

# 2024-2025 Delivery plan



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

Tackling crime and antisocial behaviour - four-year commitments	2024/25 deliverables
TCA1: 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	<ul style="list-style-type: none"><li>• To work with the police and other partners to ensure the Safer Ealing Partnership approach continues to develop, with more effective information sharing, joint working, co-location and integration to improve outcomes for residents and make our borough safer.</li><li>• Create ward panel action plans with agreed deliverables that ward councillors and local police lead to improve engagement with the community.</li><li>• Develop our community resilience approach to respond to the government's cuts to Prevent provision and to build on strong community cohesion</li></ul>
TCA2: 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	<ul style="list-style-type: none"><li>• Deliver agreed actions from action plan, which include the development and implementation of new VAWG-related licensing activity and conditions in the context of a new licensing policy in July 2025.</li></ul>
TCA3: Maintain our borough wide prohibition against antisocial behaviour like street drinking.	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
TCA4: 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	<ul style="list-style-type: none"><li>• Implement recommendations from our 2023 HMIP inspection and invest a further £600k in reducing youth violence.</li><li>• Implement Inclusion Visits to all secondary schools by July 2024, with a focus on disproportionality in exclusion data, and pilot a suspension data panel to increase early identification conversations with schools. Work alongside the new Headteacher for Ealing Alternative Provision to develop a three-tiered approach to preventing exclusion.</li></ul>

Climate action - four-year commitments	2024/25 deliverables
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	<ul style="list-style-type: none"> <li>• Open the Circular Economy hub at Stirling Road, Acton by September 2024 and support new community food surplus projects</li> <li>• Carry out an ultra-low waste zone trial (Sept 24 – March 25) to see the impact in a local area.</li> <li>• Open a Library of Things site in June 2024.</li> <li>• Ensure that recycling rates remain in the top three in London.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Plan and commence delivery of the ambitious transport and highways plan, including an investment of up to £28m in highways infrastructure improvements and further expansion of active and sustainable travel initiatives.</li> <li>• Implement cycle network schemes in line with plan for 2024/25.</li> <li>• Deliver a further 12 school streets and commence engagement on 10 more school streets with the aim of implementation in 2025/26.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Plant another 16,000 trees.</li> <li>• All 7 towns to have access to fruit trees by March 2025</li> <li>• Increase fines for littering and maximise those for fly tipping to the statutory maximum</li> </ul>
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	<ul style="list-style-type: none"> <li>• Install 25 more bike hangers.</li> <li>• Work with partners to deliver an additional 500 electric vehicle charge points.</li> <li>• Install micromobility parking in 6 Southall wards, and complete planning to install micromobility parking in Northolt and Greenford.</li> <li>• Prioritise local streets for residents through expanding and reviewing CPZ's.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Undertake retrofit measures to 250 council owned homes in the next two years</li> <li>• Secure retrofit works to 50 private sector homes through government funding in the next two years</li> <li>• Agree a Retrofit Action Plan (RAP) to meet remainder of Council targets for 2025/26</li> <li>• Complete the installation of solar PVs/ energy measures on 5 schools/community buildings in partnership with Ealing Transition's Community Energy Group and other community organisations.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Collaborate with the new Labour Government to develop and implement policies that benefit the borough's residents</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Collaborate with the new Labour Government to develop and implement policies that benefit the borough's residents</li> </ul>

Climate action - four-year commitments	2024/25 deliverables
<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"> <li>• As part of the wider implementation of the Investment Strategy Statement, formulate, schedule and begin to execute an implementation strategy designed to align with our sustainability and net zero goals</li> <li>• Develop pension fund climate reporting to track the fund's progress</li> </ul>

