

Objective	Position or baseline as of Autumn 2022	Action or task	When (timescale for delivery)	Measure of success	Progress as of December 2025
<i>Theme One: Equalities, Diversity & Inclusion Training</i>					
All investment partners must offer equality, diversity, and inclusion training for all employees	This falls under the action to implement the recommendations from Ealing's Race Equality Commission report in full. December 2020 Race Equality Commission set up. Report – Do Something Good	New staff: All new staff must complete EDI training within four weeks of the start of employment. This measure is currently at 80%, with the aim of increasing to 100%. HR/OD have implemented robust measures to ensure that the monitoring/reporting of completion rates is high priority. Rates improved to 90% in January 2024. The council's HR/OD team launched a campaign instructing all staff to complete their mandatory EDI training by 31st March 2024.	Because we have a transient workforce it is unlikely that we will ever be at 100% because staff are always starting and leaving.	Robust campaigning and reporting measures implemented by HR/OD.	We have achieved 99.3% completion rate on all new staff completing their EDI Equality training between 1/4/2023 -31/3/2024. <u>2025 Data:</u> More accurate data on completion rate for new starters in specific: From January 2025 – December 2025, we have achieved a 90% completion rate. Current completion rate for all managers (previously 58% in early 2025, with a target of 100%). Completions are at 79%.
“	“	In January 2024 the council's HR/OD team launched a campaign	All staff to complete their mandatory EDI training by end of	We recognise that this is below target and continue to	We have achieved 82% completion rate for all staff completing their mandatory

		instructing all staff to complete their mandatory EDI training by 31st March 2024.	December 2025 - aiming for 100% completion rate.	implement measures to try and improve this figure. We are now targeting staff members who have not completed their training to date.	EDI training between 1/4/2023 – 31/3/2024. <u>2025 Data:</u> The data on completion % for the period ending 31/3/2025 is 86%.
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Theme Two: Adopting a Zero Tolerance approach to all forms of discrimination, harassment & bullying

All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying	Adopting a Zero Tolerance approach to all forms of discrimination, harassment & bullying	Following a policy review, Ealing's commitment to zero tolerance is being taken forward by incorporating the present Dignity at Work policy (that includes expected responsibilities, behaviours and conduct) within the Grievance Policy. This includes a specific reference to a zero tolerance approach.	The zero tolerant statement has now been published - Q4 2024 Actioned.		Follow link to new zero tolerance statement: Zero tolerance Zero tolerance Ealing Council
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Theme Three: Broadening Recruitment Channels

All investment partners must broaden recruitment channels and encourage applications from diverse and	The council plans to increase diversity of recruitment	Working in partnership with specialist agencies and organised recruitment fairs to target candidates from under-represented groups such as LGBTQ, Disability and BME.	December 2025 On-going.		In terms of agency use, we work in partnership with our preferred supplier who have a range of companies in their supply chain. The recruitment team attend regular jobs fairs, including those local to Ealing (in alignment to our
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underrepresented groups		<p>Working with local SMEs to help improve links with school and college leavers. SEND team to work even more closely with the local Job Centre Plus, placing disabled job seekers.</p>			<p>commitment to seek to encourage applicants from the borough) and advertise a positive action statement in relation to entry and mid-career professionals which are an underrepresented group at Ealing. We are reviewing our regular advertising boards, with a view to expanding and diversifying the locations they're promoted. We are continuing to build on our partnership SMEs to help improve links with schools and college leavers. Managers within the HR service are part of the Youth Partnership Offer Network, which specifically targets individuals of these ages locally to support them.</p> <p><u>2025 update:</u></p> <p>The recruitment and selection training has been revised to ensure managers understand how best to incorporate fair and equitable recruitment practices. The team have introduced a Guaranteed interview scheme for Care leavers, who are recognised as a protected characteristic. We are preparing for the implementation of a new</p>
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					recruitment system (Talos) that will improve our reporting capability and transparency of information giving managers access to detailed information on successful advertising sources, demographics enabling us to make better decisions about future approaches.
Theme Four: Collection, Monitoring and Publication of workforce data to benchmark diversity against the local area of the organization					
All investment partners must publish their gender and ethnicity pay gaps	The Council collects, monitors and publishes workforce data on a yearly basis to benchmark diversity against the local area of the organization.	Publish Ethnicity & Gender Pay Gap Update Report	<p>Updated reports are published at the end of every financial year. For 2024 the report will be published by 31/3/2025. It is always published a year behind.</p> <p>In terms of Gender this is two years behind.</p> <p>Actioned.</p>	N/A	<p><u>2025 Data:</u></p> <p>See full report here: https://www.ealing.gov.uk/downloads/download/4741/gender_pay_gap</p> <p><u>Ethnicity pay gap data:</u> Ethnicity Pay Gap Report 2024 (2025 will be published in 2026)</p> <p>Gender pay gap data: Gender pay gap report 2023 (outdated – 2024 needs to be published)</p> <p>Other notes:</p> <p>The % of top paid 5% of local authority staff who have:</p> <p>Disability - 2023-24 is 6%</p>

