

Progress with Unity 2022-2026

What the Council Plan
2022-2026 promised,
and what the council did



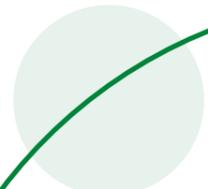
Ealing

www.ealing.gov.uk



Table of contents

Foreword	1
Summary	
Tackling crime and antisocial behaviour	2
Climate action	4
Healthy, equal lives.....	6
A fairer start.....	8
Decent living incomes	10
Inclusive economy.....	12
Safe and genuinely affordable homes	14
Good growth and new homes	16
Thriving communities	18
In-depth	
Appendices	21-183





Foreword

After publishing our [Council Plan in 2022](#), Ealing Council undertook a 4-year programme built upon the promises the plan had made to the people of the borough. It sets out the practical things we intended to do to create good jobs, fight inequality, and tackle the climate crisis.

The Council Plan had 9 themes, and this report sets out the council's progress against each one in the service of the borough's 370,000 residents.

The council has exceeded its target for 10,000 new jobs, supported local businesses, expanded digital inclusion, opened community hubs, and modernised online services.

Housing delivery has progressed despite national challenges, with work started on constructing, or acquiring, more genuinely affordable homes. More temporary accommodation has also been created, providing safe, secure places to stay for families who become homeless.

This all means more people have an affordable and decent home with a properly paid job – giving them the security they need.

A new youth activity centre (Southall YAC) has been opened, extra places for special educational needs at schools have been created, and after-school and holiday programmes have been provided. This is all aimed at helping to give the borough's young people the best possible chance to live up to their potential.

We know it is vital that people feel safe in their community and the council has invested more than £11million to reduce anti-social behaviour, burglary and violent crime, strengthened

partnership working with the police and other agencies, and expanded visible patrols, through programmes like Parkguard. All 24 Safer Neighbourhood ward panels are now active, giving residents a stronger voice in local policing.

Throughout the 4 years of the Council Plan, the council has been working on an ambitious climate action programme. We will have planted 50,000 trees, rewilded more than 620,000m² of land (with more on the way) and reintroduced key wildlife species such as the beavers at Paradise Fields, opened new parks and green spaces, and set up innovative, circular economy initiatives like the Library of Things and the Stirling Road Circular Economy Hub. And, meanwhile, recycling rates have remained among the highest in the capital.

Bringing residents into the decisions about the places they live has been another of our commitment. We published a new Community Charter, setting out how residents can expect to engage with the council and decision-making – and have set up town teams in each of the borough's 7 towns to set priorities and allocate funds to local improvements.

Councillor Peter Mason
Leader of Ealing Council

Tackling crime and antisocial behaviour

From reducing crime and tackling anti-social behaviour to improving street lighting and working closely with local communities, the council is committed to creating a borough where everyone feels secure and protected.

More than 3,000 women and girls shared their experiences and ideas on improving safety across the borough.

Following this, the [new Male Violence Against Women and Girls \(MVAWG\)](#) strategy was developed by the council and the Safer Ealing Partnership in 2023.

The council pledged to invest £1.8million to make public spaces safer and well-lit and, since then, has:

- installed 43 new high quality **CCTV** cameras (bringing the total number of CCTV cameras in the borough to more than 700)
- upgraded more than 3,100 **streetlights** to LED
- created the Safer Ealing website to provide local information and practical advice on staying safe and where to get help. Go to: saferealing.co.uk

More widely, the council has invested £13million to reduce antisocial behaviour, burglary and violent crime.

This has included strengthened **partnership working** with the police and other agencies, and expanding visible patrols, through extending programmes such as **Parkguard**, [which proactively patrols estates and open spaces](#) and is often the first point of enforcement or intervention.

All 24 planned **Safer Neighbourhood ward panels** are now up and running with the police, giving residents a chance to attend and have a voice in local policing.

And a consultation asked for residents' input into the council's development of a new **Hate Crime Strategy** for the borough.

The council has also continued to extend its [boroughwide public space protection order \(PSPO\)](#), which gives the police extra powers to tackle street drinking and other anti-social behaviour in our high streets and parks.

In 2024, a separate **PSPO in Mattock Lane** in Ealing was renewed until 2027 after 97% of the public voted to support it (thousands took part). It creates a safe zone to protect women from harassment when accessing healthcare at a clinic, which has attracted protests from pro-life and pro-choice groups. In January 2025, [a protestor was taken to court and fined £7,500 for breaching the PSPO.](#)



Climate action

As part of Ealing Council's commitment to tackling the climate crisis, it pledged to create 10 new **parks** across the borough and is close to reaching its target.

This achievement is part of a wider effort to increase and protect **green spaces** for us all to relax and exercise in and enjoy; and to safeguard **wildlife** for future generations as well as cleaner air to breathe.

One of the newest projects to be completed is Glade Lane Canalside Park, in Southall, with new wildlife habitats, improved access to the towpath for walkers and cyclists, and flood prevention measures. South Ealing Cemetery was reopened after being transformed by Ealing Parks Foundation volunteers and the council, in September 2025. And [Pear Tree Park](#) in Perivale opened in 2024, with a new bistro then opening last November. The park is also a stepping stone towards the council's vision for creating a transformative [regional park of connected green spaces that would stretch across a section of west London](#).

The council has planted 50,000 **trees** across the borough since 2022, creating vital habitats, tree canopies for shade and helping to absorb harmful carbon emissions from the air.

Alongside this, 620,000 square metres of land has been **rewilded**, with another 220,000 square metres set to follow this year at [Warren Farm](#), which the council is hoping to have

designated a local nature reserve by Natural England.

[Beavers were reintroduced to Greenford](#) in 2023 after a 400-year absence. They have refashioned the Paradise Fields site, building dams and having babies. The dam-building will help to tackle flooding in the area and has helped bring back other wildlife to the area too – from insects to birds. Meanwhile, harvest mice were returned to 5 sites across the borough, including Perivale Woods.

The council wants residents to feel safe and secure when they are **cycling, walking, or wheeling** in the borough. It has multiple benefits: healthier lifestyles, less traffic on the roads, cleaner air and helps tackle the climate crisis by cutting harmful emissions from vehicles.

So, it published a [Travel in Ealing Charter](#) and has also been investing £28million in an ongoing programme to improve road safety, boost cycling, cut traffic congestion, and tackle air pollution.

And, between 2023 and 2025, the council repaired more than 7,500 potholes – that is an average of 10 **potholes** every single day. In that time, the council also resurfaced more than 12 miles of roads and nearly 5 miles of pavements, creating smoother, safer surfaces.

The council's **School Streets** programme

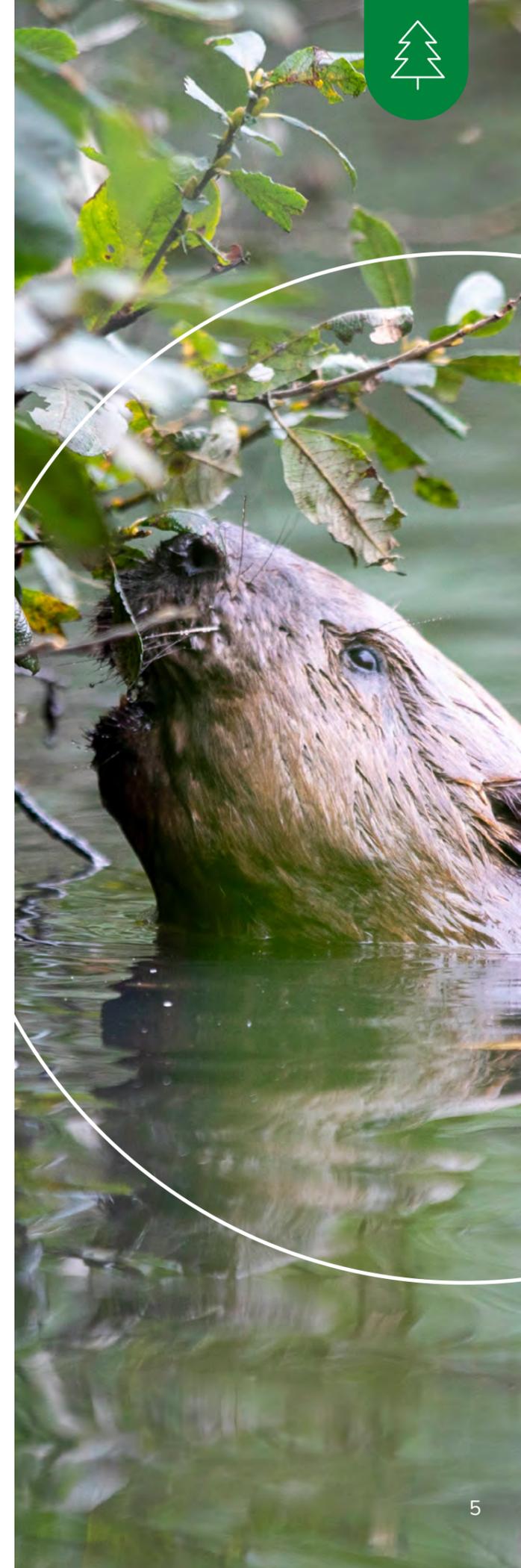
reached its 4-year target in January 2026, with a 50th school joining up. It encourages families to walk, cycle, or scoot on the school run, instead of using a car, to support healthier lifestyles, make the journey safer and cut carbon emissions. Nearly 30,000 children across the borough are now benefitting.

In October 2025, the [150th bike hangar](#) was installed in the borough, giving cyclists a secure space to store their bikes. The council's goal was to install 150 hangars containing 900 bike spaces by 2026 – and cut the cost of using them for residents. This was achieved ahead of time.

Cycling has risen in the Northolt area by 30% over the last couple of years and miles of **cycle lanes** have been laid across the borough, as part of the council's wider [Cycle Network Plan](#), approved in early 2025.

Meanwhile, **recycling rates** have remained among the highest in the capital and the council opened the Stirling Road Circular Economy Hub in Acton to help people reuse and recycle things instead of them going to landfill.

The **Library of Things** opened in central Ealing in 2024, offering people the option to borrow a whole range of items from sewing machines to carpet cleaners, instead of buying them unnecessarily. And [close to 900 items were loaned out in its first year](#).



Healthy, equal lives

The council is working hard to help make sure older residents, and those who rely on social care, can live with dignity, by having choice and independence.

And it knows that the ability to stay at home hugely improves people's ability to recover and live a good life into old age.

Over the last 3 years, the council has helped more than 3,000 people each year to continue living independent lives within their own homes. This year, it is expected to have helped more than 3,700 people. This is way above the council's target and has been achieved through a number of council-led services, including:

- its [direct payments](#) scheme, which gives people the freedom to choose the care that works best for them
- its [reablement service](#), which supports recovery after illness or injury, helping people regain independence quickly. And it is ensuring that people return home from hospital sooner, with the right support in place
- [home adaptations through the Better Care Fund](#). This national scheme combines NHS and council budgets to help people live safely at home

Meanwhile, the council's [falls prevention programme](#) has been helping residents stay safe and confident at home, reducing hospital admissions.

More than 2,500 **care workers** in the borough, an incredibly diverse workforce mainly made up of women, are [now paid the London Living Wage](#). The council invested an extra £8million

in adult social care to make this possible because it believes care work should be valued.