Healthy, equal lives - four-year commitments	2024/25 deliverables
HEL1: 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	<ul style="list-style-type: none"> <li>We will continue to champion and implement the Real Living Wage (RLW), building on the work to apply RLW to community workers, which has been successfully implemented and benefited over 2,500 care workers. During 2024/25 we will progress steps to extend and define funding for the implementation of RLW in care homes by 2026</li> </ul>
HEL2: 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	<ul style="list-style-type: none"> <li>We will provide greater choice and control for local people. Direct payments will be the preferred model of service provision modelled on the outcome of our consultation with local people. We see this approach as a key tenet of how we respond to the diverse needs of the communities we serve in Ealing and central to tackling inequality</li> <li>We will continue to champion choice and quality in the social care market through engagement with partners and strength of oversight of provision</li> </ul>
HEL3: 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	<ul style="list-style-type: none"> <li>We will strengthen opportunities for local people to influence and impact upon how services are structured. Our Co production boards are being expanded to improve the involvement of people with lived experience.</li> <li>We will refresh our Carers strategy through engagement with local people at our carer's coproduction board</li> </ul>
HEL4: 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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
HEL5: 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	<ul style="list-style-type: none"> <li>We will develop locally focused and based social care teams around the 7 towns, supporting and enabling community resilience through accessibility and local knowledge</li> <li>We will continue to build on our strong performance in terms of enabling local people to remain in their own homes and within their communities</li> </ul>
HEL6: 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	<ul style="list-style-type: none"> <li>Work with partners to develop and deliver the Year 2 action plan for the Health &amp; Wellbeing Strategy</li> <li>Publish an annual 'Health of the Borough' report</li> <li>Through the borough's new Health Determinants Research Collaboration programme, work with community and academic partners to build sustainable research capacity which helps us to develop a better understanding of community need</li> </ul>
HEL7: 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	<ul style="list-style-type: none"> <li>Collaborate with the new Labour Government to develop and implement policies that benefit the borough's residents</li> </ul>



Healthy, equal lives - four-year commitments	2024/25 deliverables
HEL8: 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	We will implement capacity to support reablement for everyone, where this is appropriate, building on the Better Lives model supporting more people to live independently, and in their community
HEL9: 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	<ul style="list-style-type: none"> <li>Collaborate with the new Labour Government to develop and implement policies that benefit the borough's residents</li> </ul>
HEL10: 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	<ul style="list-style-type: none"> <li>Publish an evaluation report showing progress against the Ealing Race Equality Commission's (EREC) priorities and demands and the impact of the partnership's work on race inequality</li> <li>Hold public meetings for the housing and policing workstreams to share progress and impact, led by citizen tribunal members</li> <li>Build on the momentum and commitment of schools against the five leadership pledges set out in the Education Race Equality Plan 2022 – 2026, including: <ul style="list-style-type: none"> <li>85% of Ealing schools engaged in the Race Equality in Education programme by July 2025</li> <li>15 additional schools to have set up black parent forums by July 2025</li> </ul> </li> <li>Governors from at least 50% of Ealing schools have engaged with the Race equality in Education programme by July 2025</li> </ul>
HEL11: Reduce the inequalities faced by people and communities who face continued discrimination and inequality	<ul style="list-style-type: none"> <li>Review internal and external equality plans with a focus on achieving fair outcomes for the borough's residents.</li> <li>Further improve our understanding of needs and the things that are driving inequality and identify priority actions to address these issues.</li> <li>Set out the actions we will take to celebrate and value the borough's diverse communities.</li> </ul>
HEL13: 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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