					<p>for 2024 -25 is 10%</p> <p>Female – 2023-24 is 49.5% for 2024-25 is 52%</p> <p>Ethnicity – 2023-24 is 25% for 2024-25 is 32%</p>
All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the London benchmark	“	Publish Workforce Diversity Data Update Report	<p>Updated reports should be published every year. We will aim for an updated report by December 2025.</p> <p>Actioned.</p>		<p>The workforce profile data is published on the councils One Space page: Microsoft Power BI</p>

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Theme Five: Social Value

<p>Use the Mayors Good Growth by Design Handbook to promote supporting diversity and inclusion in the built environment disciplines.</p> <p>Social value requirements</p>	<p>Broadway Living have produced the Broadway Living Design Guide as a brief for the Development of affordable new homes in the borough. This has 22 specific objectives and embraces the objectives of the Mayors Good Growth by design Handbook. Case study: Havelock Regeneration accessed funding to</p>	<p>Review the social value delivered on all projects to measure achievements and shortfalls, and continually upgrade requirements on future projects.</p>	<p>December 2025 (for extended / new targets)</p> <p>2026 deadline for implementing new changes to the way social value is collected and monitored.</p>	<p>The directorate is carrying out a social value monitoring review which will feed into the way Housing Development & Regeneration carries out social value, this includes the ask, monitoring period, and outcomes. TOMS is being considered</p>	<p>Social Value from Housing Development & Delivery is reported on a monthly basis through updates of the new HRA/GN reporting format.</p> <p>Mechanisms used when seeking to understand resident's experiences across Housing Regeneration sites does differ site to site and takes many forms. Some tools</p>
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are embedded in the procurement of all our consultants and contractors. We have employed KCA on our Lexton/Steayne project who have developed a bespoke programme with the Stephen Lawrence Charitable Trust.	create community facilities out of disused garage spaces, reaching out to underrepresented and excluded sectors on the estate to support and mentor. Model to be rolled out on other regen schemes.			<p>as a monitoring tool which assesses the achievements realised against the social value outcome targets, pre-contract. Social Value Matrices are now mandated to be included within assessment criteria for every contract the council advertises over £75,000, but benefits are now also being considered for lower value contracts as part of a Request for Quotation (RFQ) process.</p> <p>Corporately it was agreed by cabinet that social value will be applied to all contracts with a value of £100k and above. Commercial Hub will be hosting a workshop in February, focusing on current ways of working, organisational needs and benefits of a system-based approach. Additionally, the</p>	<p>focus on gauging residents feedback on the build experience alone and others look to understand the wider immediate community experience that residents have beyond the confines of their homes.</p> <p>Primary tools utilised are listed below;</p> <ul style="list-style-type: none"> • Bi-annual estate surveys – is an in-depth social study every two years that looks to collect opinions of residents, and wider stakeholders, within the regeneration area. Results from the study are used to inform improvements to the regeneration works and our engagement methods. Example attached. • Customer satisfaction surveys – normally gauged at understanding the customer sales journey when purchasing a home, including defects and the build experience. Example attached. • Resident Steering
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			<p>question of a potential system to support this approach is being taken to February's Innovation Board, as that group is well positioned to explore potential system-based solutions. Further progress on this work will be updated in 2025.</p>	<p>Group and Community Board action plan reviews – normally annual and aimed at reviewing progress against the group's annual targets/objectives and agreeing the following years objectives and targets.</p> <p><u>2025 Update:</u></p> <ul style="list-style-type: none"> • The Social Value item was taken to the councils Joint Contracts Board in November • This covered how we currently operate and how the this could evolve – linking into the new council policy and connected communities • Joint Contracts Board was asked to nominate Director Leads to contribute to the refresh of Social Value • This was then progressed at the Strategic Commissioning Board • Strategy & Change directorate are conducting a Social Value survey with VCSE colleagues which will feed into next steps • Also looking into ways, we can embed Social
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					Value principles into the Learning and Development programme
“	“	<p>Monitoring delivery of social value in contracts and seeking feedback from residents (Engagement could be via a resident survey or an away day such as the Copley away day for the resident steering group).</p>	<p>December 2025 (for extended / new targets)</p> <p>2026 deadline for implementing new changes to the way social value is collected and monitored.</p>	<p>To monitor progress the developer must provide employment progress reports on a quarterly basis to the council for a period of 3 years from the date of submission.</p>	<p>Although existing projects are over 10 years old, social value was not a requirement at the time. However, the team do have the Local Employment and Apprenticeship scheme. Example - on Sherwood Close the developer has an obligation to produce a Local Employment and Apprenticeship scheme and Local Employment and Apprenticeship strategy both of which has to be approved by the Council in writing prior to commencement of development.</p> <p>Social value in relation to contractor performance on regeneration estates is primarily monitored through the employment, skills and working opportunities our contractors and development partners provide.</p> <p>Local employment and apprenticeships are agreed at contract stage and monitored via quarterly, and on some occasions monthly, performance reports. With</p>