The borough also has the fastest **hospital discharge** rates in north west London. This means people return home sooner and hospital beds are freed up. Having more social workers on hospital wards, working with health staff, has sped up assessments, meaning the longest waits are down by 75%.

The council published an [interactive Health of the Borough report](#) to show how it is investing and working with partner organisations to improve care, health and wellbeing in the borough.

In addition, the council's **Community Champions** programme has seen more than 120 local people with good networks help to spread important information about health services, support and useful connections within their own communities.

And the council has invested £2.3million in **voluntary sector grants** to support community groups to provide local services.

A number of recommendations were made by the independent Ealing Race Equality Commission's (EREC) report to Ealing Council in 2022.

The council accepted all of the recommendations and, as a result, [Ealing Citizens' Tribunal](#), an independent body established to follow up on the recommendations of the EREC, was created. It met for the first time in late 2022, before adding extra members in 2023.

A number of **parent forums** were created too, to help tackle the gaps in the educational attainment of local black school pupils. There are now more than 20 of these groups, [including one based at Northolt High School](#), working with volunteers and parents.





A fairer start

From high performing schools to vibrant places for young people, Ealing Council is backing the borough's next generation with opportunities to learn, create and thrive all year round.

Our children get some of the best education in London, with 98% of our maintained schools rated **Good or Outstanding** by Ofsted. That quality shows up in results, too – our schools have been performing above national averages, with statistics consistently showing pupils are making exceptional progress through primary and into secondary education.

The council has been investing to allow more children with special educational needs and disabilities (SEND) to learn locally with the specialist support they need. The council has surpassed its **SEND places** target, with more than 30 new specialist places created at schools during 2025/26 as part of a wider plan which has created more than 200 places since 2022. And other support has been added – such as, in May 2023, when [Stanhope Primary School in Greenford opened a new sensory room](#).

Additional resource provision has also been received elsewhere, at Fielding Primary (27 places) and expansion at Havelock Primary, with specialist classrooms and sensory spaces designed around pupils' needs.

Nearly 80% of local schools now have full **wrap-around care**, provided from 8am to 6pm. And the council is working towards having this

in place at every school in the borough.

Over the school breaks, the council's **Holiday Activities and Food** programme has been providing free, enriching clubs during school holidays for around 4,000 children on benefits-related free school meals in each of the last 4 years.

After a £2million refurbishment, the **Southall Young Adult Centre** (YAC) reopened in 2025. Designed with young people's help, it now offers a multi-use games area, indoor sports court, gym, gaming zone and kitchen. And the upgrade is set to boost its use, with a double-digit [percentage increase in visits expected by March](#).

Evening **youth sessions**, run by the council's Young Ealing service, also run across centres throughout the week, giving 11–19 year-olds (up to 25 with additional needs) safe places to socialise, get active or try creative activities.

Since 2022, the council has invested around £2million in other **youth services**, such as mentoring and outreach programmes. LION, in secondary schools, has been helping vulnerable pupils at risk of exclusion. Initiatives such as My Ends in Northolt, have also been giving young people safe spaces and positive alternatives. And schemes like Your Choice and the Turnaround Programme have seen reoffending rates fall well below the national average for young people who have found themselves in trouble.

The council has achieved 96% of the pledges made to care leavers in spring 2023, when it made being a care leaver [a protected characteristic](#) at the council – meaning you cannot discriminate against someone because they are a care leaver. This made Ealing one of the first local authorities in the country to implement this. Other pledges covered housing, employment, wellbeing and tailored support. Since then, there has been an annual Care Leavers' Takeover Day, where dozens of young people step into senior roles at the council.

The council has been continuing to grow the local **fostering service**, ensuring carers get the support they need to provide stable, loving homes for our children. As well as introducing better fees and other benefits, the council has created 'Mockingbird constellations', which are family-style support networks for carers and children.

The borough's **cultural life** is key to building confidence and a sense of belonging and 1,400 local schoolchildren performed a concert at the Royal Albert Hall in 2025 via the council's Ealing Music Service. The [New Gen Festival](#), introduced in 2022 and getting bigger every year, showcases music, dance, spoken word, gaming and creative workshops, offering stages for emerging talent and pathways into creative industries. The Ealing Schools Arts Charter has helped build on this, with more than 20 schools signed up so far.



Decent living incomes

Ealing Council set itself ambitious targets to help get thousands of people into work and make the workplace fairer. And several big milestones for jobs have already been reached.

Employment opportunities, and access to training, play a huge role in getting people into work and building careers. And, with the cost of living crisis, the council's priority of creating good jobs has never been more important.

By the end of March 2026, local employers are expected to have offered almost 11,000 **new job opportunities** across the borough in just 4 years – exceeding the council's original target of 10,000 over the 4 years of the Council Plan.

The council and its partners have also helped set up more than 2,200 **apprenticeships** for local people – beating the target of 2,000. In fact, 2,500 are expected to be in placements by the end of March. Some of these have been at the council, working in a variety of council services; and others through partnerships with local businesses. Extra support is given to smaller businesses to recruit apprentices – not least by helping them to pay for training costs by gifting [apprenticeship levy funding](#).

More than 7,000 residents who have faced the **toughest barriers** to employment have also been supported into work. For example, over the past 3 years, the council has helped more than 100 young people with special educational needs and disabilities (SEND) get

supported **internships**,

Upskilling and building your confidence is often crucial in finding work, or growing your career. By the end of March, more than **12,000 qualifications and training programmes** are expected to have been completed in the borough since 2022, with the council's help.

And, by the end of April, 7 new **learning zones** will have also opened, with one in each of the borough's towns. The first of these new 'one-stop-shops' for training, skills, and community learning opened in 2022 in Northolt and additional zones have since opened in Southall, Acton, Hanwell, West Ealing, and Perivale, with Greenford to follow shortly.

Meanwhile, **Learn Ealing**, the council's adult learning service, has been rated 'good' by Ofsted, with 2 areas of their work marked as 'outstanding'. That makes it the best performing service of its kind in west London.

Thanks to an ongoing campaign by the council to encourage local businesses to become accredited with the **London Living Wage** Foundation, nearly 1,000 people have received a pay rise. The number of accredited employers in the borough has doubled since 2024, with further organisations currently going through the process.

A new **high street sector forum** was established in September 2025, bringing

together business owners and community groups every 2 months.

And 6 other **industry forums** have also been established, bringing together employers in key areas of the borough's business life – and helping residents benefit from growing industries. The sectors chosen – creative and digital, green and circular economy, life sciences, construction, retail, and health and social care – are marked for future growth in the council's jobs and skills strategy.

As part of the council's work to support the creative industries, the Acton and Park Royal Creative **Enterprise Zone** has supported dozens of new creative businesses to get started in affordable spaces since it opened in 2022. It was recently announced that it will be reaccredited for another 3 years.

With its partners, the council is working on ways to enliven the emerging town centre in **North Acton**. This includes the opening of [new retail units in North Acton Square](#) – and it could soon have a new **'business improvement district'** (BID), which is a partnership of businesses and the council.

North Acton is also the starting point of the new [WestTech Corridor](#), which aims to create a new world-class hub for life sciences, business, and technological innovation.



Inclusive economy

The council is determined to make the borough a fairer place to live and work, where everyone can access the support they need and take advantage of opportunities.

Meanwhile, thousands of residents have felt the benefits of [the council's community hubs](#), which were set up since 2022 in 7 of the borough's libraries. They are in Acton, Northolt, Northfields, Perivale, Southall, West Ealing and Ealing. The hubs are a quick and convenient way to access in-person help and support with things like completing an online council application, getting advice on council matters or setting up an online My Account with the council.

More young people and adults across the borough, who are living in **digital poverty** are now able to access the technology they need. Hundreds of laptops and tablets have been donated to schools and charities in the borough, to help those who are at a digital disadvantage. Many of the devices were provided as part of Ealing Council's Donate your Device scheme, in partnership with [PayByPhone](#), the council's phone parking provider, and the charity [Digital Poverty Alliance](#). It gives vulnerable and disadvantaged residents the opportunity to connect with family and friends, access education, seek job opportunities and more. Unemployment among those who received a device fell from 69% to 26%.

Age UK Ealing's **digital inclusion** service also encourages older learners to feel safe when using technology so they can enjoy the

benefits of using the internet. It runs a 6-week programme for beginners and improvers at a number of council-owned buildings, including Greenford Community Centre.

The council understands just how tough the cost of living crisis has been on so many residents, and that is why it is providing one of the most **generous council tax support schemes** in London – to ensure there's support for eligible residents who need help to make ends meet. And, in fact, residents now pay less in real terms than in 2010, when accounting for inflation. The council set up [special pages on its website](#) to show what other support is available from the council too, for those facing financial hardship. From help with bills, to dealing with debt, how to cut costs and more.

According to the council's independent residents' survey results, 76% agree the council **keeps them informed**, which is an 8-point increase since 2022-2023 and substantially higher than national averages.

This is a result of a combination of targeted communications (print and online), better online access to council services – and a new **Customer Access Strategy** grounded in resident research.

The **council's website** now has an easier-to-use 'My Account' platform, better digital forms, a new web assistant 'chatbot' and access to 'webchats' with customer service staff. It has also added translations across all of the borough's most commonly spoken languages, and British Sign Language support.



Safe and genuinely affordable homes

The borough has long faced a chronic shortage of affordable housing. Its beautiful open spaces, outstanding schools, and excellent transport links make it a highly desirable place to live. The population grew by 15% in the decade to 2023, and private rents rose by almost 15% in 2024-2025 alone.

As part of one of the biggest council homebuilding programmes in the country, thousands of **new homes** have been built, at regeneration sites across the borough, including Acton Gardens, Copley and High Lane in Hanwell, Northolt Grange, and Golf Links in Greenford.

However, there are still currently more than 7,000 households on the council's housing waiting list and that is why the council has invested £21.2million in creating 100 new, safe, self contained places for people who need [temporary accommodation](#).

This has included at Aspect House in Acton, which is now a temporary home for 31 households. This is for families with no option but to turn to the council for support or for those who have already been placed in other temporary accommodation, like bed-and-breakfasts (B&Bs) and need to move on.

The growing supply of new temporary accommodation will mean that fewer households will need to be placed into B&Bs or unsuitable and expensive commercial hotels.