A fairer start - four-year commitments	2024/25 deliverables
<p>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</p>	<ul style="list-style-type: none"> <li>• Implement Year 2 of the Children's University programme in participant schools in Northolt/Greenford – increasing access to cultural, arts and careers-related activities for pupils in Key Stage 2</li> <li>• Continue to increase the percentage of families registered with Children's Centres and enhance the community outreach strategy to reach families who experience difficulties or barriers in accessing support</li> <li>• Ealing's Early Help offer aims to provide early support to children, young people and families via our early help, children centre and community offer with a focus on increasing social connections. The approach will be adopted through a collaborative, community, and partnership approach to accessing universal and early help services to enhance and maximise outcomes for all of Ealing's communities including strong and well-developed service access for communities who may have been previously underserved</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• The Young Adults Centre (YAC) is due to open in spring 2025 and has been designed in collaboration with young people.</li> <li>• Deliver the Ealing Youth Plan 2022-25, including increasing Youth Centre attendance by a further 10% on 2023/24</li> <li>• Increase in the percentage of young people receiving specialist youth support by a further 10%</li> </ul>
<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"> <li>• Continue to deliver the Holiday Activities and Food Programme (HAF) providing enriching activities and nutritious food, supporting children in receipt of free school meals, and a targeted group of vulnerable children and children with SEND (Special Educational Needs) who are not in receipt of free school meals, throughout the spring, summer, and winter holiday periods</li> <li>• Build on our multi-disciplinary approach across the borough to support and improve rates of full-time school attendance. Increase the percentage of schools which have engaged with Therapeutic Thinking training to 60% by July 2024 and 80% by July 2025</li> <li>• Work with Primary schools to increase the number of Wraparound care places for children in Reception up to year 6, with a particular focus on schools that have no provision currently</li> <li>• Assess the demand for the new Working Parent offer and work with providers to deliver the required places and fill their current vacancies.</li> <li>• Develop a plan for areas with childcare sufficiency challenges identified in the Childcare Sufficiency Assessment</li> </ul>
<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"> <li>• Maintain excellent educational outcomes that are significantly above the national average at every published assessment point and strong overall school performance.</li> <li>• Deliver additional SEN (Special Educational Needs) places as part of the specially resourced provision delivery plan to 2028.</li> </ul>

A fairer start - four-year commitments	2024/25 deliverables
<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"> <li>• Establish area partnership working across the council and other SVC groups, to ensure that there are effective and clear early intervention and assessment routes</li> <li>• Ensure the delivery of the current SEND strategy and associated action plans for the 4 key priority areas.</li> <li>• Develop an area partnership preparation for adulthood strategy that centres around the voice, participation and engagement of children and young people and supports development across health, social care and education</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• Improve choice and quality across children's placements and services, including increasing in-house carer capacity by 10% in 2024/25.</li> <li>• Build on our education, employment and training (EET) outcomes for young people with SEND, within the youth justice system, or who are care experienced.</li> <li>• Continue to deliver on our pledges to care leavers with all pledges actioned by March 2025.</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• Continue to strengthen social work practice to ensure our work reduces the risk of family breakdown, supported by our Social Care Academy and Quality Assurance functions and the investment of £0.500m in edge of care.</li> <li>• Evaluate the Family Group Conference pilot and embed the offer across our service – supporting children and young people at risk of entering care to have their needs appropriately met within their family and kinship networks.</li> </ul>
<p>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 &amp; Adolescent Mental Health</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• Maintain strong levels of commitment from 85 maintained schools and academies to Ealing Learning Partnership and to locality agreed priorities</li> <li>• Delivering efficient services that make effective use of available resources and supporting schools to do the same.</li> </ul>



Decent living incomes - four-year commitments	2024/25 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"> <li>• Adopt an Ealing Jobs &amp; Skills Strategy and Action Plan, which will be co-produced with partners via the Ealing Jobs &amp; Skills Forum.</li> <li>• Through the council's Good for Ealing inward investment program, the council will define and promote Ealing's growth sectors and convene growth sector networks.</li> <li>• Ensure the council's ambitions on supporting residents into good jobs are also prioritised and co-owned by strategic stakeholders including the OPDC (Oak and Park Royal Development Corporation), Heathrow and High Speed 2.</li> </ul>
<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"> <li>• Continue to work with developers to secure affordable workspace within planning consents and develop a model to help invest in the delivery of affordable workspace.</li> <li>• Continue to develop and deliver business support initiatives, including the delivery of the UK Shared Prosperity Programme (Supporting Local Business theme).</li> <li>• Progress the Greenford Innovation Hub partnership, bringing together local businesses, landowners, academic institutions, and investors to co-produce a set of investment principles.</li> </ul>
<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"> <li>• Launch the Living Wage Action Plan and secure Living Wage Place status for the borough, thereby incentivising more businesses to become Living Wage Employers.</li> <li>• Launch the new Learn Ealing Prospectus for 2024/25, which will have greater focus on supporting residents into jobs within Ealing's growth sectors.</li> <li>• Progress the Ealing Learning and Skills Hub.</li> <li>• Secure new commercial partnerships between Learn Ealing and businesses within Ealing's growth sectors.</li> </ul>
<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"> <li>• Integrate the Learn Ealing and Work Ealing offer so the career progression pathways into good jobs within sectors is clearer and easier for residents to navigate.</li> <li>• Develop a new apprenticeship model to provide greater support to Ealing's growth sectors and businesses and incentivise the creation of more apprenticeship, work experience and internship opportunities.</li> </ul>
<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"> <li>• Adopt the Ealing High Street Task Force Business Plan, which will enable local businesses to collaborate and focus on projects that enhance the vitality of their high streets.</li> <li>• Complete the delivery of the UK Shared Prosperity Programme (Communities &amp; Place theme).</li> <li>• Continue to expand and diversify taskforce membership and support the creation of business groups and traders' associations in under-represented parts of the borough.</li> <li>• Publish Ealing's new Economy after 6pm Strategy.</li> </ul>