apprenticeship progress also being reviewed monthly through an external training provider to ensure meaningfulness.

In addition, developing partners and contractors work with regeneration estate Resident Steering Groups and Community Boards to increase the social value of their work by making resources and training available to local residents. Examples of this include;

- Annual construction skills events
- Community fun days and away days
- Community chest (annual community funds to support local group initiatives)

2025 update:

See action above. The Council is undertaking an organisational culture change to improve how social value is monitored, with a stronger emphasis on developer accountability.

Theme Six: Learning & Development

Reinforce the requirement for mentoring initiatives and educational outreach programs (internally)		Reinforce the requirement for mentoring initiatives (internal)	December 2025 (for extended / new targets) On-going.	This is a new initiative that is being trialed. Measure of success has not yet been established.	<p>HR launched the council wide mentoring scheme in 2023. A link to the platform is here: 'PushFar': Ealing Council - Login - The Mentoring Platform (pushfar.com). Officers from all levels can sign up. We currently have 30 registered mentors, and 45 registered mentees. Nine pairings came to the end of their mentoring relationship during the last 3 months and we have 11 pairings that are still ongoing. We published an article in January for National Mentoring Month with video feedback from a mentee, and testimonials from two mentors and someone who is both a mentee and mentor. We regularly promote the scheme as part of our learning offer. We will be exploring reverse mentoring opportunities as a potential offering for the future.</p> <p><u>2025 Update:</u></p> <p>The PushFar platform is</p>
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					<p>still being used by officers for mentoring opportunities. In addition, more communication on the importance of mentoring and coaching is being pushed to the Economy & Sustainability directorate via the Learning & Development team to encourage officers to look externally for opportunities. Also, 15 officers from the directorate completed the Future Leaders programme in 2025, a Future of London initiative where officers were also paired with industry mentors.</p>
<p>Broadway Living have produced the Broadway Living Design Guide as a brief for the Development of affordable new homes in the borough. This has 22 specific objectives and embraces the objectives of the Mayors Good Growth by design Handbook.</p>		<p>Reinforce the requirement for educational outreach programs. Access harder to reach groups for work opportunities. (External)</p>	<p>December 2025 (for extended / new targets) On-going.</p>	<p>All educational outreach programs go through the councils Regeneration, Skills and Employment team. The outreach for apprentices to join the council is always aimed at harder to reach groups. We are aiming for at least one apprentice to join housing per year.</p>	<p>The Regeneration, Economy & Skills team have enrolled 3 apprentices into Housing over the last two years.</p> <p>Started in 2023 but progressed into full time roles in 2024:</p> <p>1 Housing demand apprentice now Trainee Housing Solutions Officer (still completing her business administration apprenticeship)</p> <p>1 Housing property management apprentice now Housing Solution</p>

					<p>Officer - Applications (still completing her housing property management apprenticeship)</p> <p>Started in 2024:</p> <p>1 new Housing Solutions apprentice</p> <p><u>2025 update:</u></p> <p><i>1 Housing demand apprentice now Trainee Housing Solutions Officer:</i> (Did not complete her business administration apprenticeship)</p> <p><i>1 Housing property management apprentice now Housing Solution Officer – Applications:</i> (completed her housing property management apprenticeship)</p> <p><i>1 new Housing Solutions apprentice now a Home care coordinator in Ealing Council:</i> (still completing her business administration apprenticeship)</p>
“		Involve local school children in the design of all play spaces on projects	December 2026 (for extended / new targets)	Increased Resident participation. Evidence of broader	Parents are involved in deciding playground equipment on schemes through engagement and