The council has made big improvements to its own housing. And 93% of council homes now meet the **Decent Homes Standard**, with

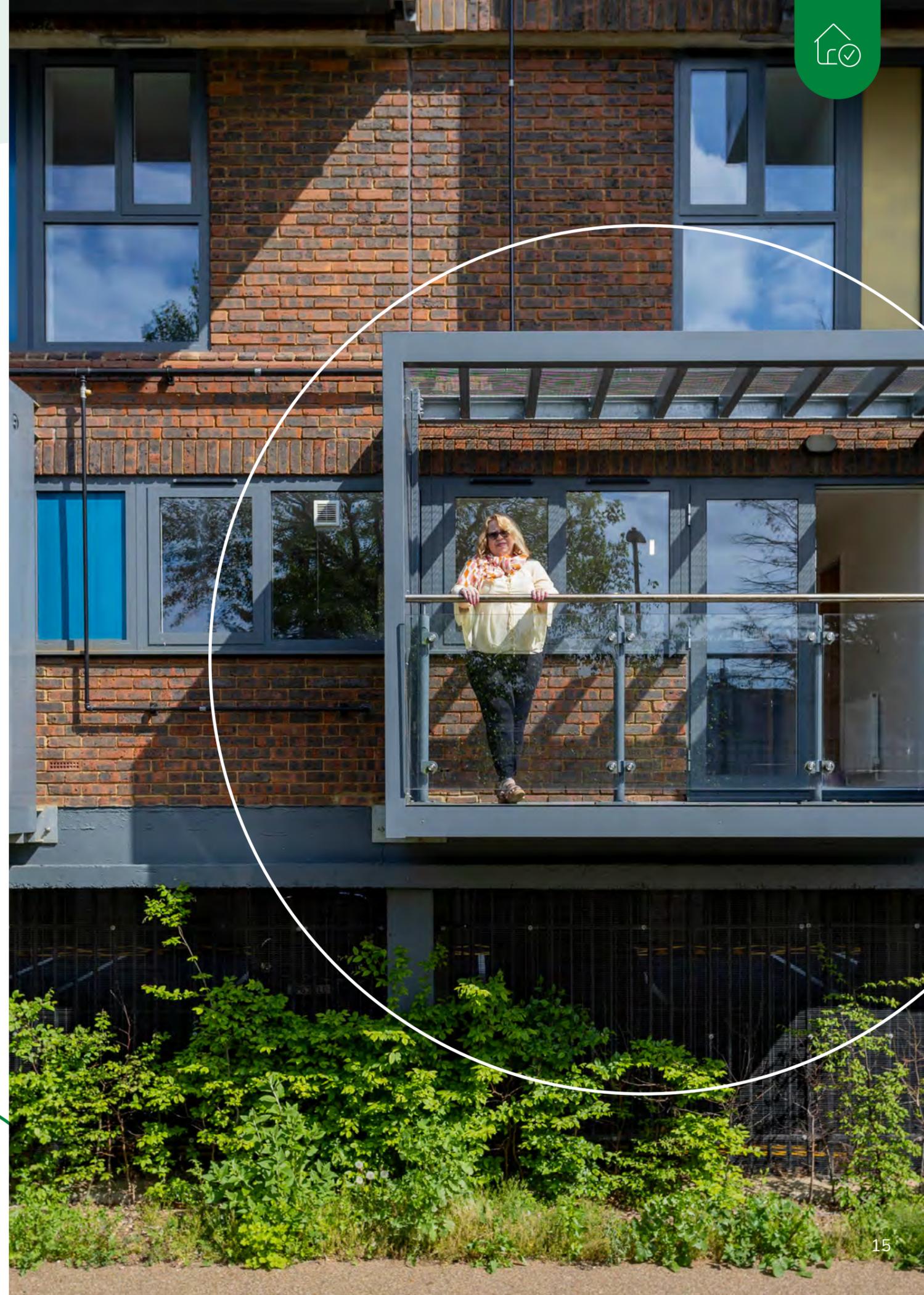
a £425million programme under way to bring this all the way up to 100% by 2028.

Repairs and maintenance services have been improved, with new contractors and better training, while safety checks across all homes have strengthened. The national Regulator of Social Housing gave the council a positive assessment, recognising the progress being made and the improvements residents asked for.

And, over the last 4 years, more than 1,200 council homes have been transformed into **warmer, more energy-efficient** places to live. Upgrades include enhanced insulation, modernised power and heating systems, and the installation of heat pumps. These improvements not only deliver significant environmental benefits but also help residents save on energy bills.

To raise standards for **privately rented homes**, the council has strengthened its licensing schemes – or, in other words, laid down stricter rules around safety and management.

Of course, homelessness still exists in the borough despite all the prevention measures being taken – and the council is working with partners to give personalised support to those in that situation. Indeed, the number of rough sleepers has fallen. And, since 2022, 470 people have been supported to get off the streets into emergency accommodation, with 270 of them then helped to find longer term housing. And there are now 45 supported places for **rough sleepers** available at any one time.



Good growth and new homes

To help resolve the growing affordable housing crisis, the council embarked on one of the biggest council **homebuilding** programmes in the country.

By the end of March 2026, almost 2,700 new **genuinely affordable homes** are expected to have been built, or started, in the borough since 2022. This has included homes built by the council at its estates around the borough, including Copley Close in Hanwell, and Golf Links in Greenford. They will all be let to families on low incomes by the council or a housing association.

Overall, more than 35% of all homes built in the borough in the last 4 years have been 'affordable', according to national guidelines.

Recently, the council has also **bought 290 new homes** from developers that were still under construction in Acton and Southall and previously due to be sold on the open market. These homes can provide good quality, genuinely affordable to live for families on the housing waiting list.

In 2024, the council was ranked within the top 12 **planning authorities** in the country and **given a 'platinum' rating** – to help good quality homes to keep being built.

And **landlords now also face tougher rules** if they want to convert family homes into rented rooms, after the council tightened planning controls [in November](#), which means all new houses of multiple occupation (HMOs), however small, will have to apply for planning permission – and will all have to meet certain standards.

Extra planning oversight will also preserve a series of local neighbourhoods for generations to come, after a borough-wide review of **conservation areas**. The [changes were approved by the council in November](#) after it carried out a comprehensive review of conservation areas, reaffirming its commitment to put good design and heritage at the heart of the borough's decision-making.

On a larger scale, a new [Local Plan](#), which will shape growth and development in the borough for the next 15 years, is soon to be in place after several years of work and consultation, working with residents and community groups. The plan will guide planning decisions on homes, infrastructure, climate change, jobs, and how we can address health issues and inequalities in the borough. It also shows what needs to be protected, conserved or enhanced such as green spaces, canals, heritage assets,

shopping areas and employment space.

Developers will now have to pay a new charge that will help pay for new public facilities. The **community infrastructure levy** (CIL) will apply from the start of March to most new developments being built in the borough. The CIL money from developers will help to fund new community facilities that will be needed as the borough grows, and some of it will be given to local town teams to spend on their own priorities, as part of the council's [Your Voice Your Town programme](#). Through a similar scheme, called 'Section 106', the council has raised almost £47million from developers over the last 4 years.

Small businesses, start-ups, and entrepreneurs account for 99% of the borough's businesses but they are facing increasing rents. In response, the council has recently published a [new affordable workspace delivery plan](#). It describes how the council will work with companies and organisations to help create more workspace that start-ups and small businesses can afford in the borough's 7 towns. Some are already being created in the Old Oak area.

Meanwhile, the council's ['Good for Ealing' programme](#) is helping attract investors to the borough as a place to do business.





Thriving communities

Bringing local people into the **decisions** that are made about the places where they live has been a big commitment of the council's.

And, a [new Community Charter](#) was adopted by the council in 2025 with the aim of making sure residents and community groups always feel able to get involved in council decision-making processes.

[Town teams](#) were also created in each of the borough's 7 towns with members including residents, business owners and faith leaders. They have been deciding how to spend money to make local improvements, based on ideas submitted by local people. It is part of the council's [Your Voice, Your Town](#) that involved ongoing consultation with residents in each town across 2024 and 2025.

Cultural events, and activities, play a huge role in the sense of belonging to a community. In 2024, the council published its **cultural manifesto** to build on the legacy of the borough's long, and rich, cultural history by creating more places for residents to enjoy arts and culture and new jobs to help the creative sector thrive.

The [Ealing Culture website](#) was set up in the same year to support local events and let people know what exciting music, arts and culture were happening around the borough. And, in 2025, a [creatives directory](#) was added to give a platform to more than 100 local artists, musicians and designers. The council also became the first London council to have a venues directory to help people find events.

DJ and Bhangra workshops, steel pans and poetry performances were held in 2025 to celebrate the [reopening of Acton, Northolt and Southall Dominion Centre libraries](#) after an almost £1million makeover. As well as new study areas, they now have space to host events, performances and meetings.

New stages and furniture at the upgraded

libraries were created by local creative businesses in the council-backed [Creative Enterprise Zone \(CEZ\)](#) in Park Royal. Since opening in 2022, the CEZ has become home to more than 345 businesses in and enabled 1,250 new jobs, by offering affordable spaces to help these companies.

Over the last year, barbers, baristas and other traders helped inspire [new artwork](#) in Hanwell, and Oldfields Circus in Greenford and also Pitshanger Lane in Ealing. Southall was next to be given an artistic makeover with murals, sculptures and inspiring public art at 6 locations across the town as part of [The Destination Southall](#) public art project, led by the council and funded by the government's UK Shared Prosperity Fund.

A former disused library in Acton was transformed into **an independent cinema** run by the community. ActOne celebrated its fourth anniversary last year and has grown to now also host a series of community-led events, as well as showing movies and having a café.

And, in 2023, council leader Peter Mason joined the opening of the **new Picturehouse Cinema** at Filmworks in central Ealing – ending a long wait, which the council helped to conclude by using compulsory purchase powers on the previous owners to speed things up.

Ealing Summer **Festivals** provide an annual treat, with music, food and comedy events. In 2022, The New Gen Festival was added to this mix, specifically aimed at young people; and the [As One in the Park](#) LGBTQ+ festival began in 2023.

Sport and exercise are also key leisure pursuits in the borough, as reflected in the women's gym that opened in 2022 at Dormers Wells Leisure Centre and the ongoing work to build a new Gurnell Leisure Centre, with the site in preparation.

And our **parks and green spaces**, including those opened over recent years (see the 'climate action' section), will provide multiple sports opportunities – not least at the proposed regional park, and at a site next to Warren Farm, where there are plans to build entirely new sports pitches and more. With the Lawn Tennis Association's support, 14 park tennis courts have been refurbished and opened; while new cricket pitches were installed at Pear Tree Park and Rectory Park; and various other projects are under way, such as a 3G football pitch at Ravenor Park.

The council has invested around £2million to improve 22 **playgrounds** to give children and families safe, modern, and fun outdoor spaces to play.