Decent living incomes - four-year commitments	2024/25 deliverables
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	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Complete the delivery of the UK Shared Prosperity Programme (People &amp; Skills theme).</li> <li>• Recommission the supported internships programme for young people with disabilities and commission specialist support for rough sleepers and homeless people to get on pathways into employment.</li> <li>• Deliver a pilot programme to support young offenders to move closer to employment.</li> <li>• Develop and implement a pilot Skills Bootcamp to support one of Ealing's growth sectors.</li> <li>• Develop an expanded work experience programme for care leavers that complements the Our Horizons Pathways paid placements and other identified programmes.</li> </ul>
DLI9: 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	<ul style="list-style-type: none"> <li>• Collaborate with the new Labour Government to develop and implement policies that benefit the borough's residents</li> </ul>

Inclusive economy - four-year commitments		2024/25 deliverables
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	<ul style="list-style-type: none"> <li>• Launch new chatbot service.</li> <li>• Develop next phase of corporate digital programme considering gains from new technologies including evaluation of Future of Work programme pilot use of Artificial Intelligence.</li> <li>• Review customer experience and efficiencies from MyAccount.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Approve and embed the new workforce strategy which values, celebrates and attracts a brilliant and diverse workforce.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Complete - the London Community Bank (including Ealing) was rebranded in July 2022 (from Hillingdon Credit Union) and provides opportunities for members to save regularly and provides low-cost loans. We have worked with headteachers to support children turning 11 cohort with money management, distributing materials to schools with an emphasis on savings.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Implement the Procurement Act and National Procurement Policy Statement including flexibilities to further encourage and support VCS (Voluntary and Community Sector) and local SMEs.</li> <li>• Update Request for Quotation process to ensure low value contracts are more transparent and available to local businesses.</li> <li>• Review our approach to social value in procurement to focus social value benefits on supporting our vision of connected communities. Working with VCS and local businesses to understand their requirements to support capacity/ capability building and deliver those through our social value requirements.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Review of scheme in line with migration to universal credit to simplify scheme for residents and the administration team</li> </ul>
IE6:	Keep council tax low and help families with the cost of living	<ul style="list-style-type: none"> <li>• Invest in ongoing support and a permanent team for people affected by the cost-of-living crisis.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Engage with communities through Your Voice Your Town to understand the demand for types of community spaces and opportunities for improvement.</li> </ul>

Inclusive economy - four-year commitments		2024/25 deliverables
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	<ul style="list-style-type: none"> <li>Complete – all procurement strategies require analysis and consideration of insourcing/ moving to council owned companies within the options analysis. During 2023/24, decisions were made to transfer parking and graffiti services to the council’s wholly owned subsidiary, Greener Ealing. It is now embedded practice that procurement strategies consider bringing services in-house with external contracts scrutinised and challenged.</li> </ul>
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	<ul style="list-style-type: none"> <li>Collaborate with the new Labour Government to develop and implement policies that benefit the borough’s residents</li> </ul>