			<p>On-going.</p> <p>demographic participation</p> <p>Assembled design teams on projects over 50 homes to include a specialist in community-led design and engagement, with a specific focus on youth engagement.</p>	<p>consultation efforts. Co-design can always be improved and the department will look at up-skilling opportunities, utilising the councils in-house Urban Design team and working with organisations that specialise in this type of engagement. Right now, engagement efforts are not specific to school children only, but more effort will be placed on reaching out to schools to undertake engagement on schemes. This was especially successful during the local plan regulation 18 consultation where a large number of schools were engaged.</p> <p><u>2025 update:</u></p> <p>Consultation expanded to include broader groups.</p> <p>Copley play space co-design: 40+ equipment options, 4-week consultation, residents led final decision.</p> <p>Increased RSG frequency (e.g., High Lane moving from quarterly to bimonthly).</p> <p>Early work with schools to involve children/families in</p>
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					<p>play-space and community facility design.</p> <p>Continued use of Community Review Panel and Design Review Panel in line with Good Growth by Design.</p> <p>Strengthen early-stage engagement, widen school participation, improve representation of underrepresented schools</p>
“		<p>Forge closer links with University of West London, based in Ealing. Develop mentoring programs, lunchtime talks, placements etc.</p>	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>The completion of the partnership strategy with UWL by the end of 2025</p>	<p>A working partnership strategy between Housing and UWL will be created which will set out clear objectives to create more regular placements, mentoring, shadowing opportunities in housing development and regeneration. This is already being implemented by our Regeneration, Skills and Economy team who have established a relationship with UWL this year. The team have been in touch with the Interior Architecture lecturer at UWL. They are interested in supporting the department with projects that are currently being implemented.</p>

				<p>The team is taking this opportunity to get UWL involved with the North Acton non-resi uses framework. The team have an inception meeting for this on 4th Feb, where they will discuss with UWL their involvement/placements with the project team.</p> <p>Regarding lunchtime talks, the council will setup some lunch & learns in the future to accommodate UWL.</p> <p>The team are also working alongside UWL on our ethnic pay gap research, forging closer links.</p> <p><u>2025 update:</u></p> <p>The UWL Civic Partnership has been formed but its very early days, with intentions to create educational pathways for school students and career pathways for university students particularly focusing on certain sectors the council is supporting.</p> <p>In addition, for the Cultural Insight Experience Week, the council hosted a week-long programme in October for 12 sixth-form students from across the London Borough of Ealing, in</p>
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				<p>partnership with Youth Careers Collective.</p> <p>The week featured a mix of sessions with professionals from the cultural sector, alongside inspiring insight visits. Students visited the University of West London, Questors Theatre, and Pitshanger Manor Gallery, and also took part in a Dragon's Den-style challenge. During the UWL visit, students created a range of presentations about different university courses in the TV studio. Two students even had the opportunity to read the news from an autocue. This was followed by a tour of the campus facilities.</p> <p>This programme was delivered as part of a Work Experience project commissioned to Youth Careers Collective. The council will be taking key learnings from this initiative and explore how we can adapt this model for other sectors, including delivering something as part of Ealing Borough Apprenticeship Scheme.</p>
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Theme Seven: *Design*

Use the Mayors Good Growth by Design Handbook to promote supporting diversity and inclusion in the built environment disciplines.	Broadway Living have produced the Broadway Living Design Guide as a brief for the Development of affordable new homes in the borough. This has 22 specific objectives and embraces the objectives of the Mayors Good Growth by design Handbook.	Ensure the Ealing Community Review Panel is engaged in the design of consultation and engagement activities as well as providing feedback on designs themselves.	December 2025 (for extended / new targets) On-going.	“	All strategic schemes / Ealing Council housing schemes are required to go through the design and community review panels. This has been a requirement since the review panels were created in 2021.
“	A “resident sounding board” has been set up for Gurnell Redevelopment comprising residents and stakeholders, to input into the strategic redevelopment of this leisure and residential site.	Form strong links with the community - endorsing co-design of schemes.	December 2026 (for extended / new targets) On-going	The council has a community review panel as well as a design review panel to support with the review of schemes throughout the planning stage. More letters / representations of support from the community on regeneration / development schemes.	This is already a requirement of the community review panel. In addition, extensive engagement is undertaken during the first few RIBA stages which includes a ballot process for residents to vote on regeneration, at least 50% support is needed before regeneration can commence (this is the council's policy). This is on top of other engagement efforts undertaken by the team - Housing Regeneration engage early with residents and stakeholders from the