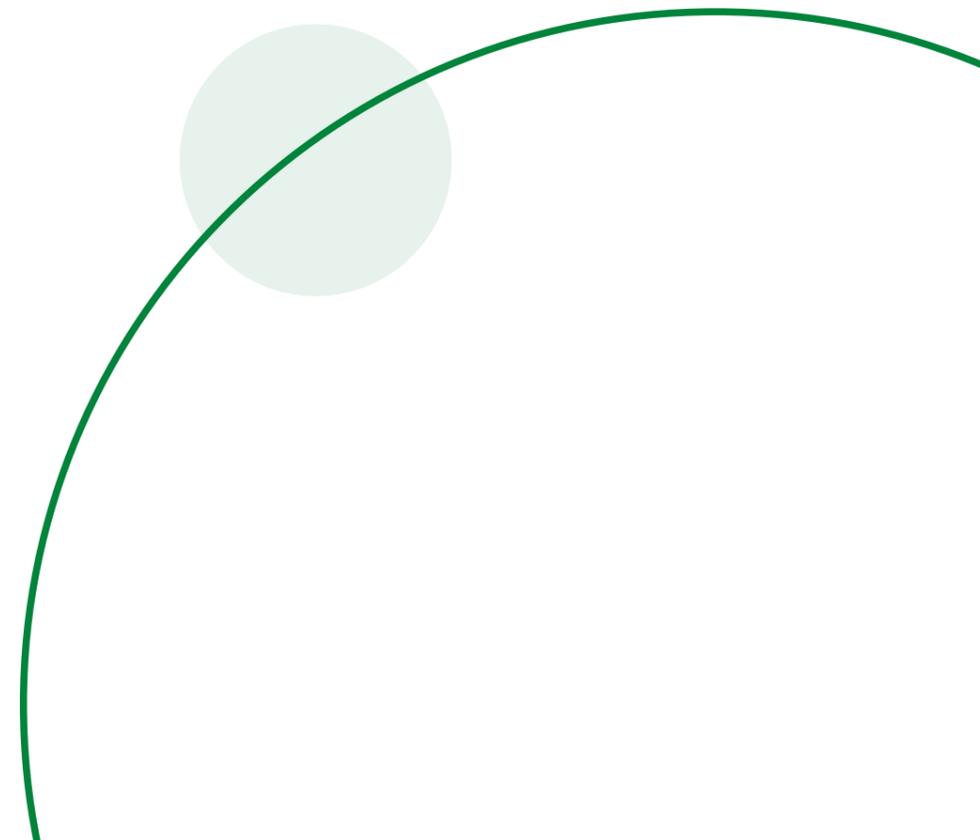




In-depth appendices

Appendix 1: Tackling crime and antisocial behaviour	23
Appendix 2: Climate action	37
Appendix 3: Healthy, equal lives	55
Appendix 4: A fairer start	73
Appendix 5: Decent living incomes	91
Appendix 6: Inclusive economy	115
Appendix 7: Safe, genuinely affordable homes	131
Appendix 8: Good growth and new homes	141
Appendix 9: Thriving communities	157

The information contained within these 9 appendices was correct as of 1 January 2026. Any discrepancies with other council reports, including in the summary section, will be due to different production timescales.





Appendix 1

Tackling crime and antisocial behaviour

Commitment: Invest £13million 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 it needs to keep our streets safe and increase police numbers, and work to see a permanent police presence in our major town centres

Investment in tackling ASB and crime

Over the past 4 years, the council has invested £13million to address ASB, burglary, violent crime, and violence against women.

This spending has helped increase the number of uniformed officers on the streets, demonstrating the council's commitment to putting community safety first.

By the second quarter of 2025/26, £11.4million had already been used.

However, it is not just about the money. The investment is backed by a whole system of hardworking council teams and partners who monitor police reports, share information and look into data every day to make sure the work is making a real difference.

The council's data-led approach involves regular checks to spot issues early and pick up any irregularities. This helps teams to respond quickly and focus on longterm prevention.

Partnerships and joint working

A cornerstone of the council's plan for tackling crime has been building strong partnerships, for example, through the Safer Ealing Partnership. The Safer Ealing Partnership is the borough's community safety partnership. It brings together all the key agencies to co-ordinate their work and address both the causes and impacts of crime and ASB.

The partnership includes colleagues from

social care, public health, London Fire Brigade, Metropolitan Police, the Mayor's Office for Policing and Crime (MOPAC), probation, drug and alcohol services, and the voluntary and community sector.

Partners work together by sharing information, carrying out joint work, and being based in the same locations to strengthen links with police and other services.

Another milestone came in October 2024, when the council and its partners set up the Hate Crime Strategic Partnership during Hate Crime Awareness Week. This was followed in 2025 by the establishment of the Hate Crime Operations Group, jointly chaired by police and the West London Equality Centre. And, in October that year, the council started its own consultation to gather views on its new Hate Crime Strategy. Ealing Council is committed to working together to stamp out hate and improve outcomes, making the borough safer for everyone.

Largescale community events are now much safer. When incidents do occur, partners respond more quickly and work together more effectively, thanks to joint licensing inspections and closer partnership working.

Stop-and-search in the borough is now checked more carefully. The Community Monitoring Group includes the council and partners from the voluntary, housing and youth sectors, helping to make sure these powers are used fairly and appropriately.

Ealing Council continues to work with the Prevent Advisory Group, which brings together local partners and community representatives to provide advice and challenge on Prevent-related issues. Prevent focuses on safeguarding people who may be vulnerable to extremism or radicalisation, and the group helps make sure this work is fair, proportionate and sensitive to local communities.

The council also works closely with the Prevent community engagement officer, who builds relationships with faith groups and community organisations, supports open conversations about safety and safeguarding, and helps address concerns about extremism in a transparent and community-led way.

Supported by the council's cabinet member and portfolio holder, Councillor Jasbir Anand, and the council leader Peter Mason, council officers continue to engage with religious venues to hear their views, understand their experiences of working with police, and discuss wider community safety concerns. Feedback from these conversations is shared with police to help improve their engagement with faith communities. Through the Faith Forum, the council has also established regular contact between local policing teams and key religious venues across the borough.

Ward panels

In 2023/24, the council established ward panels to improve relationships between police, councillors and local communities. Each panel has an action plan with clear priorities, agreed by ward councillors and the local police lead in collaboration with ward inspectors. The panels give residents a forum to raise concerns, share information and give feedback on policing. Regular meetings and briefings keep councillors informed and involved in decisions about local policing.

Ward panel action plans have been developed with ward inspectors, police officers responsible for day-to-day policing in a single ward, to set new priorities for each panel. Follow-up meetings with neighbourhood police inspectors, who oversee several wards and co-ordinate resources across a wider area, are used to track progress, including agreed timelines and upcoming panel dates and locations. Regular briefings are now held to keep ward councillors updated and supported on local policing issues. Inviting elected members to these sessions is now standard practice, helping to make sure they stay fully involved and that community priorities are reflected in local policing plans.

All ward panels are now up and running again. The council meets regularly with neighbourhood police inspectors to keep track of how these panels are working, including when and where they meet and who chairs them.

A full review of ward panels has also been carried out to look at how often they meet, who attends and how useful they are, with the aim of making them more consistent across all 24 wards. Councillors are now being invited to take part more regularly.

Met for London engagement meetings, the public meetings run by the Metropolitan Police to talk about local policing, have now taken place in all 7 towns in the borough. This has helped bring local people and police together to talk about what matters in their neighbourhoods.

Increasing police presence and patrols

The council has been working with police to increase the number of hours spent on patrols by neighbourhood teams and council-funded officers. More than 20 police officers now patrol the Uxbridge Road corridor, and every ward has 2 dedicated ward officers.

The Met's 'Strongest Ever Neighbourhoods' programme, its plan to rebuild local, visible policing with closer work alongside communities and partners, has brought in more senior officers. The borough now has 4 inspectors working in neighbourhood policing, along with the team based at the council and the council-funded proactive ASB team.

This has meant more ASB is being challenged, and people are seeing more uniformed officers on the streets, which helps reassure residents. Having dedicated ward officers and more police in town centres has also made it easier to deal with problems earlier.

The council and police now share information more often, which helps plan patrols in the right places. This means teams can focus on areas where problems have been reported.

Having more officers out on the streets helps stop crime and makes people feel safer and



more confident in their neighbourhoods.

Public spaces protection order

The [borough-wide public spaces protection order \(PSPO\)](#) was introduced in 2019 to address concerns regarding ASB in public spaces, including town centres, parks and housing estates. The council first renewed it in 2022 and it has proven to be a valuable extra tool for enforcement officers to tackle ASB and highlight the types of behaviour which are unacceptable in public spaces. Following an 8-week public consultation that ended in August 2025, the council's cabinet agreed to extend the PSPO, in line with the feedback received, for another 3 years.

A safer communities patrol, run by the council's partner Parkguard in the borough's parks and housing estates, can now give PSPO fines as well as the police.

More residents are being spoken to about the order, and greater action is being taken when rules are not followed. For example, Parkguard has given out 226 fixed penalty notices so far, while police have given out 248.

There have been 51 prosecutions for people who did not pay their fixed penalty notice. Parkguard also carried out more proactive patrols in the last reporting year, rising to 3,248 (a 30% increase). Of these, 235 were joint patrols with police. The community safety service continues to present evidence at licensing subcommittee hearings, which has led to stricter conditions on some premises to tackle ASB, and the removal of licences in some cases.

The council has continued to grow its public safety CCTV network to help spot and prevent crime and ASB across the borough. Over the last year, 47 new cameras were added, and 24 existing cameras were upgraded to high definition, bringing the total number in the network to 736.

During the same period, the CCTV team recorded 8,845 incidents – an 18% drop on the previous year. At the same time, the number of evidence files shared with enforcement partners rose by 20% to 518, and the team

carried out 639 reviews on the CCTV system.

Focused enforcement and outcomes

The safer communities team has delivered high levels of enforcement, using a range of legal powers including injunctions, closure orders, possession orders, and community protection notices.

In 2024/25, the safer communities team continued to take strong enforcement action. It secured 16 injunctions, 14 closure orders and served 21 community protection notices. Possession proceedings were taken on 7 occasions.

The borough's ASB patrols, carried out by Parkguard, continue to be directed through fortnightly tasking meetings. The council retendered the service in 2024, awarding Parkguard a new 4-year contract, and the council now manages the Londonwide framework for this contract.

Community safety and resilience

The council's approach to community resilience is rooted in proactive, partnership-driven strategies that address both the causes and consequences of crime and ASB. Central to this effort is the use of environmental design principles, such as enhanced street lighting and expanded CCTV coverage, to create safer, more inclusive public spaces. These interventions are not implemented in isolation; rather, they are informed by ongoing feedback from residents and professionals and co-ordinated through forums like the Spaces Panel partnership. This collaborative model ensures that improvement plans are responsive to local needs and that resources are allocated where they will have the greatest impact. The emphasis on 'designing out' crime reflects a broader commitment to fostering environments that support both safety and community well-being.

Prevention is further strengthened through a data-driven approach that targets interventions in areas experiencing high levels of crime and ASB. By gaining insights from public consultations and listening exercises, the organisation is able to identify hotspots and adapt strategies in real time. The safer

communities data analyst plays a key role by looking into crime trends and supporting coordinated responses across agencies. Preventative strategies also extend to addressing underlying social issues, such as homelessness, poverty, and substance abuse, which often contribute to open drug dealing, street drinking, and petty theft. The council works closely with outreach and intervention services, as well as through mechanisms like the Community Multi-agency Risk Assessment Conference (MARAC), to provide support and diversion opportunities for vulnerable residents. This holistic, evidence-based approach ensures that prevention efforts are sustainable, adaptable, and focused on building long-term community resilience.

Crime rates

The rate of personal robbery and violence with injury in the borough has stayed lower than the London average. In 2024/25, our borough recorded 8.75 incidents per 1,000 people, compared with 10.28 across London. As of the second quarter of 2025/26, the council was on-track, with a rate of 4.42 against the mid-year target of 4.67.

ASB call rates have stayed steady at about 29.1 per 1,000 residents, compared with 26.5 across London in 2024. Because ASB is often underreported, the council is working to increase reporting and has set service targets to support this.

Tenant satisfaction with the ASB service in the borough was 62% in January 2025, which was 4 percentage points better than the London average and second best in west London. Mirroring trends across London, burglary rates in the borough increased from 4.9 in 2022 to 5.3 in 2023, then dropped back to 5.0 in 2024. This is still consistently lower than the rates for London as a whole (6.2 in 2024).

