education partnership for all Ealing schools, including maintained schools and academies in supporting its core ambition that no learner is left behind; no school left behind
- Develop a coherent longer-term insurance plan to future-proof the ethos and success of the partnership and protect the very high educational standards achieved through collaboration
- Celebrate the success of schools and superb outcomes for children and young people in the borough

Decent living incomes - 4 year commitments	22/23 deliverables
<p>DLI1: Secure 10,000 new jobs in our borough, ensuring that every resident in Ealing can access a well-paid job, local to them, in a growing economy that keeps more of our money local</p>	<ul style="list-style-type: none"> • Establish a baseline of existing s106 and procurement commitments by December 2022 • Deliver at least 1,250 jobs and apprenticeships in 2022/23 • Deliver a range of events throughout the year and across the borough supporting access to training and employment including: Helping You Grow Jobs fair (June), the Southall Business Expo (July), the Wembley Jobs Fair (July), Training careers fair/ training as a route to employment (Sept), Hospitality and Retail jobs fair (Sept), Part time jobs (Oct), Public service jobs (Oct), Autumn jobs fair (Oct) • Support the new expanded service with The Forge at Park Royal to support local people seeking employment
<p>DLI2: Enable more small and medium sized business to start up in our borough by securing more affordable workspace across our seven towns, launch a Creative Enterprise Zone for Acton, an Innovation District for Greenford, and launch Southall Manor House as a centre for business incubation</p>	<ul style="list-style-type: none"> • Re-open Southall Manor House and bring it back into local use during July 2022 • Establish business brokerage service in Southall with support from developers to ensure take up of new workspace • Launch the North Acton/Park Royal Creative Enterprise Zone in Summer 2022 to help artists and creative businesses secure find affordable workspace • Consult on an affordable workplace policy in the draft local plan to help secure affordable workspace in all new major commercial developments • Coordinate key stakeholders in Greenford to co-develop an Innovation-Hub Prospectus and start promoting the area through the new inward investment model
<p>DLI3: Establish new community hubs, located within our seven towns, supporting residents to access council services at a one-stop place that can support those most impacted by the cost-of-living crisis with</p>	<ul style="list-style-type: none"> • Evaluate the four prototype hubs already open and engage with residents, community partners and voluntary sector to inform the approach, further scope and development of the model • Integrate training and employment services within the community hubs at Greenford, Northolt, Southall and Acton

Decent living incomes - 4 year commitments	22/23 deliverables
<p>DLI4: Deliver our Plan For Good Jobs, achieve “Good Business Charter” accreditation; increase the number of accredited “Good Businesses”, Living Wage Employers in Ealing to 200 and work to achieve our status as a Living Wage Place, and tackle the need for local people to have to rely on in-work benefits through increasing pay and deliver at least 12,000 new qualifications and training programme graduations for people looking to upskill</p>	<ul style="list-style-type: none"> • Deliver at least 3,000 new qualifications and training programmes to help upskill residents • Launch the new Learn Ealing Prospectus in Summer 2022 • Invest £180K over the next three years to deliver maths workshops and courses to support residents improve their maths skills for life and work • Deliver 35 courses and workshops through ‘Learn Ealing’ having secured DfE funding • Expand the existing community learning model in Southall and roll out across other areas of high unemployment, such as Northolt and Acton, as part of the integrated community hubs, growing essential skills for employment and well being • Work with the borough’s large employers and the Living Wage Foundation to produce an action plan that will enable Ealing becoming a Living Wage Place • Publish a package of incentives for borough businesses to achieve Good Business Charter accreditation, this might include promotion, job brokerage, business support
<p>DLI5: Secure 2,000 new diverse apprenticeships, supporting more alternative routes into good, well-paid work for our residents, including using our apprenticeship levy to support small and medium sized good employers, broker £200k of spending on top quality in work training, and set high standards to ensure no employer uses apprenticeships to bypass decent pay to exploit workers</p>	<ul style="list-style-type: none"> • Re-establish the Ealing Apprenticeships partnership to increase apprenticeship placements in the borough. Set up partnership of West London College, University of West London, Hawk training and other private training providers – develop baselines for starts; sectors; levels and develop an action plan to improve provision with a focus on science, technology, engineering and mathematics and key growth sectors and promoting higher level provision as alternative to university • Increase the number of apprenticeships available to young people in Ealing in key sectors including creative, green and digital • Deliver 500 apprenticeship vacancies in growth and high demand sectors (creative, digital, green, STEM, higher level apprenticeships) • Deliver a minimum of 15 council-based apprenticeships • Develop case studies and improved information on the council’s own apprentices as good practice examples to encourage young people into work-based learning and the adult workforce to progress and upskill