				<p>initial stages of the regeneration project. The team carry out stakeholder mapping exercises to identify community groups, community leader, schools, businesses and other groups. We provide regular project updates through letters, newsletters, on-line platforms, on site meetings and community notice boards.</p> <p>We promote resident participation through workshops and focus groups such as Resident steering group, meet the contractor and fund days.</p> <p>Regeneration schemes are committed to working in partnership with residents and community organisations on the regeneration of local areas. Consultation with residents commences at the outset and continues throughout the design stage, build and occupation stage.</p> <p>During the selection of partners and/or contractors a resident-led developer selection group are appointed and hold regular meetings to give their views on proposals from a number of bidders.</p>
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				<p>The council works closely with residents to organise a wide range of workshops, exhibitions and meetings to ensure master plans, as well as detailed designs, reflect the views and needs of residents.</p> <p>Resident Steering Groups and Community boards meet either monthly or quarterly and are normally made up of residents, councillors, representatives of local groups and regeneration partners. The board helps oversee the regeneration of the estate and these forums are used to spearhead ongoing engagement efforts.</p> <p>The continuing engagement process includes wider meetings, 1-1 drop in sessions, community funds for group initiatives, consultation on community facilities, ongoing housing need surveys, and provision of independent community advisors to help advocate on behalf of residents throughout the regeneration process.</p> <p><u>2025 update:</u></p>
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				<p>Over the past several months the council has been engaging with our community on a Community-led Regeneration Charter. This is driven by a council commitment which is to create a <i>'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.'</i></p> <p>Engagement has been carried out over the past few months with the community and our partners to understand what the charter should include to enable 'good regeneration' to be implemented.</p> <ul style="list-style-type: none">• The charter is a short document with a list of commitments the community have told us needs to be taken into consideration when delivering regeneration projects.• It has roles and responsibilities for all the stakeholders involved in regeneration projects including
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					<p>council officers, community organisations, developers and local businesses etc..</p> <ul style="list-style-type: none"> • It signposts to existing regeneration strategies to ensure these are considered where appropriate. • And it includes case studies of best practice. <p>In addition, the team will be developing a toolkit over the next few months to accompany the charter. The toolkit will be the practical guide for how engagement is carried out, what type of engagement and when to carry out engagement in the project life cycle.</p> <p>The charter will be published in January 2026.</p>
Theme Eight: Scheme handover					
Use the Mayors Good Growth by Design Handbook to	The council is working towards all schemes having a resident survey after 12 months of	An enhanced commissioning and handover process with greater management	December 2025 (for extended / new targets)	Completion of the development process manual by end of 2025 – right	Housing development - updates to the handover process continue to be implemented and now

promote supporting diversity and inclusion in the built environment disciplines	occupation. Questions will specifically address equality, diversity and inclusion	and design team involvement to minimise issues for residents in year one (to minimise dissatisfaction with any components brought into the development)	Has not been actioned for 2025 as there was focus on other priorities such as the Community-led Regeneration Charter, and new Housing Engagement Strategy. However effort will be put into actioning this in 2026.	now it's in draft mode.	<p>include independent checks of H and S and O and M manuals via specialist consultants. The intention is to recruit an aftercare manager who will be responsible for settling residents into their new homes and to co-ordinate defects reporting and rectification during the defect period.</p> <p>The housing development drafted in collaboration with other service areas a new development process manual in Feb of 2024 that all new build homes go through from conception to hand over.</p> <p>This development manual, and associated handover process, will be reviewed and updated in line with feedback and experience.</p>
“	“	Ensuring zero - snagging after handover	<p>December 2025 (for extended / new targets)</p> <p>Actioned.</p>	Minimum of 90% snagging achieved.	<p>The team work to minimise snagging. The delivery and regeneration teams already work with contractors and clerk of works alongside other relevant teams in the council to ensure as many snags as possible are addressed prior to handover. Zero snagging at handover is not achievable, this target needs to be re-</p>

					evaluated.
“	Golf Links Phase 4, 100% passiv haus scheme to be use as a test case with enhanced demonstrations at handover.	<p>Introduction of 6 weeks and 12 months post occupancy for all new builds</p> <p>In year two of use, carry out a post occupancy review of the residents' questionnaire, interviews and building performance data; provide feedback to all stakeholders - residents, the design team and the contractor - to ensure improvements in future developments.</p>	December 2026 (for extended / new targets)	<p>Accessible handover materials provided. % of residents completing 6 weeks and 12 months post occupancy satisfaction checks % of residents reporting confidence using new system</p> <p>Tenant Satisfaction Measures (TSM) – requires annual reporting. Housing Development & Delivery to liaise with Housing Management to get feedback from residents and relay back to the design team and other stakeholder in order to improve engagement and performance during the development stages.</p>	<p>Golf Links Phase 3, 100% Passivhaus Development of Home User Guides (HUGS) including videos, QR codes and multilingual formats.</p> <p>Housing regeneration will work on creating a strategy for integrating resident feedback into the future projects and provide feedback to design teams / contractors the council have worked with.</p> <p>In addition, housing development are working on a customer satisfaction questionnaire, which will be overseen via a new role of Sales and Aftercare manager and implemented by the aftercare manager. It is likely that two questionnaires will be issued, the first approximately 6 weeks after initial occupation, followed by a second in the lead up to expiry of the 12 month defects period. The feedback will be used to inform future design and specification decisions.</p> <p>Housing Management adheres to the Tenant</p>