There is no comparative data and agreed definition of violence against women and girls, however work around women's safety is pivotal to the council's work to improve community safety.

Commitment: 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 £1million in making public spaces safer and well lit

Male violence against women and girls strategy and action plan

Ealing Council continues to take tough action to prevent violence against women and girls. The borough's [Male Violence Against Women and Girls \(MVAWG\) Strategy 2023–2028](#) was adopted in February 2023. It sets out the council's response to the government's Tackling Violence Against Women and Girls Strategy and explains what partners across the borough plan to do in this important area.

The MVAWG strategy was shaped through a careful and inclusive process. The community safety team and the Safer Ealing Partnership developed it together, using what they heard from residents and making sure it matched national and Londonwide guidance.

The strategy has 4 objectives: prevention of violence, support for women and girls, building a strong community response and making sure perpetrators face consequences.

The council's [MVAWG Action Plan 2024-27](#) outlines commitments to address VAWG and includes a long list of activities, improvements, and ideas to be carried out by the council, police, schools, and voluntary organisations over the next 3 years. MVAWG now features consistently as a standalone item within the key partnership meetings, with police providing a monthly update on MVAWG-related offences and activity to respond to these. The MVAWG plan is governed under the quarterly local strategic meetings reporting into the Safer Ealing Partnership. All actions are on track, some complete and others ongoing.

Listening exercise

A key part of the council's approach has been [listening to the voices of women and girls](#) in the borough.

In 2023, the council carried out one of the most comprehensive listening exercises in London to develop plans to help make public spaces safer for women across the borough, engaging around 3,000 women to understand their experiences and concerns related to male violence. The insights gathered, directly led into the [partnership strategy](#) and following consultations, resulting in the publication of a detailed action plan in April 2024. The council will continue its discussions with local women to make sure it is working and responding to their concerns around safety in our borough.

The Safer Ealing for Women website

The [Safer Ealing for Women website](#) was set up in July 2023, providing residents with practical advice, resources and tools, information on where to get help and support both locally and nationally, and a blog that continues to be updated on new developments in the MVAWG work. This was in response to the results of the consultation, where 90% of women shared they did not know where to get help in response to unacceptable attitudes or unwanted sexual behaviour. In addition to regularly updating the website, the council has also created posters and leaflets linking to the dedicated website, so residents can access the website whilst out and about. Police have also promoted use of StreetSafe to report unsafe locations and inform where the police focus its patrols.

Street lighting and CCTV

93% of women surveyed told the council that better lighting would help them feel safer, and 66% said that more CCTV would also improve their safety. In response, the council has invested nearly £2 million in making public spaces safer and better lit, almost doubling its original 4year target.

In addition, the council has increased the brightness of streetlights on all residential roads and upgraded 3,100 streetlights to

LED. Data from the Safer Ealing for Women exercise has also helped target new CCTV and improved lighting in the areas where it is most needed.

As a result of our data-led approach, work is also starting on premises that are attracting high levels of crime and ASB. The council's CCTV service has received specialised training in 'Project Vigilant' to identify predatory behaviours, and these approaches have been adopted to improve safety in public spaces. This has resulted in a number of occasions when early intervention by the CCTV team, in co-ordination with the police, has prevented an incident from occurring or from escalating.

Awareness and education

Education continues to play an important role in improving behaviour and attitudes towards women and girls. The council's 'Healthy Relationships' programme has been carried out in secondary schools across the borough, reaching almost 1,500 young people. All frontline council staff have received specialist training on domestic abuse, its impact and how to support survivors. The police have supported this work by running 'walk and talk' events across the borough to listen to women's experiences and concerns.

Women's Wellness Zone network

The Women's Wellness Zone (WWZ) network has been expanded to offer wider support.

The WWZ provides a safe, confidential, and women-only space that supports individuals with substance misuse, offending behaviour, mental health issues, domestic abuse, homelessness, and involvement in sex work.

The service brings together support from different organisations, giving people access to a wide range of help that reduces risk, promotes stability and builds independence.

The WWZ focuses on helping vulnerable women take part in community life, using the 'Five Ways of Wellbeing' framework, which encourages people to connect with others, be active, keep learning, take notice and give back, to support positive engagement.



The team includes: a project manager, 2 drug and alcohol workers (one of which is IDVA-trained for domestic abuse support), a mental health worker (CAPE – Community Activities Project Ealing), a prison link worker (supporting women released from Bronzefield Prison), and a women's rough sleeping lead (linked to RISE's rough sleeping drug and alcohol team). RISE's clinical team also collaborates with WWZ, to make service users receive specialist substance misuse treatment within a supportive environment.

PSPO order at Mattock Lane/ Safe Zone

The renewal of the Mattock Lane Safe Zone Public Spaces Protection Order (PSPO) in 2024 marked an important step in the council's ongoing work to protect women's access to healthcare and safeguard local residents from harassment and intimidation.

Following an 8-week [public consultation](#) between November 2023 and January 2024, which garnered 2,165 responses, an overwhelming 97% supported the renewal of the order and the council confirmed the extension of the safe zone for another 3 years, effective from April 2024 until April 2027.

Originally introduced in 2018 as the first PSPO of its kind outside a clinic in the UK, the order was brought in to address repeated disruption caused by pro-life and pro-choice protest groups outside the MSI Reproductive Choices clinic.

The PSPO established a designated area to the west of the clinic, allowing protest activities under strict conditions while making sure that women, clinic staff, and local residents are shielded from unacceptable intimidation and interference. Since it was introduced, the safe zone has been credited with significantly improving the quality of life for those in the area, and its renewal reflects both the council's proactive enforcement, including successful prosecutions for breaches, and its leadership in shaping national policy, as Parliament has since voted to introduce similar buffer zones across England and Wales.

The council's decision, backed by strong evidence and public support, helps make

sure that Mattock Lane remains a model for protecting vulnerable people and keeping the community safe, while ongoing consultation and legal review continue to shape future policy.

The community safety team has monitored the safe zone and led on the prosecution of an individual breaching the Mattock Lane PSPO in a national first, highlighting the council's commitment to protecting women and girls in the borough's public spaces.

FGM

We continue educational work around female genital mutilation (FGM). The council's public health team commissions an FGM awareness raising programme, provided by FORWARD (Foundation for Women's Health Research and Development). The purpose of the programme is to raise awareness in a variety of different community settings including schools. One example of this work is collaboration between FORWARD and The END FGM European Network on the [Pan European Knowledge Exchange on Diaspora Change Makers to end FGM event](#). Another example is an FGM event by Acton Youth Association in December 2023 at Acton Gardens Community Centre for around 25 young women, with the activist Shamsa Araweelo. Although data on FGM is not readily available, the council continues to run its educational and awareness campaigns with a focus on prevention.

Commitment: Maintain our borough wide prohibition against ASB like street drinking

The borough-wide PSPO was renewed in September 2025 after a consultation with 1,201 residents and business owners. This was an increase on the 836 people who took part when the order was last reviewed in 2022. Just over 96% of respondents said they lived in the borough, and 11% said they worked in or owned a local business.

A total of 91.7% of people said they agreed with renewing the order. This was a small increase on the 90% support reported in the 2022 consultation. Key partners were also engaged with and were supportive of the

renewal. The formal statutory response from the Metropolitan Police reflected the strong level of support.

The PSPO will remain in place until September 2028, when it will be looked at again.

Commitment: Reduce the number of young people's lives being ruined through entering the criminal justice system, investing £2million 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

Investment in youth violence prevention

Since March 2022, the council has committed £2million to youth violence prevention programmes, with £1.9million spent by the end of the second quarter in 2025/26. This funding has helped create and grow programmes that support young people at risk of offending and guide them away from crime. The council's commitment can also be seen in the introduction of youth worker roles and a serious youth violence manager, which together support a strong partnership approach to youth justice and prevention.

There has been a year on year fall in the number of young people entering the youth justice system for the first time, from 147.9 in 2021/22 to 106.0 in 2023/24. In 2024/25 there was a rise to 153.0, linked to a small group of young people involved in repeated offending. Interventions are in place to support this group and help prevent further offending.

Despite this increase, the borough continued to perform better than the London rate of 192 and the national rate of 160 at the end of 2024/25. As of the second quarter this year, performance remains on track at 39.8 against a target of 40.0.

Youth Justice programmes

The Youth Justice Service (YJS) runs a range of programmes to help stop young people from entering the criminal justice system.

With funding from the Violence Reduction Unit, the council continues to run the LION project in schools. This project works with children identified by schools as being at risk of exclusion and focuses on building their confidence, motivation and aspirations. It aims to strengthen their connection to education and support them to stay in school. The LION project has been well received and has run in 7 schools, engaging 71 pupils. Only 3 of the pupils who were at risk of exclusion went on to be excluded after taking part. The most recent programme took place at Ark Acton, helping the school reduce exclusions, which are closely linked to risk of exploitation.

The Home Office funds an early intervention programme called Turnaround, which supports children who have been arrested but not charged, bailed, released under investigation or given a no further action outcome. The programme funds 2 staff who give up to 12 months of support, including trauma informed work, health assessments, mentoring, positive activities and help with education, training and employment. Since 2022, Turnaround has supported 95 young people.

Alongside Turnaround, the Your Choice programme, funded through London Councils, offers support at the earliest signs of concern. It is designed for young people aged 11–17 who are at risk of violence or exploitation, or whose behaviour at school, at home or in the community shows early signs of further difficulties. Your Choice provides intensive therapeutic support and positive activities, including sport, mentoring, tutoring, parenting support, work experience, cooking and healthy eating sessions. Activities are based on each young person's strengths and interests, helping them build confidence and supporting them to move away from offending behaviour.

Robbery fund project

The YJS and youth support teams made a joint bid to the Violence Reduction Unit to set up a project focused on reducing robbery in the borough. The project led to the recruitment of 2 outreach workers. One is based in the YJS and works with young people in schools and known



hotspots who are at risk of, or involved in, robbery. This role focuses on building trusted relationships and introducing young people to positive activities that support change and help them move away from offending.

The second outreach worker is based in the youth service and engages young people in youth clubs and on outreach sessions to divert them from further involvement in robbery. Initial police data shows that robbery in the borough is starting to fall. The project is funded until at least the end of March 2026.

My Ends programme

The Violence Reduction Unit (VRU) funds a programme that provides afterschool activities in areas with higher levels of serious youth violence. Youth sessions run 5 days a week across Northolt and Greenford, alongside outreach work and targeted sessions in schools. The programme also helps community partners develop their own local youth activities. In the first and second quarters of 2025/26, 1,018 young people took part in sessions, with 3,783 total attendances.

The council has worked with the Young Ealing Foundation to help create a new youth space at Greenford Library, and has supported community partners to secure funding for a youth club at Rectory Park Community Centre and football sessions with Middlesex FA.

Mentors and outreach workers engage with pupils at the end of the school day in Greenford Broadway to reduce the risk of violence. The aim is to encourage young people to move away from the area and into the nearby youth centre as soon as it opens after school.