Safe and genuinely affordable homes - four-year commitments	2024/25 deliverables
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	<ul style="list-style-type: none"> <li>Continue to work with Citizens UK to establish a private renters forum by the end of 2024/25.</li> </ul>
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	<ul style="list-style-type: none"> <li>Continue collaborating with Community Land Trusts and Ealing Citizens to identify a site and terms for a community-led development by March 2026. This initiative will link into work as part of the GLA's 'Small Sites, Small Builders' programme and as part of Ealing Council's development site appraisal assessment.</li> </ul>
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	<ul style="list-style-type: none"> <li>Invest up to £150m in accommodation over the next 2 years to help alleviate B&amp;B pressures.</li> </ul>
GAH4: Invest £400m in the council's housing, ensuring everyone can live in a safe, secure, and healthy home	<ul style="list-style-type: none"> <li>Set up a strategic Housing and Commissioning Board to monitor the delivery plan of the approved Housing Strategy.</li> <li>We will invest a further £50M in 24/25 and 25/26 to improve the safety and quality of our residents' homes.</li> </ul>
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%	<ul style="list-style-type: none"> <li>Establish quarterly forum meetings with developers, registered providers and builders to promote the delivery of this promise.</li> </ul>
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	<ul style="list-style-type: none"> <li>Progress the Local Plan towards adoption, with a requirement for schemes to deliver at least 40% affordable housing via the fast-track route.</li> <li>Introduce a clearer tracking approach for schemes to better understand the delivery profile.</li> <li>Implement an Intermediate Housing Policy.</li> <li>Contribute to delivery of 4,000 new genuinely affordable new homes with direct delivery by the Council/Broadway Living.</li> </ul>
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	<ul style="list-style-type: none"> <li>Work together to understand how all the agencies involved can be brought together to provide a coordinated response to individuals who have No Recourse to Public Funds (NRPF) or are rough sleepers and join up activity with the Health &amp; Wellbeing Board.</li> <li>Deliver multi-agency pilot in Southall to develop approaches to tackling issues faced by individuals with NRPF and rough sleepers.</li> <li>Improve the commissioning arrangements for services to ensure they deliver an integrated and holistic approach to meeting the needs of rough sleepers.</li> </ul>
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.	<ul style="list-style-type: none"> <li>We will work to drive up conditions and management standards in the private rented sector via our various licensing schemes and more broadly develop our collective partnership approach to managing problematic properties and individual behaviours through information sharing and the flexible use of partners existing powers.</li> </ul>
GAH9: Defend the right of council tenants to have security in their homes by maintaining lifetime tenancies	<ul style="list-style-type: none"> <li>Complete – all council tenants have secure tenancies</li> </ul>



Safe and genuinely affordable homes - four-year commitments	2024/25 deliverables
<p>GAH10: 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"> <li>• Complete the feasibility stages for a new facility for the GRT communities by the end of 2024.</li> </ul>

Good growth and new homes - four-year commitments	2024/25 deliverables
GG1: Launch a new tax on developers, and work toward raising at least £12m per year for new infrastructure, education, health, and community facilities	<ul style="list-style-type: none"> <li>Progress the examination of Community Infrastructure Levy (CIL) charging schedule towards adoption.</li> <li>Develop the approach to Neighbourhood CIL.</li> </ul>
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	<ul style="list-style-type: none"> <li>Increase the number of community managed buildings.</li> <li>Publish Ealing and Hanwell towns community-led 20-minute regeneration frameworks.</li> <li>Produce a 20-minute neighbourhood delivery manual, so the unique business and workforce needs within each town are addressed through targeted infrastructure investment.</li> <li>Commence a masterplan for North Acton in partnership with the OPDC and Imperial and ensure the opportunities of WestTech and the West London Productivity Arc can be capitalised upon.</li> <li>Publish a community-led Regeneration Charter setting out how residents, workers and local businesses can engage with and inform decisions on regeneration projects and the standards expected from developers delivering those projects.</li> </ul>
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	<ul style="list-style-type: none"> <li>Continue to evolve and grow the Good for Ealing inward investment brand and program by attending national and regional investment events and convening Ealing growth sector networks.</li> </ul>
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	<ul style="list-style-type: none"> <li>Progress the Local Plan, which will shape and guide future development in the borough over the next 15 years, towards adoption through examination in public this year.</li> </ul>
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	<ul style="list-style-type: none"> <li>Establish Urban Design Team- embedding good design at the heart of all development</li> <li>Celebrate and promote good design by entering schemes in London and National awards.</li> <li>Devise an approach to evaluating completed schemes to inform future schemes.</li> <li>Prepare Carbon Optioneering Guidance.</li> </ul>
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	<ul style="list-style-type: none"> <li>Submit the Local Plan for examination, which includes clear policies on tall buildings, delivering zero carbon development and increasing biodiversity and greening.</li> <li>Ensure the emerging Local Plan is given the appropriate level of weight in planning decisions.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