				<p>Satisfaction Measures (TSM): Transparency, Influence, and Accountability, as outlined here: Transparency, Influence and Accountability (including Tenant Satisfaction Measures) - GOV.UK</p> <p>This requires registered providers of social housing to collect and report annually on their performance using a core set of defined measures, meeting the standards in both the Technical Requirements and Tenant Survey Requirements for Tenant Satisfaction Measures.</p> <p>The Housing Development and Regeneration team will review resident surveys under the TSM framework to identify opportunities for adding insights into resident satisfaction with design quality. The team will draw inspiration from regeneration schemes and community-led housing projects across the UK that emphasise long-term stewardship of housing and public spaces during and after regeneration. A workshop will be held to</p>
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					pull together examples and improve processes to create places that are well-designed, well-managed, sustainable, and built to stand the test of time.
Theme Nine: Resident Engagement					
Ensure that residents' voices are represented in governance and decision making		Implement resident engagement and consultation before design proposals are considered	December 2025 (for extended / new targets) On-going.		<p>Housing development are now making better use of residents panels and will continue to seek views of internal stakeholders through early engagement in the design process. New Business Housing Development conduct engagement / consultation prior to planning and during, however the team have not worked on new schemes in two years and therefore have not been able to implement this. 25/26 is looking more promising for driving forward new sites.</p> <p><u>2025 update:</u></p> <p>Over the past several months the council has been engaging with our community on a Community-led</p>

Take a meaningful and participatory approach to working with diverse community groups and organisations when designing and delivering affordable homes

Regeneration Charter. This is driven by a council commitment which is to create 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.*'

Engagement has been carried out over the past few months with the community and our partners to understand what the charter should include to enable 'good regeneration' to be implemented.

- The charter is a short document with a list of commitments the community have told us needs to be taken into consideration when delivering regeneration projects.
- It has roles and responsibilities for all the stakeholders involved in regeneration projects including council officers, community organisations, developers and local businesses etc..
- It signposts to existing

				<p>regeneration strategies to ensure these are considered where appropriate.</p> <ul style="list-style-type: none"> • And it includes case studies of best practice. <p>The charter will be published in January 2026.</p>
		<p>Mix methods of consultation with online and onsite consultations targeting a diverse range of backgrounds and ages</p>	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>Housing Development New Business have been focused on existing and old stock over the past two years and therefore have not had the opportunity to undertake community engagement / consultation.</p> <p>The regeneration team look to utilise multiple forums and means of consultation to ensure they capture the experiences, as well as engagement, with a wide reaching range of residents. Ensuring accessibility is key.</p> <p>Monthly/quarterly Resident Steering Group and Community Board meetings are held in person but also stream via Zoom and Teams to ensure residents who might be working or have care commitments are still able to participate in the meeting</p>

<p>Broadway Living Development Guide 2021 Objective 2.9: Designing with residents We want to empower and instil a sense of ownership and control among residents, so they feel proud of their homes and communities. Helping residents become actively involved in the design of their homes is one way of achieving this, while good urban design informed by local knowledge</p>				<p>virtually.</p> <p>Consultations (from master plan design to playground equipment changes) will take place across an extended period of time and will feature online and in person sessions to ensure its as convenient as possible for residents to participate.</p> <p>Housing needs surveys are conducted via post, online and in person to ensure as high as response rate as possible, and also to ensure residents who need assistance in completing the survey are able to get it.</p> <p>Individual drop in session are also held on a monthly basis by independent residents advisors we commission so that residents can seek assistance and advocacy in more personalised forums that can be adjusted to their needs.</p> <p>Quarterly update letters are posted out to all residents, and minutes of meeting posted on communal notice boards and online.</p>
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<p>and that allows communities to easily care for their homes and neighbourhoods , is another</p>					<p><u>2025 update:</u></p> <p>Over the past several months the council has been engaging with our community on a Community-led Regeneration Charter. This is driven by a council commitment which is to create a <i>'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.'</i></p> <p>Engagement has been carried out over the past few months with the community and our partners to understand what the charter should include to enable 'good regeneration' to be implemented.</p> <ul style="list-style-type: none"> • The charter is a short document with a list of commitments the community have told us needs to be taken into consideration when delivering regeneration projects. • It has roles and responsibilities for all the stakeholders
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				<p>involved in regeneration projects including council officers, community organisations, developers and local businesses etc..</p> <ul style="list-style-type: none"> • It signposts to existing regeneration strategies to ensure these are considered where appropriate. • And it includes case studies of best practice. <p>The charter will be published in January 2026.</p>
		<p>Conduct detailed interviews or create a residents' focus group after one year of occupation</p>	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>Tenant Satisfaction Measures (TSM)</p> <p>Housing Management adheres to the Tenant Satisfaction Measures (TSM): Transparency, Influence, and Accountability, as outlined here: Transparency, Influence and Accountability (including Tenant Satisfaction Measures) - GOV.UK</p> <p>This requires registered providers of social housing to collect and report annually on their performance using a core set of defined measures, meeting the standards in both the Technical Requirements and Tenant</p>