Another project is carried out with the police in primary schools to help children understand the risks linked to exploitation. The Integrated Youth Service (IYS) leads the Your Choice programme locally, which includes training communitybased practitioners in cognitive behavioural approaches to divert children from crime. All practitioners in the YJS and youth service are now trained to use these approaches when working with vulnerable children.

Young offenders in suitable education, employment and training

The borough continues to perform strongly in helping young offenders take part in education, employment or training (known as EET). By the end of the second quarter in 2025/26, 85.3% of young people in the youth justice system were in education, work or training, which is above the target of 75% and close to the 88.7% achieved in 2022/23.

This progress is supported by longterm joint work between the YJS Connexions, a service that supports young people with careers, training and education, and other partners. Together, they create support that meets the needs of young people who may find it harder to move into education or work.

The YJS also leads the Barriers to EET Partnership Panel, which brings together council teams to help each young person have the best chance of moving into education, employment or training.

The council also takes part in regular boroughwide meetings on serious youth violence to help partners work together and share important information, with the aim of keeping young people safe and away from reoffending.

Reducing exclusions and suspensions

A key part of the council's prevention work is reducing fixed and permanent school exclusions, as children who are excluded are more likely to become involved in the youth justice system later on. The council works closely with Ealing Alternative Provision (EAP), which focuses on reducing truancy, supporting children who are not in education, employment or training (NEET), tackling serious youth violence and improving mental health and wellbeing.

The council is developing a 3level approach to help prevent exclusions. Services like EAP support pupils who have been permanently excluded, provide an alternative offer for pupils at risk of exclusion, and offer outreach support in mainstream schools for individual pupils or whole school communities. This work has

already contributed to a 26% fall in permanent exclusions in secondary schools and an 11% fall in primary schools in the 2024/25 academic year compared with the year before.

Early help is also strengthened by the Alternative Provision Specialist Task Force (APST) project. This places youth workers and support staff in schools to help keep pupils engaged and provide tailored support, including programmes like the Brentford FC Sports Community Trust mentoring scheme. YJS officers also work on site at EAP so they can support young people early and work closely with the staff already helping them. Holding meetings at EAP means young people can see all the professionals involved in their support in one place, rather than having to travel to different locations.

The YJS helps create a more flexible and personalised learning offer for young people. Ealing Alternative Provision (EAP) provides flexible education packages, including access to vocational courses carried out on site and through partners such as Brentford Football Club, AXXA Hair and Barbering, BUILD Construction and Let Me Play BTEC Sports.

The council also supports EAP Extend, which invites mainstream schools to refer pupils for shortterm or parttime alternative provision when they need extra help. Through EAP Extend, pupils can access accredited Key Stage 4 courses taught by EAP staff and trusted external providers, including vocational options like construction, sports coaching, barbering and hairdressing. EAP Extend also offers short programmes to help Key Stage 3 pupils reengage with learning and stay in school.

Alongside this, EAP runs focused 12week programmes for Key Stage 3 pupils. These courses help pupils build confidence and motivation, support mainstream schools with more complex cases, and reduce the risk of permanent exclusion.

Inclusion visits are used in secondary schools to help identify pupils who may be at risk of exclusion and to understand why some pupils are excluded more often than others. These visits look at the reasons behind exclusions,

including unmet special educational needs (SEN), and encourage schools to look closely at their data to spot patterns among different groups of pupils. This helps schools choose the right support early.

The approach is a joint effort between school leaders and partner organisations and is supported by panels, such as suspension data panels and behaviour consultation panels. These panels bring professionals together to discuss complex cases and agree what support should be put in place.

Therapeutic Thinking is a whole-school approach to behaviour management that reframes challenging behaviour as a response to unmet emotional or psychological needs. It gives school leaders and staff with the tools and confidence to respond to behaviour thoughtfully, consistently, and with empathy. Training in Therapeutic Thinking has rapidly expanded, with a significant proportion of schools now having trained leaders. Evidence from local performance reports shows that schools adopting Therapeutic Thinking are experiencing positive trends in attendance and reductions in suspensions and exclusions, particularly among vulnerable groups. The programme also aims to tackle inequities in exclusion rates, especially for pupils from black Caribbean and Somali backgrounds, aligning with broader race equality objectives.

Together, inclusion visits and Therapeutic Thinking create a culture of early intervention, data-driven decision-making, and compassionate support, ensuring that every learner is given the opportunity to thrive in a safe and inclusive educational environment.

Mentors in Violence Prevention programme

Mentoring and positive activities are an important part of the council's work to prevent youth offending. The Mentors in Violence Prevention (MVP) programme has now expanded across 12 high schools and primary schools in the borough. The programme trains staff and pupil mentors to challenge bullying, violence and abuse, and takes a public health approach to keeping young people safe.

Funding from the Violence Reduction Unit has now ended, but the council continues to work with several schools to help them recruit and train youth mentors. Work is also taking place across London, led by the London Innovation and Improvement Alliance, to find new funding opportunities to support this programme in the future.

His Majesty's Inspectorate of Probation

The council checks the actions set by outside inspectors, including His Majesty's Inspectorate of Probation, which looks at how probation services are working. Of the 26 actions set, 23 are finished and 3 are partly finished. The council is committed to improving services and making sure support remains effective and responds to new challenges, including meeting all actions in its improvement plans by the end of the year.

His Majesty's Inspectorate of Probation has now introduced a new inspection framework, and inspections have already begun under this updated system. The YJS is preparing for its next inspection and is making changes to meet the new expectations. The new framework places a stronger focus on work with victims, and the service is planning to make sure this is fully reflected in how it works.

Family Group Conferences

The council knows that supporting families is an important part of preventing youth offending and helping young people stay safe. The Family Group Conferences (FGCs) pilot is one example of this work. It supports young people who may be at risk of going into care. Since the pilot began, the number of children in care has fallen from 345 in 2022 to around 280 in the last year. Many children have been able to stay with their parents or wider family, and feedback shows that families feel more confident and better supported.

The service has now expanded to include children with disabilities who may be at risk of child protection. It continues to grow in response to what families and communities need. Overall, the borough has seen a 10% fall in the number of children in care in recent

years, and rates remain lower than national, London and statistical neighbour averages.

The government's Families First Partnership reforms and related grant funding will allow the council to offer FGCs to more families at an earlier stage, before needs become more severe. The funding also supports wider family help to prevent more children from entering care. By building earlyhelp programmes in schools and the community, and by working closely with outreach and support services, the council is creating a more joinedup system that helps prevent youth offending and builds longterm resilience and wellbeing for young people and their families.

Dedicated gangs and violence unit within the council

The council has looked at its approach to tackling gangs and serious youth violence and has found that the most effective way to do this is through joint work between specialists from across the council and external partners. This approach brings together practitioners with different skills to address the causes of serious youth violence. Interventions and programmes to reduce robbery and gang activity are carried out through this joint approach, using the skills and support of partners already working with young people and families.



Appendix 2

Climate action

Significant progress has been made since we declared a climate emergency in 2019 and published our Climate and Ecological Emergency Strategy in 2021. The gains we have made are part of a wider shift. Last year, renewables made up 93% of all new power generation globally, and nationally the electricity grid is decarbonising at pace. Locally, our achievements over the last 4 years have brought benefits to our residents by improving health, reducing bills and creating a more pleasant and greener borough. It is now clear that climate action just makes sense.

Ealing Climate Week 2025

The first Ealing Climate Week, held between 20 and 28 September 2025, saw participation that far exceeded expectations and was a vibrant celebration of community, connection, and climate action across the borough. With more than 100 events organised by the council and local partners, residents took part in activities ranging from tree planting, cycling, and school uniform swaps to energy-saving workshops and repair cafés. The week's theme, 'Better Living,' highlighted the links between climate action and improving everyday life—helping people save money, boost wellbeing, and strengthen community ties. During Ealing Climate Week, we wanted to showcase the inspiring action that residents, community organisations, charities and businesses are already taking, and to make it easy for people to connect and get involved. The enthusiastic response to our call to host activities and events demonstrated the borough's appetite for ambitious climate action and collaboration. The borough of Ealing is now ranked 5th in London for climate action, up from 10th in 2023, with the largest number of solar panel projects in west London and having met the council's target to plant 50,000 trees, reflecting the borough's progress and commitment to a greener future.

Commitment: End the need to send any of the borough's waste to landfill through increasing reuse and recycling and reducing unnecessary waste, provide 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 provide new surplus food projects to reduce the amount of perfectly good food going in the bin

Recycling

The borough of Ealing has consistently demonstrated strong performance in household recycling, maintaining a position among the top 3 boroughs in London for recycling rates in recent years. The borough achieved a recycling rate of 49.1% in 2024/25, reflecting a steady improvement from previous years and surpassing the rates recorded in 2021/22 (47.3%). This success is attributed to a multifaceted approach that includes reducing contamination at the Materials Recovery Facility, expanding food waste collections to flats and above-shop residences, and encouraging greater participation in kerbside food waste collection services. The council's ongoing commitment to waste reduction is underpinned by the council's [Reduction and Recycling Plan 23-25](#). It is further evidenced by the development of a circular economy hub at Stirling Road, Acton, which opened in March 2024 for a series of events throughout the year and has plans to be open on a more permanent basis later this year. This hub is expected to further enhance the borough's recycling performance and support the ambition to remain a leader in sustainable waste management.

Targeted behavioural campaigns

A key driver of the borough's recycling achievements has been its targeted behavioural campaigns aimed at reducing contamination and promoting correct recycling

practices among residents. We have carried out a range of communication strategies, including door-knocking campaigns in high-contamination areas, distribution of leaflets, and the use of social media to reinforce messages about proper waste sorting. These efforts have been complemented by the introduction of communal bin contamination stickers and the publication of revised guides on 'what goes in what bin.' Around Ealing magazine featured articles clarifying recyclable materials, further supporting public education. These sustained campaigns have not only increased awareness but have also led to real improvements, such as a rise in food waste bin orders and greater engagement with recycling services. The council's proactive approach to behaviour change, underpinned by continuous communication and community engagement, has been instrumental in maintaining high recycling rates and fostering a culture of environmental responsibility across the borough.

Circular economy at Stirling Road

We have taken a significant step towards embedding circular economy principles in the borough by transforming the former waste site at Stirling Road, Acton, into a dedicated circular economy hub. Opened for its first event in March 2024, the hub enables residents and local organisations to repair, reuse, and recycle a wide range of items—including electronics, bicycles, furniture, and clothing—thereby extending product lifecycles and reducing waste sent to landfill. The hub serves as a focal point for community engagement, offering workshops, repair cafes, and events that support sustainable living and skills development. By providing opportunities for residents to donate or purchase refurbished goods, and take part in upcycling activities, we not only divert waste from disposal but also support local employment, volunteering, and social enterprise. Our approach aligns with the broader vision of a circular economy, where materials are kept in use for as long as possible through maintenance, refurbishment, and recycling, ultimately minimizing environmental impact and fostering a more resilient local

economy.

Alongside the creation of the Stirling Road hub, we have carried out a robust programme of behaviour change and community outreach. Regular events—such as the monthly Reduce and Recycle hubs at Acton Market—bring together local organisations, charities, and residents to share knowledge, repair goods, and learn about sustainable consumption practices. These initiatives are supported by targeted communications and educational campaigns, ensuring that everyone in our community is informed about the benefits of reuse and repair, as well as the practicalities of recycling in our borough. The hub's activities are designed to inspire positive environmental change, reduce social inequalities by providing affordable repair services, and improving wellbeing through skills workshops and volunteering opportunities. By building circular economy thinking into our community, we are not only reducing waste but also creating a model for sustainable urban living that can be replicated across the borough and beyond.