Decent living incomes - 4 year commitments	22/23 deliverables
<p>DLI6: Support Ealing’s High Streets Taskforce and invest £1m as seed funding to help it coordinate enhancements to our high streets and local parades to change for the better, strengthen their revival in the wake of the pandemic, extending our “Love Ealing, Love Local” approach to growing local business, local culture, enabling our seven towns to have everything they need for residents within a 20-minute walk</p>	<ul style="list-style-type: none"> • Publish Ealing High Streets Taskforce Business Plan • Invest £250,000 in high street improvement and activation projects, funded by Ealing’s allocation of UK Shared Prosperity Fund and bidding for a Night time Enterprise Zone for Ealing Broadway • Bring five vacant high street units back into use • Diversify and expand the taskforce membership • Commence development on two new Traders Associations, covering Northolt, Greenford, Perivale and Southall • Commence drafting of a new Night-time Economy Strategy • Identify high street units to accommodate pop-up circular economy activities
<p>DLI7: Get tough on counterfeiters, fraudsters and bad businesses by stepping up our enforcement of those who break the rules and take advantage of consumers, and campaign to keep the money that is raised each year from fines and prosecutions to support our town centres</p>	<ul style="list-style-type: none"> • Focus enforcement efforts on businesses retailing counterfeit and unsafe goods like alcohol, tobacco and cigarettes, taking dangerous products off the streets to protect residents’ health and to reduce the secondary impacts like alcohol related ASB • Continue to focus on the most non-compliant businesses to raise standards and ensure a level playing field to give legitimate businesses that contribute to the local community positively the best opportunity to thrive • Pilot localised intensive enforcement action in Southall and Acton, targeting businesses and people who obstruct highways and cycle lanes
<p>DLI8: Support 2,000 residents with the toughest barriers to employment like disability, young people with special educational needs, and recovery from long term health challenges get good quality work and regain their independence, investing £1m to train and support those excluded from the jobs market through no fault of their own</p>	<ul style="list-style-type: none"> • Establish the local supported employment initiative with Brent Council to bid for local supported employment initiative to support those with autism and learning disabilities into work • Recommission the supported internships programme for young people with disabilities and create a further 15 placements • Commission specialist targeted support for rough sleepers and homeless people and support 20 Ealing residents into training and work • Support 500 residents with the toughest barriers to employment through specialist training and employment programmes including: Work and Health Programme, Borough Employment Support Service (BESS), specialist programmes supporting residents who are homeless or at risk of homelessness • Develop a plan for an Employment/Training/Job Guarantee programme for Looked After Children leaving care - 10 care leavers to undertake Our Horizons Pathways paid placements and other identified programmes • Recruit to the role of not in education, employment or training (NEET) outreach support worker to deliver placements into EET outcomes

Decent living incomes - 4 year commitments

DL19: Campaign to end holiday hunger, and get the Government to extend support for children on free school meals, getting the same financial support we secured for them during the pandemic all year round in future

22/23 deliverables

- Use our London, regional and national networks to advocate for new legislation and powers to respond to the needs of residents and other stakeholders in Ealing

Inclusive economy - 4 year commitments

IE1: Be an open, transparent, and inclusive council, expanding the range of services available instantly and around the clock by making them online, accessible and responding quickly and effectively when things go wrong

22/23 deliverables

- Review our customer and digital strategies 22/23 to improve resident access to services with clear service standards focusing on:
 - » Easy to use online services to encourage customers who choose to transact online
 - » Provision of digital support to those who lack the skills or confidence to go online
 - » Reducing failure demand and improve back-office responsiveness to customer enquiries
 - » Offering holistic support to get issues resolved quickly
 - » Creating stronger links with the community and voluntary sector to effectively provide wraparound support customers need

Digital

- Implement remaining processes on the My Account customer portal:
 - » Request a bulky waste collection
 - » Request new waste or recycling containers
 - » Amend/cancel garden waste service
 - » Request a referral for care, financial assessment
 - » Family information service enquiries
- Members portal