Good growth and new homes - four-year commitments	2024/25 deliverables
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	<ul style="list-style-type: none"> <li>Complete</li> </ul>
GG9: Greater transparency in planning, with a crackdown on lobbying, gifts and hospitality with new rules to prevent conflicts of interest in planning	<ul style="list-style-type: none"> <li>Complete</li> </ul>

Thriving communities - four-year commitments	2024/25 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"> <li>Finalise and publish the council's new Community Charter, setting out the standards residents can expect from us when we engage with them.</li> </ul>
<p>TC2: 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"> <li>Apply to Natural England to designate Warren Farm Sports Ground as a Local Nature Reserve in collaboration with local user groups and select a development partner to deliver community sports facilities.</li> <li>Work towards developing the business case for a new Regional Park, including a comprehensive consultation and engagement strategy, concept design, and associated financial model.</li> <li>Deliver 3 new parks at Green Quarter, Southall; Blacklands, Greenford; and Perivale Park Golf Course, Perivale.</li> <li>Complete soil importation works at Glade Lane Canalside in preparation for the creation of a new park to be opened in 2025/2026. ready for works to form park.</li> <li>Deliver 3 new growing spaces for communities in the borough.</li> </ul>
<p>TC3: 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"> <li>Finalise arrangements for community sports facilities at Warren Farm.</li> <li>Develop new facilities at Ada Lovelace High School, Blondin Park, and Ravenor Park.</li> <li>Develop three locations for Playzones including Southfield Rec, YAC and Spikesbridge Park.</li> <li>Explore opportunities for Padel Tennis facilities.</li> <li>Deliver investment in active travel infrastructure in Southall.</li> <li>Finalise roll-out of remaining cycles and agree business case for future investment in a free cycle programme after the expiry of Sport England funding.</li> <li>Complete golf needs assessment as part of Regional Park Business Case.</li> <li>Open a new park in Perivale Park in June 2024.</li> </ul>
<p>TC4: 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"> <li>Pending successful outcome of planning application for Gurnell submitted in April 2024 proceed with procurement of contractor with anticipated on-site mobilisation by March 2025.</li> <li>Develop feasibility of the lido as part of the Regional Park business case.</li> </ul>

Thriving communities - four-year commitments	2024/25 deliverables
<p>TC5: 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"> <li>• Identify council and third party owned community spaces, setting up a single online place to help residents find available places to meet, work and run activities.</li> <li>• Complete the review of use, condition, and costs of all council owned assets as part of our corporate landlord implementation including identification of underutilised assets and potential changes in use, including extending community use.</li> <li>• Work with communities to enable them to own and manage financially sustainable community spaces through training on building management and support to deliver robust business plans.</li> </ul>
<p>TC6: 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"> <li>• Finalise and launch Cultural Infrastructure Plan and agree short-term project delivery, including exploration of cultural hubs.</li> <li>• Engage with our communities to develop a proposal for a new major cultural venue.</li> </ul>
<p>TC7: 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"> <li>• Test and develop the new Your Voice Your Town 'communities in the lead' model and establish regular community led forums in each town.</li> <li>• Develop an approach for the investment of the neighbourhood portion of the community infrastructure levy (CIL) to support town priorities.</li> <li>• Start the conversation with communities about their priorities for neighbourhood CIL in each town.</li> </ul>
<p>TC8: 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"> <li>• Undertake a review of the future purpose of Hanwell and Dominion Community Centres.</li> </ul>
<p>TC9: 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"> <li>• Continue our work with the voluntary and community sector, and particularly the Ealing Voice Network, to build and maintain a stronger local 'voluntary sector voice' that plays a key part in decision making.</li> <li>• Review the small grants programme for 2024/25 and 2025/26.</li> </ul>
<p>TC10: 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"> <li>• Continue to develop and grow the wider appeal and diversity of the council's festival programme including actions highlighted in the Cultural Plan.</li> </ul>
<p>TC11: 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"> <li>• Complete the process to join the network of cities and towns which promote the inclusion and welfare of people who are fleeing violence and persecution and become a recognised Borough of Sanctuary.</li> <li>• Develop the borough's sanctuary strategy and action plan.</li> </ul>