Ultra-low waste zone trial

In 2024 we also trialled an ultra-low waste neighbourhood in Acton as part of our commitment to embedding circular economy opportunities and fostering positive behaviour change within the community. Our approach began with establishing a baseline for recycling and waste services, which informed the targets for increasing dry mixed recycling and food waste tonnages while reducing overall waste in the target area. We carried out a series of interventions, including the delivery of over 1,300 food waste caddies, service leaflets, and compostable liners to homes in Southfields and Acton wards, and ensured that all roads in the area received information and resources to encourage participation. We also engaged directly with residents at public events, provided skill development training to children, and supported initiatives such as reusable party kits and refill shops. Throughout the trial, we monitored service use, identified barriers to participation—such as convenience and cost—and updated our communications to address these challenges. Our efforts were

further informed by workshops facilitated by ReLondon, drawing on best practices from similar projects across London, and by ongoing collaboration with local schools and community groups. This programme is laying the groundwork for long-term behaviour change and the development of a model for other towns in the borough.

Library of Things

The [Library of Things](#), opened in August 2024 in partnership with the council and local partners, is a new initiative designed to help residents reduce waste, save money, and foster a culture of sharing and sustainability. Located in Ealing Broadway Shopping Centre, the Library of Things allows residents to rent over 30 useful household items—including tools, gardening equipment, cleaning appliances, and even tents—for a small fee, rather than purchasing new products that may only be used occasionally. The process is simple and accessible: residents can browse and reserve items online, collect them from secure lockers in the shopping centre, and return them after use, ready for the next resident. This helps residents avoid wasteful one-time purchases but also supports the borough's broader climate action goals by keeping valuable resources in circulation and out of landfill. The council's support for the Library of Things is part of a wider commitment to embedding circular economy principles in the borough, as seen in the development of the new circular economy hub at Stirling Road, Acton.

The impact of the Library of Things has been significant since its opening in June 2024. In its first year, residents borrowed nearly 900 items, with popular choices including carpet cleaners, drills, and sewing machines. This collective action from hundreds of residents has resulted in substantial environmental and financial benefits: it is estimated that locals have saved over £180,000 by borrowing instead of buying, and more than 9.6 tonnes of potential waste have been diverted from landfill, reducing carbon emissions by more than 27 tonnes. The Library of Things also offers online guides and support to help users make the most of their borrowed items, further empowering the

community to develop DIY and repair skills. The scheme is a brilliant example of how small changes can make a big difference, helping to build a stronger, more connected community while advancing the borough's leadership in sustainability. The success of the Library of Things demonstrates the value of practical, community-driven solutions in tackling the climate crisis and promoting a circular economy at the local level.

Usage of single-use non-recyclable plastics

Currently there is no reliable data available on the amount of single use plastics used and wasted. However, we can influence behaviour of residents and businesses by providing information, running campaigns and securing funding to promote the borough as a refill destination. New rules and guidance about plastic, including the UK Plastics Pact, and laws banning certain single-use items, have had a big effect on businesses. Funded via the carbon offset fund, 7 schools started pupils profit refill shops in September 2024. Funding has been secured through the carbon offset fund to announce our borough as a refill destination where refilling water bottles and coffee cups is openly encouraged and celebrated.

Amount of good food wasted

Waste composition analysis is regularly carried out. Between the analysis in November 2024 and July 2025 we have seen food waste in the general rubbish bins increasing. A large proportion of the food waste in the rubbish bins is unavoidable, such as banana skins or egg shells. The amount of edible food in the waste reduced from 17% to 15.5% between the 2 studies. We aim to continue encouraging residents to put unavoidable food waste in the food recycling bins and to reduce the amount of avoidable food waste.



Commitment: Start our Active Travel Charter, setting out how we will provide and support active travel in the borough and invest at least £10million 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, providing schemes only where we have the support of residents

Travel in Ealing Charter (Active Travel Charter)

In 2022, hundreds of local people and stakeholders from across the borough helped to produce the [Travel in Ealing Charter](#). It is a detailed plan with a primary aim to make sure that the council's approach to transport and active travel projects is open, transparent, and inclusive, addressing major challenges such as the climate emergency, congestion, pollution, and social inequalities. The charter was shaped through extensive engagement, including public consultations, focus groups and an independent market research agency holding a [series of engagement sessions](#) with residents and representatives of stakeholder and community interest groups, to make sure all parts of the community and residents of all 7 towns were included. As a result of this engagement, the charter sets out 5 key principles for how we work with residents to co-design and provide transport schemes. These are: collaborative engagement, meaningful participation, evidence-based decision-making, transparency and accountability, and continuous improvement. By embedding these principles and working together with residents through each project, the charter guides future transport work and commits the council to ongoing learning and adaptation, making sure that local voices remain central to shaping a healthier, more sustainable, and better-connected borough.

Transport and Highways Programme/ Active Travel investment

As part of our [Climate and Ecological Emergency Strategy 2021 to 2030](#), we have committed to increasing active and sustainable

travel and reducing carbon emissions, with agreed £10million to be invested in increasing cycling, walking, running, and scooting. £9million has been invested as of quarter 2 in 2025/26 and we are on track to reach our commitment by year end. In 2024/25 we started an even more ambitious [Transport and Highways Programme](#), including an investment of up to £28million in highways infrastructure improvements and further expansion of active and sustainable travel initiatives managed through a number of projects, each tracking delivery and progress. All work is supported by a new approach to engagement and consultation.

West Ealing Liveable Neighbourhood (WELN)

The West Ealing Liveable Neighbourhood (WELN) is a key project designed to transform the area into a more attractive, accessible, and sustainable environment for residents, businesses, and visitors. As one of 7 boroughs selected in 2024 by the Mayor of London and Transport for London for multi-million-pound funding, we have focused on projects that reduce traffic, encourage walking and cycling, and encourage the use of public transport. Key improvements include enhancements along the Broadway to discourage vehicles from cutting through residential streets, upgrades to the walking and cycling routes, and better connections to the new Elizabeth line station. The programme, with an estimated cost of £8million—of which Ealing Council has provided £1.5million in match funding—has already provided tangible benefits such as the completion of Green Man Passage and Jacobs Ladder. These feature new surfacing, energy-efficient lighting, and sustainable drainage solutions. These changes not only improve safety and accessibility but also contribute to a greener, healthier, and more connected West Ealing.

Free-range Urban Neighbourhoods (FUNs)

As part of our Travel in Ealing charter, we developed 7 Free-range Urban Neighbourhoods (FUNs) projects with £1.2million invested in 2024/25 to encourage

active travel in the borough. The programme reclaimed space previously used for parked or moving cars, and redesigned it for people, adding wider pavements, additional trees, parklets, sustainable drainage systems, and 'play on the way' features. Examples include the installation of a large sustainable drainage system at Kelvin Gardens to reduce flood risk and improve the walking environment, safer crossings between Walpole and Lammas Parks, and new green spaces and social areas designed to meet local needs. We worked closely with residents to make sure that changes addressed local concerns, such as safety, comfort and access, while supporting local businesses and community life. The FUN programme has improved the local environment and encouraged active travel, environmental care, and community participation, setting a new standard for sustainable urban living in the borough.

Get Southall Moving

The Get Southall Moving programme is a major investment in the future of Southall, designed to make walking, wheeling, cycling and public transport the natural choice for everyday short journeys. Developed in close partnership with the local community, the programme addresses longstanding challenges such as high rates of poor health, traffic congestion, air pollution, and road safety concerns. Through extensive engagement—including in-person pop-up events, surveys, and walking tours—residents identified priorities such as improved bus services, better street lighting, more trees and greenery, safer crossings, and improved cycling and walking routes. In response, the council has started a detailed set of improvements across 6 key areas. These include the delivery of bus priority measures along Western Road and South Road; improving the area around the station; widening and renewal of pavements and cycleways along Merrick Road; new cycle lanes and green infrastructure on Havelock Road; safer crossings at Bankside and South Road; and enhanced access to Norwood Green Play Park. The programme also includes developing of a bus strategy for Southall, creating an action plan for freight,

servicing and waste, building a new cycle hub at Southall Station, giving out more than 1,100 free bikes to residents, and completing the Southall Grand Union Canal Wellbeing Way, which connects green spaces and encourages active travel. By making it easier and safer for people to walk, cycle, and use public transport, Get Southall Moving aims to improve health outcomes, reduce congestion, and create a greener, more vibrant Southall for residents, businesses, and visitors. We are on track to reach our 4-year investment target of £3.2million in Southall for walking and cycling, with £3million invested as of quarter 2 in 2025/26.

Cycling

In April 2023 we published an updated cycle route map for consultation. We asked residents where new routes were most needed and where they experienced issues with cycling. After feedback from residents and Ealing Cycling Campaign, we updated our [Cycle Network Plan \(2024-35\)](#) and published it in 2025. The plan includes improvements to the Uxbridge Road cycle lane between Ealing Hospital and Iron Bridge. Schemes on Park Royal Road, Boston Road, and Victoria Road are being carried out or will begin soon. Other schemes completed include Greenford Road cycle lane, Kensington Road cycleway in Northolt, phase 2 of the Southall to Hanwell section of the Uxbridge Road cycle route, and resurfacing on Uxbridge Road from Wharncliffe Drive to Lower Boston Road. New schemes are under development for Eastcote Lane / Dabbs Hill Lane (part of the TfL Yeading to Harrow route) and East Acton Lane (new separate cycle route). Several small schemes are also in progress.

School Streets

A School Street is where the roads leading to school gates are closed to most vehicles for a short period at the start and end of the school day, during term time. School streets create safer, cleaner streets and encourage active travel. The council's School Streets programme reached its 4-year target in January 2026, with a 50th school joining up and nearly 30,000





children across the borough now benefitting.

[A map showing the locations of Ealing's Schools streets](#) is available for residents.

School streets make active travel easier and safer for pedestrians and cyclists, provide a low traffic area, improve air quality by reducing congestion outside schools at peak times, and help children and families to use active modes of transport to increase their physical activity and improve health. They help more children get to school safely, especially older children who walk on their own and might worry about busy roads and lots of cars near the school gates.

Active travel behaviour change

A range of behaviour change schemes are running in the borough. More than 90 residents have borrowed a cargo bike for a 2-3-week trial, and 5 went on to buy their own. The Try Before You Bike scheme has provided 236 bikes to residents since launch, with 9 of the 12 free trials used. From April to December 2024 we trained 417 adults and 1,094 children to cycle. There are now 75 Play Streets in the borough, where streets close for short periods to allow children to play freely in the street. Transport for London has set a target of 76% of journeys to be made by cycling, walking and public transport by 2041. We had already achieved 69% by 2022/23. Micromobility (rental e-bikes and e-scooters) continues to grow. Services that began only in Ealing and Acton in 2023 expanded across the borough in 2024/25, with marked parking bays added in Southall, Northolt and Greenford. We continue to install marked bays across the borough, using kerbside space for them. E-bike trips were 3.5 times higher in 2024 than in 2022, with a total of 1.3million cycling and scooting trips.