Digital inclusion

- Offer assisted digital support to residents who may not have the skills or devices to access online services via 'Community Hubs'
- Provide 240 laptops, connectivity and digital skills directly to unemployed residents who are actively seeking employment but are digitally excluded.
- Provide hardware to voluntary and community groups to enable them to better support digitally excluded communities.
- Further develop the digital champions network to support for residents who lack digital skills and confidence
- Donate 1,100 of the council's retired surface devices for refurbishment and distribution to digitally excluded residents and community groups in partnership with the Ealing and Hounslow CVS 'Re-Klaim' programme

Inclusive economy - 4 year commitments	22/23 deliverables
<p>IE2: Lead London’s return to a new, flexible, and agile way of working at the council and within the wider public sector, encouraging collaboration, creativity, and work-life balance, whilst boosting morale and productivity as well as ensuring that we pay fair salaries to all our staff and end pay gaps that disproportionately impact women and black, Asian and minority ethnic communities</p>	<ul style="list-style-type: none"> • Improve our physical workspaces to help foster a culture of collaborative and creative working • Support the increasing use of digital technologies by providing a range of learning and development activities to improve the digital skills and capabilities of our workforce • Review our corporate induction programmes in 2022/23 for New Starters and New Managers to ensure their awareness and understanding of the council’s hybrid working approach • Launch our mentoring programme for staff and aim to facilitate 20 mentor/mentee relationships • Review the availability/access to development interventions for our inclusive mentoring programme and targeted leadership programmes for women and black, Asian and minority ethnic - providing targeted support to equip all 23 staff on the 22/23 programme to achieve graduation • Continue to report, analyse and publish pay levels annually. And act on areas of concern by incorporating these within the Equality, Diversity and Inclusion Action Plan • Review and compare our pay data with other London councils to ensure they are relevant and consistent
<p>IE3: Work with credit unions to establish a West London Mutual Bank to support access to affordable credit, support social enterprise, and provide a route for every child turning 11 in the borough to have the opportunity to open a savings account, and campaigning for the powers we need to squeeze out high-cost credit and modern loan-sharks</p>	<ul style="list-style-type: none"> • Work with the credit union and schools to agree a mechanism to provide a route for all rising 11’s to open a savings account and manage the distribution of any agreed funds • Work with the credit union to promote their services, look at options for colocation, and for the credit union to engage with staff delivering services for the community hubs, local welfare and customer services to provide information on their offer as a community bank and raise awareness of loan sharks and how they operate

Inclusive economy - 4 year commitments	22/23 deliverables
<p>IE4: We will use our spending power in Ealing and beyond to encourage better pay, workplace representation, terms and conditions for workers, local small and medium sized businesses, black, Asian & minority ethnic owned businesses as well as supporting new social and cooperative enterprise</p>	<ul style="list-style-type: none"> • Utilise social value benefits derived from procurement activity to support our economic prosperity within the borough – social value benefits secured from the planned 15-18 contracts will be presented in the form of an annual report to cabinet • Develop and publish our Modern Slavery Statement • Host a supply chain event with key focus on supporting Ealing businesses, encourage supply chain diversity and economic growth • Work in collaboration with our contractors and partners to ensure better visibility and access to council tendering opportunities for small and medium sized local businesses • Undertake outreach with small and local suppliers with a view to providing them with support and development to secure work with Ealing and other local authorities • Advance our commercial activities through direct intervention and in collaboration with key contractors to help achieve 25% of all third-party expenditure with Ealing businesses • Encourage sign up to Good Employment Charter (progress towards LLW) • Review the option to extend the 'London Living Wage Business Rates Discretionary Discount scheme' which provides businesses the opportunity to apply for a rating discount equal to two times of the Living Wage Foundation accreditation fee for the year • Review the council tax support scheme • Consult on any proposed changes • Ensure that the council tax reduction (CTR) scheme is well publicised, communicated and easily accessible to those in need of support
<p>IE5: Maintain our support for the most vulnerable, expanding our Council Tax Support Scheme to ensure those who cannot afford to pay are protected from tax</p>	<ul style="list-style-type: none"> • Review the council tax support scheme • Consult on any proposed changes • Ensure that the council tax reduction (CTR) scheme is well publicised, communicated and easily accessible to those in need of support
<p>IE6: Keep council tax low and help families with the cost of living</p>	<ul style="list-style-type: none"> • Ensure the effective, efficient and timely distribution of funds, to support those on a low income, including Household support, Local Welfare, Energy Rebate, Council Tax Reduction (CTR), Discretionary Hardship and Discretionary Housing Payments (DHP) • Actively communicate the support available to those in need, improving awareness, accessibility to the support, simplifying access, and supported digital • Ensure better use of data to identify fraud and reduce cost • Deliver a budget process on efficiencies across all council services