Thriving communities - four-year commitments	2024/25 deliverables
<p>TC12: 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"> <li>• Progress the delivery of Learning Zones in Greenford, Perivale, and Ealing to provide residents with accessible training and employment support tailored to their local needs.</li> <li>• Develop and implement new training programs that enhance residents' IT skills for employment, digital literacy, personal finance management and progression onto maths qualification courses.</li> </ul>

# Appendix: Our key performance indicators and targets for 2024/25

The table below lists the key performance indicators aimed at monitoring our effectiveness as a council. These will be reported alongside progress against the 2024/25 deliverables contained in this document.

## Tackling crime and anti-social behaviour

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
1	Police-recorded offences of personal robbery and violence with injury (rate per 1,000 residents)	Smaller is better	10.9	10.1
2	Anti-social behaviour cases (rate per 1,000 council owned homes)	Smaller is better	TBC	TBC
3	First time entrants to the youth justice system aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	103.5	120.0
4	Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	73.3%	75.0%

## Climate action

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
5	Percentage of household waste sent for reuse, recycling and composting	Bigger is better	48.8%	50.0%
6	Fly tips cleared within target time	Bigger is better	91%	95%
7	Levels of cleanliness (percentage streets free of litter)	Bigger is better	93%	94%
8	Levels of cleanliness (percentage streets free of detritus)	Bigger is better	95%	94%
9	Levels of cleanliness (percentage streets free of graffiti)	Bigger is better	95%	92%
10	Levels of cleanliness (percentage streets free of fly posting)	Bigger is better	97%	94%
11	Percentage of residents stating walking and cycling as main mode of transport within 1 mile	Bigger is better	64%	70%
12	Percentage of monitoring sites compliant with the air quality objectives for particulate matter PM10	Bigger is better	100%	100%

## Healthy, equal lives

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
13	ASCOF 1D Percentage of people who use services who are satisfied with their care and support	Bigger is better	59.2%	60%
14	ASCOF 2A Percentage of reablement services at home that reduce the level of ongoing support needed	Bigger is better	77.3%	85%
15	ASCOF 2B Admissions into permanent residential and nursing care (rate per 100,000 population aged 18-64)	Smaller is better	20.1	28.3
16	Number of placements aged 18-64	Smaller is better	49	60
17	ASCOF 2C Admissions into permanent residential and nursing care (rate per 100,000 population aged 65+)	Smaller is better	390.5	412.2
18	Number of placements aged 65 and over	Smaller is better	180	190
19	ASCOF 3A The proportion of people who use services who report having control over their daily life	Bigger is better	67.2%	67.5%
20	ASCOF 3D2A The proportion of people who use services who receive direct payments	Bigger is better	9.7%	10.0%
21	ASCOF 4B The proportion of concluded s42 enquiries where a risk was identified that had the risk removed or reduced.	Bigger is better	93.2%	93.8%
22	ASCOF 6B Percentage of care home providers rated good or outstanding by CQC (including unrated)	Bigger is better	61.4%	62.0%
23	Percentage of CQC regulated care agencies rated Good or Outstanding (excluding unrated)	Bigger is better	70.6%	75.0%

## A fairer start

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
24	Percentage of care leavers who were in education, employment or training (ages 19-21)	Bigger is better	56.9%	58.0%
25	Percentage of care leavers who were in education, employment or training (ages 7-18)	Bigger is better	72.1%	73.0%
26	Percentage of children looked after with more than 3 placements within a year	Smaller is better	10.3%	11.0%
27	Percentage of child and family assessments following a referral to social care completed within 45 days	Bigger is better	86%	82%
28	Percentage of re-referrals in the last 12 months	Smaller is better	17.1%	17.0%
29	Percentage of Education Health and Care (EHC) plans issued within 20 weeks (exc. exceptions)	Bigger is better	81.2%	75%
30	Percentage of 16-17 year olds not in education, employment or training (NEETs)	Smaller is better	1.2%	1.4%
31	Percentage of pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	67.1%	67.5%
32	Percentage of pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	56.8%	57.5%