				<p>Survey Requirements for Tenant Satisfaction Measures.</p> <p>The Housing Development and Regeneration team will review resident surveys under the TSM framework to identify opportunities for adding insights into resident satisfaction with design quality. The team will draw inspiration from regeneration schemes and community-led housing projects across the UK that emphasise long-term stewardship of housing and public spaces during and after regeneration. A workshop will be held to pull together examples and improve processes to create places that are well-designed, well-managed, sustainable, and built to stand the test of time.</p>
	Providing a resident and wider community questionnaire after nine months of occupancy, targeting a better than 90 per cent satisfaction rate	December 2025 (for extended / new targets) On-going.	Tenant Satisfaction Measures (TSM)	Housing Management adheres to the Tenant Satisfaction Measures (TSM): Transparency, Influence, and Accountability, as outlined here: Transparency, Influence and Accountability (including Tenant Satisfaction Measures) - GOV.UK

					<p>This requires registered providers of social housing to collect and report annually on their performance using a core set of defined measures, meeting the standards in both the Technical Requirements and Tenant Survey Requirements for Tenant Satisfaction Measures.</p> <p>The Housing Development and Regeneration team will review resident surveys under the TSM framework to identify opportunities for adding insights into resident satisfaction with design quality.</p> <p>The team will draw inspiration from regeneration schemes and community-led housing projects across the UK that emphasise long-term stewardship of housing and public spaces during and after regeneration. A workshop will be held to pull together examples and improve processes to create places that are well-designed, well-managed, sustainable, and built to stand the test of time.</p>
	Work is progressing on	Resident Engagement	December 2025 (for	Full engagement	Work is also underway on a

	<p>the resident engagement structure and the strategy's implementation, although the strategy hasn't been signed off at this stage because the approved structure (e.g. the residents forum) is not formally in place. Work is also underway on a service improvement plan and comparison against the consumer standards-these are attached.</p>	Strategy	<p>extended / new targets)</p> <p>Actioned.</p>	<p>framework implemented by the end of 2025</p>	<p>service improvement plan and comparison against the consumer standards.</p> <p>Meaningful involvement of the community throughout Housing Regeneration projects is maintained. The team put effort into understanding the community - community profiling, address barriers to engagement, tailor communication channels.</p> <p><u>2025 update:</u></p> <p>The housing asset team have put together a Housing Resident Engagement Strategy</p> <p>This aligns with our connected communities vision: 'Massively increase social connection in the borough, giving everyone as much choice and power in their lives as possible – so that people can live happier and healthier lives and get more of what they need from each other'</p> <p>In addition, over the past several months the council has been engaging with our community on a Community-led</p>
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				<p>Regeneration Charter. This is driven by a council commitment which is to create a <i>'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.'</i></p> <p>Engagement has been carried out over the past few months with the community and our partners to understand what the charter should include to enable 'good regeneration' to be implemented.</p> <ul style="list-style-type: none">• The charter is a short document with a list of commitments the community have told us needs to be taken into consideration when delivering regeneration projects.• It has roles and responsibilities for all the stakeholders involved in regeneration projects including council officers, community organisations, developers and local businesses etc..
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				<ul style="list-style-type: none"> It signposts to existing regeneration strategies to ensure these are considered where appropriate. And it includes case studies of best practice. <p>The charter will be published in January 2026.</p>
		Set up steering groups with ward councilors and residents who are interested in being part of designing and delivering affordable homes. To work in coordination with the Town Forums that are currently being structured.	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>Town Forums are being piloted in 2025</p> <p>The Town forums are still being designed, a huge amount of work has gone into this work stream. The forums will be piloted in 2025.</p> <p><u>2025 Update:</u></p> <p>The Town Forums have been formed, these are called 'Town Teams' and they were part of the Community-led Regeneration Charter engagement process. However, it is still early days and the forums have not been tested as of yet.</p>
		Set aside initial funding for projects to be developed by the Town Forums until the council has adopted the Community Infrastructure Levy (CIL)	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>CIL will come into effect in April 2025 (currently at the pre-public examination stage)</p> <p>Communities would be able to input into deciding priorities for local spend of the NCIL portion (15%) of the CIL receipt through the 7 Town Forums. The exact process for how this will work is still being finalised.</p>