Inclusive economy - 4 year commitments	22/23 deliverables
<p>IE7: Retain, use and take control of new council land and buildings, ensuring that we hold onto vital public assets and buildings, and use them for the maximum benefit for the residents of our borough, keeping them in public hands for public use</p>	<ul style="list-style-type: none"> • Develop a new Land and Property Strategy • Produce a 'Property Purchase Policy' to enable the council to meet the demands of the market
<p>IE8: Introduce a Public Service Guarantee, curbing the wasteful outsourcing of vital public services to the private sector, and seek to bring more public services back under local authority control for the benefit of residents, delivering genuine value for taxpayer money</p>	<ul style="list-style-type: none"> • Update our commercial strategy to ensure all options are considered when procuring services to ensure maximum vfm • Using our three-year contracts forward plan, complete a review of our outsourced contracts to assess suitability for delivering the service directly or through alternative delivery models
<p>IE9: Campaign for reliable long-term funding for local government, fighting for money we need from central government to keep up with ever growing demand</p>	<ul style="list-style-type: none"> • Continue to engage with and support London Councils, Local Government Association and other partnerships in providing feedback on key funding matters impacting local government finance • Identify opportunities for additional funding in support of the Plan priorities.

Genuinely affordable homes - 4 year commitments	22/23 deliverables
<p>GAH1: Establish a Private Renters Association, led by renters, to provide mutual support and advocacy for the 15,000 families that are renting privately within the borough</p>	<ul style="list-style-type: none"> • Partner with the Cambridge House Safer Renting Team to strengthen rights and access to justice for people exploited by criminal landlords, making private renting safe for all. This will include challenging landlord harassment and illegal evictions and providing support with legal action where necessary • Collaborate with the London Renters Union and local groups such as Citizens UK (Ealing) to design a programme to support the establishment of an independent association for local private renters and launch a dedicated website • Write to every tenant in Southall whose landlord comes through PRS licensing scheme in multiple languages 'Know Your Rights'
<p>GAH2: Work with residents to support the development of local community-led housing initiatives, including Community Land Trusts, to provide solutions to local housing issues, deliver genuinely affordable homes and build strong communities</p>	<ul style="list-style-type: none"> • Continue to engage with West London Citizens communities interested in setting up community land trusts (CLT) and establish what support community groups need from the council in identifying land opportunities and progressing their ambitions • Support council tenants and leaseholders who wish to explore their options under the "Right to Manage" • Designate a site in the borough for a CLT housing development • Develop a Community Led Housing Land Disposal Policy to set out the council's policy for the disposal of council-owned sites to community led housing organisations and associations of individual self-builders • Deliver a public workshop for residents with presentations from a diverse range of community-led housing projects
<p>GAH3: Work to end the need for families who face eviction to stay in bed and breakfast temporary accommodation and invest £20m in 100 new safe and secure places for people to stay</p>	<ul style="list-style-type: none"> • Complete the letting of Poplars hostel, delivering 30 self-contained homes • Purchase 59 properties for temporary accommodation use • Secure cabinet approval to extend the property purchase scheme to fund an additional 41 homes • Decommission the modular housing site at Marston Court and re-provide temporary accommodation elsewhere
<p>GAH4: Invest £509m in the council's housing, ensuring everyone can live in a safe, secure, and healthy home</p>	<ul style="list-style-type: none"> • Begin consolidation of procurement and contract management through a strategic procurement review • Refurbish over 1,000 kitchens and 800 bathrooms, as well as rewiring 450 homes. • Invest £4.5m in fire safety upgrades including 3,000 new doors, fire stopping, hard-wired smoke detection systems and upgraded emergency lighting • Invest an additional £1.8m on housing safety and compliance to optimise building safety