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
33	Percentage of disadvantaged pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	55.1%	56.0%
34	Percentage of disadvantaged pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	44.8%	43.5%
35	Percentage of Black Caribbean pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	58.6%	55.0%
36	Percentage of Black Caribbean pupils achieving Levels 5 and above in English and Maths at Key Stage 4	Bigger is better	34.0%	36.9%
37	Primary school attendance rate – most recent academic year	Bigger is better	93.7%	95.0%
38	Secondary school attendance rate – most recent academic year	Bigger is better	93.2%	94.0%

### Decent living incomes

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
39	Average days taken to process new benefit claims	Smaller is better	26	24
40	Number of people completing employability and professional courses	Bigger is better	1,450	1394
41	% of ethnic minority residents among those supported into employment through council and partner schemes	Bigger is better	62.8%	Monitoring only
42	% of total estimated licensable properties licensed	Bigger is better	N/A	39%
43	% of food businesses broadly compliant (food hygiene rating of 3+) with food legislation	Bigger is better	89%	85%

### Inclusive economy

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
44	Percentage of the top paid 5% of local authority staff who are from an ethnic minority (excluding those in maintained schools)	Bigger is better	31.9%	32.0%
45	Percentage of the top paid 5% of local authority staff who have a disability (excluding those in maintained schools)	Bigger is better	10.0%	10.0%
46	Percentage of the top paid 5% of local authority staff who are female (excluding those in maintained schools)	Bigger is better	50.3%	52.0%
47	Mean disability pay gap within the council	Smaller is better	-0.9%	-1.0%
48	Mean ethnicity pay gap within the council	Smaller is better	12.4%	12.0%
49	Mean gender pay gap for council employees	Smaller is better	4.0%	3.8%
50	Percentage of telephone calls answered within 5 minutes	Bigger is better	72%	75%

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
51	Percentage of council tax collected in year	Bigger is better	96.3%	97.0%
52	Percentage of business rates collected in year	Bigger is better	96.3%	97.0%
53	FOIs responded to within 20 days	Bigger is better	89.5%	100.0%
54	Calls resolved at first point of contact	Bigger is better	84%	80%
55	Customers satisfied with their contact	Bigger is better	77%	80%
56	Percentage of total council spend within the borough	Bigger is better	29%	25%
57	% residents satisfied with the way the council runs things	Bigger is better	80%	83%
58	% residents agreeing the council is easy to contact	Bigger is better	60%	63%

### Safe and genuinely affordable homes

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
59	Households with children in Bed and Breakfast accommodation over 6 weeks	Smaller is better	329	250
60	Number of households in temporary accommodation	Smaller is better	3013	2700
61	Percentage of homelessness applications prevented through early intervention as a percentage of total cases where duty was owed	Bigger is better	47%	60%
62	Percentage of homes meeting Decent Homes standard	Bigger is better	83.4%	85.0%
63	Overall tenant satisfaction	Bigger is better	51.7%	58%
64	Emergency repairs completed within target timescale	Bigger is better	TBC	100%
65	Non-emergency repairs completed within target timescale	Bigger is better	TBC	90%
66	Key safety checks completed on time	Bigger is better	97.3%	100%



## Good growth and new housing

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
67	Percentage of 'major' planning applications determined within target time	Bigger is better	100%	96%
68	Percentage of 'minor' planning applications determined within target time	Bigger is better	99%	93%
69	Percentage of 'other' planning applications determined within target time	Bigger is better	99%	94%
70	Percentage of S78 planning appeals allowed	Smaller is better	29%	28%

## Thriving communities

S.no	Performance indicator	Polarity	Performance 2023/24	Target 2024/25
71	Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	122,664	125,000
72	Number of physical visits to libraries	Bigger is better	589,541	611,000
73	Number of electronic/virtual visits to libraries	Bigger is better	259,207	267,000
74	Number of visits to leisure centres	Bigger is better	2,115,185	2,167,513