				<p>The town forums will be piloted in 2025.</p> <p>The spend of the Strategic CIL (80%) portion of the CIL receipt will be decided by the council based on the delivery of the priority projects. These priorities align closely with the priority infrastructure projects set out in the Infrastructure Delivery Schedule.</p> <p><u>2025 Update:</u></p> <p>The Town Teams have been formed, and they were part of the Community-led Regeneration Charter engagement process. However, it is still early days and the forums have not been tested as of yet.</p>
	<p>Commitment to improve demographic monitoring during ballots;</p> <p>Considering the possibility of including a self-declaration survey as part of the online and postal ballot process to analyse the profile of voters in order to identify where there may be issues with specific groups.</p>	<p>December 2026 (for extended / new targets)</p> <p>On-going.</p>	<p>Completion of equalities monitoring during next ballot. Increased representation from underrepresented groups.</p>	<p>This has not yet been implemented but will be a priority for 2025.</p> <p><u>2025 Update:</u></p> <p>No ballots undertaken in 2025. Next ballot expected in 24-36 months. Embed equalities monitoring into ballot process; tailor engagement to identified under-represented groups.</p>

					Self-declaration equalities monitoring option to be explored for future ballots
		<p>Council developing a new engagement framework which is expected to be adopted in early 2024 under the 'Ealing for Everyone' pledge. The framework will set the terms of engagement with identified under-represented and minority demographics and enable them to be co-contributors to design processes and contract awards. The framework will dictate how decision making will be progressed and ensure residents and key stakeholders are driving decisions being made.</p>	<p>December 2025 (for extended / new targets)</p> <p>On-going.</p>	<p>Framework will be implemented by the end of 2025 but considered as part of other engagement frameworks. This is to limit creating too many engagement channels resulting in consultation fatigue.</p>	<p>This has not yet been implemented but will be a priority for 2025.</p> <p><u>2025 update:</u></p> <p>Over the past several months the council has been engaging with our community on a Community-led Regeneration Charter. This is driven by a council commitment which is to create a <i>'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.'</i></p> <p>Engagement has been carried out over the past few months with the community and our partners to understand what the charter should include to enable 'good regeneration' to be implemented.</p> <ul style="list-style-type: none"> • The charter is a short document with a list of

					<p>commitments the community have told us needs to be taken into consideration when delivering regeneration projects.</p> <ul style="list-style-type: none"> • It has roles and responsibilities for all the stakeholders involved in regeneration projects including council officers, community organisations, developers and local businesses etc.. • It signposts to existing regeneration strategies to ensure these are considered where appropriate. • And it includes case studies of best practice. <p>The charter will be published in January 2026.</p>
Theme Ten: Reviews & Lessons Learned					
		Collect feedback and findings from previous developments the team has delivered	December 2025 (for extended / new targets). On-going – no live sites have reached		Lessons learned exercise is considered after a site has been complete to identify areas of improvement as well understanding how we can

			completion in the past year. This can be tested with Golf Links Phase 3 – completion expected 2026.		replicate areas of high performance on other sites. However, these do need to be actioned on all sites and collected/held in a lesson learned log to ensure the information is being transferred and accessed by all colleagues.
Theme Eleven: Sustainability					
		Encourage “established practices” to subcontract smaller, younger firms/ firms led by underrepresented groups to broaden diversity of the project team.	December 2025 (for extended / new targets) On-going.		The Procurement Team's 'Commercial Hub' is currently undertaking a significant project to establish a register of all small and medium-sized businesses (SMEs) within the borough. They are also working on developing a policy requiring large contractors to collaborate with SMEs. Additionally, the council is exploring ways to diversify the supply chain and improve engagement with under-represented groups. Although a strategy for this has not yet been developed, this is a priority for 2025.
		The council has been working in collaboration	December 2025 (for extended / new		Low carbon toolkits have been published and is

		with eight west London authorities to develop a consistent approach and coordinated effort to help reduce our carbon footprint. Through this collaborative effort and following extensive market engagement, a Low Carbon Procurement Policy and Toolkit has been developed and implemented for use on applicable procurements.	targets) Actioned.		available through the councils intranet pages: Low carbon procurement guides and toolkits
Minimum equality, diversity, and inclusion standard			Confirm minimum standard continue to be met		
All investment partners must offer equality, diversity, and inclusion training for all employees			Yes		
All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying			Yes		
All investment partners must broaden recruitment channels and encourage applications from diverse and underrepresented groups			Yes		
All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the London benchmark			Yes		
All investment partners must publish their gender and ethnicity pay gaps			Yes		
Please provide a link to your organisation's published EDI Action Plan			Housing regeneration Ealing Council (EDI section at the bottom)		

Example template for update to the GLA re. ongoing compliance with EDI funding conditions