Genuinely affordable homes - 4 year commitments	22/23 deliverables
<p>GAH5: Push developers to deliver even more genuinely affordable homes in new developments and pushing the overall number of affordable homes built in the borough well above 35%</p>	<ul style="list-style-type: none"> • Provide pre-planning advice to encourage developers to deliver genuinely affordable homes • Review planning policy to increase the number of affordable homes in the borough, to include new polices in the emerging Local Plan and re-launched affordable housing statement • Publish the Strategic Housing Market Assessment study • Publish Ealing’s Housing Strategy 2022-26 - setting out the borough’s housing need including type and tenure of homes that can be delivered in partnership with developers and registered providers
<p>GAH6: Deliver 4,000 new genuinely affordable homes across the borough and ensure Ealing residents and key workers have priority to access new affordable homes in the borough</p>	<ul style="list-style-type: none"> • Begin works on site to deliver 994 genuinely affordable homes, 311 of which to be developed by the council’s housing company -Broadway Living • Launch an intermediate housing policy to ensure affordable rented and shared ownership homes built in the borough are prioritised to service local housing need
<p>GAH7: Campaign to end the pernicious no-recourse-to- public funds rule that forces rough-sleepers back out onto the streets and deliver 100 supported places where rough-sleepers can be helped back into homes, work and the mental and physical support they need</p>	<ul style="list-style-type: none"> • Secure government funding to cover the full cost of supporting and accommodating 100 rough sleepers from June 22 for three years • Commission and mobilise all relevant services to support this cohort including: <ul style="list-style-type: none"> » 12 No First Night Out rough sleeping prevention beds, 15 high needs staging post, 15 assessment beds, 10 public health protection beds for winter, 12 places through the A2 Dominion supported scheme, 11 supported beds through St Mungos supported beds, seven self-contained rough sleeper units and eight Housing First supported long term accommodation units.
<p>GAH8: Continue the fight with government to give us the powers we need to extend our landlord licensing scheme across 100% of the borough, to ensure that we put an end to rogue slum landlords taking advantage of tenants.</p>	<ul style="list-style-type: none"> • Apply to extend the selective licensing scheme from three wards to 15 wards (pre-May 2022 ward areas) subject to confirmation by the Department of Levelling Up, Housing and Communities, which will drive up standards in the private rented sector where over 35,000 homes in the designation will be subject to minimum standards.
<p>GAH9: Defend the right of council tenants to have security in their homes by maintaining lifetime tenancies</p>	<ul style="list-style-type: none"> • Maintain our commitment to offering lifetime council housing tenancies through our landlord Tenancy Policy • Through our borough Tenancy Strategy, continue to advocate that Ealing’s registered social housing landlords provide the maximum security of tenure to their tenants

Good growth - 4 year commitments	22/23 deliverables
<p>GG1: Launch a new tax on developers, and work toward raising at least £12m per year for new infrastructure, education, health, and community facilities</p>	<ul style="list-style-type: none"> • Review the council’s existing Planning Obligations Supporting Planning Guidance and seek adoption by council • Implement a modern, digital s106 system, capturing contributions from developers and tracking expenditure • Publish a Development Infrastructure Funding study and adopt the Infrastructure Delivery Plan • Draft Local Authority Community Infrastructure Levy (CIL) and Charging Schedule (for adoption in 2024) as part of Local Plan to ensure communities see local investment in services and infrastructure in the neighbourhoods where development takes place
<p>GG2: Set out a new Community- led Regeneration Charter that sets out clear rights for residents to shape and control the decisions being taken in their communities on housing and employment</p>	<ul style="list-style-type: none"> • Set up Embed community-led regeneration in Ealing’s seven towns, developed in partnership with local people and sensitive to local priorities • Launch Southall Reset engagement plan • ‘Visions for Northolt’ endorsed by the community and deliver the ‘Thriving Northolt’ projects having had findings from the Visions of Northolt engagement programme endorsed • Publish ‘20 Minute Neighbourhood’ plans for Northolt, Greenford, Perivale, and Acton and begin work on the Hanwell and Ealing Metropolitan Town Centre town plans • Prepare a memorandum of understanding setting out how the council will interface with the Old Oak and Park Royal Corporation (OPDC) and establish a programme board
<p>GG3: Work even harder to attract new businesses, creative industries, and turbocharge the STEM, digital and food science sectors that are already working hard to make and create across the Borough</p>	<ul style="list-style-type: none"> • Complete the Industrious Ealing study in Summer 2022 mapping the sector information and opportunities for growth • Launch Ealing’s new inward investment model and branding • Establish business brokerage through new inward investment website and support • Commence the targeted engagement with the existing businesses in STEM, digital and food science sectors • Twin with Burbank, California and Mumbai – establish film industry hub.

Good growth - 4 year commitments	22/23 deliverables
<p>GG4: Deliver Shaping Ealing – our new Local Plan to give residents and businesses confidence that our borough can change for the better in the coming decades</p>	<ul style="list-style-type: none"> • Publish the Shaping Ealing Survey response in advance of the draft Local Plan (Reg 18) publication in Autumn 2022 • Publish updated Local Plan timetable • Publish key evidence base studies during summer 2022 including: Spatial Options, Site Selection, Integrated Impact Assessment, SHMA (Strategic Housing Market Assessment), Industrious Ealing, Affordable Workspace, Town Centre Health Check, Health Study, Tall Buildings, Metropolitan Open Land & Green Belt Review and Conservation Area Review • Refresh of Statement of Community Involvement, setting out how the council expects developers to engage with local communities
<p>GG5: Put good design and heritage at the heart of how we enhance our Borough, with an expanded Design Review Panel and expand the membership of Community Review Panels to better reflect our seven towns</p>	<ul style="list-style-type: none"> • Review the existing Design Review, and Community Review and Conservation Area Panel memberships, structures, to expand membership to reflect our seven towns through extensive external recruitment campaign • Consult/advertise externally for new prospective members to reflect our seven towns • Increase specialisms design capacity in planning department (Growth Bid and training) • Promote good design through participation in Annual Design Awards, and working Ealing stakeholders such as Ealing Civic Society, Urban Design London, Design Review Panels
<p>GG6: Contain the spread of tall buildings by getting tough with developers who bring forward schemes that don't fit in with the neighbourhood, and encourage greener buildings and greater levels of open green space and biodiversity</p>	<ul style="list-style-type: none"> • Provide robust and clear advice at pre-application and application stages to deter unacceptable proposals on acceptability in accordance with the national and local guidance and policy • Publish tall building evidence from commissioned character and housing design study ahead of Local Plan • Publish guidance on 'zero-carbon' buildings

Good growth - 4 year commitments	22/23 deliverables
<p>GG7: Campaign to scrap VAT on repair and reuse of existing buildings, institute a 'retrofit- first' principle for council buildings and deliver zero- carbon development as standard whilst ensuring any carbon offset payments that do occur are invested locally to make our Borough greener</p>	<ul style="list-style-type: none"> • Complete stock options appraisal of existing council housing assets and ringfence funding to improve green infrastructure • Develop a decision-making matrix that embeds a 'retrofit-first' principle in the Council's land and property strategy • Deliver decarbonisation plans for more than 70 schools • Establish Ealing's Food Partnership, comprised of community organisations, businesses and residents, committed to fostering a sustainable food system in the borough.
<p>GG8: Fight any attempt by the Tory government to remove the right of local residents to object to developments in local communities, or rip up the planning rules to benefit their Party donors</p>	<ul style="list-style-type: none"> • Continue to respond to government consultations and lobby government
<p>GG9: Greater transparency in planning, with a crackdown on lobbying, gifts and hospitality with new rules to prevent conflicts of interest in planning</p>	<ul style="list-style-type: none"> • Review the Code of Conduct for Members in relation to planning matters • Seek to reduce the threshold for declaration of gifts and hospitality • Formally agree a position statement that councillors will only meet with planning agencies that are members of the Public Relations and Communications Association (PRCA) • Introduce a new Register of Member Involvement for greater transparency

Thriving communities - 4 year commitments	22/23 deliverables
<p>TC1: Launch a Community Charter, setting out your rights as residents and what you can expect from the council in being open, inclusive, and transparent in everything we do, handing over power to communities and supporting residents to come together to take mutual ownership and management of the public assets you love, sustaining them well into the future</p>	<ul style="list-style-type: none"> • Develop and engage communities on a new 'Community Charter' setting out the standards residents can expect from us in engaging with them • Conduct a residents survey to better understand community need including how the community wants to engage and work with the council • Publish a new Land and Property Strategy including a community property strategy
<p>TC2: Expand our community sports facilities and pitches across the borough, ensuring that we deliver five new cricket pitches, four tennis courts, eight football pitches and finally bring Southall FC back to the town in supporting them to find a home, and rapidly expand our Let's Go Southall initiative, investing an extra £3.2m in Southall to make cycling more accessible and safer</p>	<ul style="list-style-type: none"> • Publish Ealing Sports Facility Strategy 2022-2031 • Provide 1000 bikes in Southall as part of the Let's Ride Southall programme to encourage take up among children and adults, including 35 specially adapted bikes • Commence delivery of Green and Resilient Spaces Fund to improve access to Grand Union Canal in Southall • Consult residents on the future of Warren Farm • Explore the long-term sustainability of golf courses in the borough
<p>TC3: Deliver new, state of the art leisure facilities at Gurnell and renew Dormers Wells, deliver a new outdoor swimming Lido in the borough, and invest £2m in new and renewed playgrounds</p>	<ul style="list-style-type: none"> • Complete a new Feasibility Study for the replacement of Gurnell Leisure Centre • Recruit an Independent Chair for the Gurnell Sounding Board. The Sounding Board will include community representatives as well as stakeholders representing leisure • Use the Feasibility Study, informed by the Sounding Board, to decide on the future of Gurnell Leisure Centre • Deliver new playground schemes through Ealing's Civic Improvement Fund and s106 agreements • Deliver the Parkour facility in Lammas Park • Commission feasibility studies for redevelopment of Dormers Wells and a new Ealing lido • Introduce culturally appropriate women's fitness activities within a new facility in Southall
<p>TC4: A new Community Access Guarantee for the council's buildings, ensuring that community groups, start-ups and social enterprises can easily find accessible and affordable space to meet, work and run activities in all parts of the borough</p>	<ul style="list-style-type: none"> • Create an initial draft of asset plans including community assets • Launch the Community Access Guarantee and develop some pilots

Thriving communities - 4 year commitments	22/23 deliverables
<p>TC5: Turbocharge the creative spirit of Ealing, by securing and investing at least £1m in community and grassroots art, music, dance and culture, secure our status as west London's leading borough of culture and work with the community and creative industries to deliver a new state of the art performing arts centre within the borough</p>	<ul style="list-style-type: none"> • Co-develop a Cultural Manifesto with the cultural sector and communities which sets out the borough's cultural ambitions • Develop a Cultural Infrastructure plan to identify gaps within the borough and comparators with other boroughs. Use the GLA infrastructure map as a tool • Support and upskill our cultural sector to become more relevant, ambitious and resilient
<p>TC6: Establish new Town Forums that have more power to set the spending priorities for local communities and set aside £2m we raise from the developer tax to be spent by communities on what they want, facilitating community initiatives and microfinancing</p>	<ul style="list-style-type: none"> • Set up steering groups with ward councillors and residents who are interested in taking a leading role. These steering groups will agree on the approach to the Town Forum in each of the seven towns to prepare for launch in Autumn • Commission a training and development programme for members on their role as community leaders • Set aside initial funding for projects to be developed by the Town Forums until the council has adopted the Community Infrastructure Levy (CIL)
<p>TC7: Continue to explore new ways of delivering vital community assets in our seven towns, ensuring every town has access to libraries, community centres, public toilets, and places to meet, eat and be together</p>	<ul style="list-style-type: none"> • Refresh the council's approach to community assets provision, including the operation of the existing assets and acquisition principles • Complete an audit of existing community facilities, identifying gaps and opportunities as part of the 20-minute neighbourhood frameworks for Northolt, Greenford, Perivale and Acton initially, with Southall, Ealing and Hanwell to follow by March 2023
<p>TC8: Embed the spirit of mutual aid and community action from voluntary, faith and charitable groups that took place during the pandemic and step up our support and facilitation of communities</p>	<ul style="list-style-type: none"> • Continue to invest £1.5m into the VCS grants programme to support local organisations working to support and empower communities and consult on priorities for the 2023-27 grant round • Deliver the small grants programme for 22-23 to support local organisations • Explore the feasibility of establishing a council-run Ealing wide Faith Forum • Engage with faith communities regarding a sustainable burial service model
<p>TC9: Bring even greater diversity to our festivals and events, ensuring that there is something for everyone in our borough, bringing communities from all backgrounds together, involving community organisations and deliver a major festival to celebrate the Queen's Platinum Jubilee</p>	<ul style="list-style-type: none"> • Evaluate the success of the Queen's Platinum Jubilee celebrations and exploring the potential community celebration through the support of a programme of summer street parties • Introduce a Youth Festival, for and by young people, as part of the Ealing Summer Festival • Develop a timeline and plan to secure a sustainable future for Acton and Hanwell Carnival • Ensure diversification of Ealing's Summer Festival and make use of parks for events across the whole borough to showcase our diverse communities