Commitment: 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, making sure every town has access to wild fruit, and keeping them clean and clear of fly tips and graffiti

50,000 trees

The council has planted 50,000 trees across the borough since 2022, creating vital habitats, tree canopies for shade and helping to absorb harmful carbon emissions from the air. Locations include but not limited to Marnham Field, Horsenden Hill West Playing Field, Locklears Wood, Cayton Green, Greenford Rec, Oldfield Rec in Greenford, Southall Rec in Southall, Trinity Way Estate in Acton, Pear Tree Park in Perivale, and various street and housing estates. Ealing Council aims to increase tree canopy cover from 16.9% in 2020 to 25% by 2030, a target aligned with the Greater London Authority's (GLA) broader London-wide goal to increase tree cover. The GLA report produced in 2023 assessed the borough's tree cover as 18.9% and at the time of assessment we had planted 27,000 new trees. As we continued to plant trees and those already planted would become fully established and develop full canopies, we would expect these figures to increase exponentially.

Ealing Tree Festival/ Trees for Cities (also in thriving communities)

In 2022 we held the first Ealing Tree Festival. The Trees for Streets campaign helped raise sponsorship and grant funding. The festival celebrated the borough's urban trees with fun activities welcomed by residents. A second tree festival took place in June 2023. The council also partnered with the charity [Trees For Cities](#) on several projects. These included a new hedge in Northolt Park, planting 23 trees and 12 orchard trees, 13,000 native bulbs at Mandeville Parkway, and 4,000 saplings in Horsenden Hill, supported by hundreds of volunteers.

Wild fruit in each town

All towns now have fruit trees. A new pear orchard was planted in Pear Tree Park in Perivale in February 2026, alongside the existing Lady Gilbert's apple orchard. Volunteers helped park rangers plant 50 trees in total, of all varieties of edible pear.

The parks service continues to work with the Hanwell and Norwood Green Orchard Trail

volunteers to maintain a trail of orchards along the Grand Union Canal to help make Hanwell and Greenford a great place to walk and enjoy the outdoors. Northolt has 50 fruit trees at Horsenden Hill Orchard, including apple, plum, cherry and pear. Southall has an orchard in Dormers Wells, Lammas Park in Ealing has a fruit tree orchard, and Racecourse Estate in Northolt has an apple orchard. Fruit trees have been planted at Dean Gardens in West Ealing. School children have planted more than 100 fruit bushes and trees in North Acton Playing Fields.

Clean streets and fly-tipping

Fly-tipping harms our streets, impacts the environment and residents' quality of life, and diverts council funds from essential services. In 2022/23, the council removed 98% of reported fly-tips within 24 hours. Faced with a sharp rise in fly-tipping in recent years, from 11,170 in 2022/23 to 24,696 in 2024/25 – more than double number of incidents—the council has adopted a wider strategy to manage the challenge and crack down on fly-tipping. Clearance targets increased from 24 to 48 hours to reflect the increased demand on resources, more funding was added, and more crews were deployed. Greener Ealing Ltd, the council's rubbish and recycling contractor, works to collect as many fly-tips as possible, as quickly as it can. We continue partnership with LAGER Can, an active voluntary group, with volunteers removing thousands of bags of rubbish, recyclables and other waste from our open spaces. Enforcement has been increased, with more officers and CCTV cameras now operating in fly-tipping hotspots, and a dedicated taskforce investigating dumped waste to trace offenders. As of 30 April 2025, Fixed Penalty Notices (FPNs) have been increased from £400 to £1,000, and the council is actively publicising fines and enforcement actions to deter repeat offences. Almost 2,500 FPNs for fly-tipping offences were issued between May and December 2025.

Along with a tougher fine, we have launched a campaign, 'This is our home, not a tip', raising awareness about the environmental and

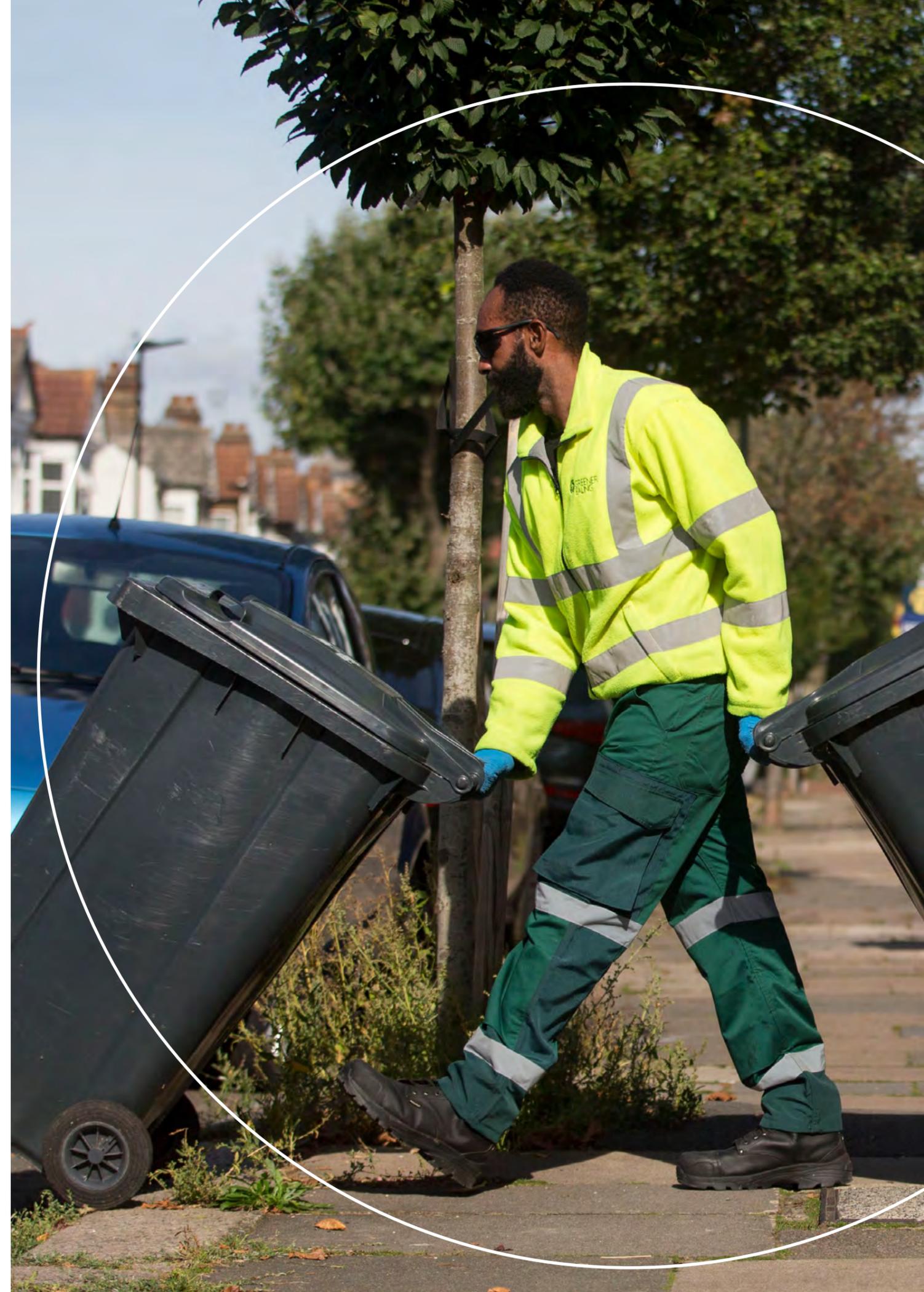
financial impacts of fly-tipping, encouraging residents to use proper disposal services, like the council's [rubbish and recycling service from home](#) and [Greenford Road Reuse and Recycling Centre](#), and report offenders. Behavioural insights have guided targeted education efforts, recognising that many offenders may not realise their actions are illegal. The campaign has reached residents through print media, with targeted flyers, bin stickers, A boards, notice boards and vehicle livery. Online, the campaign has achieved national and regional media coverage, including TV and radio, and overall social media post impressions of over 2.5 million, in the first 6 months of the campaign. A pilot scheme is testing stickers and tape on fly-tipped waste in selected towns to inform residents that their waste disposal methods may be considered fly-tipping. Since 2025, councils have been allowed to seize and crush vehicles used in fly-tipping, with costs shifted to offenders and penalties of up to 5 years in prison for waste crime. These combined actions—rapid response, enhanced enforcement, public engagement, and tougher penalties—show the council's commitment to tackling fly-tipping and maintaining cleaner, safer communities.

Streets free of litter, detritus, fly posting and graffiti

With the efficient use of resources, we continued maintaining on average more than 90% of our streets free from litter and detritus, 88% free from graffiti and 97% free from fly-posting. The [Love Clean Streets app](#) makes it easy for residents to report graffiti, fly-tipping or fly-posting, potholes, abandoned vehicles, dog mess, and other environmental issues.

Environmental activism

The council supports environmental activism by growing its network of street champions and volunteers to raise awareness about fly-tipping and promote community-led climate action. Through ongoing partnerships with groups like LAGER Can, #OurSouthall, Ealing Repair Cafe and ActForEaling, the council empowers residents to participate in local clean-up efforts and sustainability initiatives. The climate action



and sustainability team provides dedicated support, including grant-funded projects such as the Breaking Ground climate justice initiative, which engages ethnically diverse communities in climate and social justice work. These efforts are complemented by regular events, communications, and the recruitment of new partners, all aimed at fostering a culture of environmental responsibility and community engagement across the borough.

Commitment: Rapidly expand the number of bike hangars to at least 150 where communities want them, and electric vehicle charging points to at least 2,000 across the borough, invest £35million in improving our roads, tracks and pavements, and continue to implement controlled parking zones where a clear majority of residents want them

150 Bike hangars

By October 2025, we had achieved our commitment to install 150 bike hangars in the borough containing 900 bike spaces, with another batch planned for installation in early 2026. These bike hangars offer secure, dry storage and are especially valuable for residents who lack space at home for their bikes. Managed by Falco, the hangars provide key-access for members and feature a compact design, fitting up to 6 bikes in half the length of a parking bay. Demand for bike hangars remains high, with new locations selected based on resident requests, local bike theft rates, community support, and balanced distribution across the borough. When a street is under consideration, local residents receive a letter asking for their input.

Electric vehicles

There are currently 1,083 EVCPs (electric vehicle charging points) across the borough, and we expect to reach 1,200 by March 2026 against our ambitious target of 2,000. We are now taking a strategic approach to EV charging and leading the LEVI funding partnership, which will bring £7.5million of government funding invested into charging in west London and more than 1,000 additional EVCPs in the borough by 2030. Ealing Council's EV Charging

Strategy was approved by cabinet in November 2025, following resident consultation, setting a clear direction for the next 5 years. On-street installation of EVCPs continue, with new locations chosen to improve access and reduce walking times for residents.

Transport and highways

The council has invested £33.9million since 2022 on its transport and highways programme. The first 2 quarters of this year focused on finishing schemes from 2024/25. We are on track to reach our commitment to invest £35million in improving our roads, tracks and pavements by March 2026. Work for 2025/26 is under way, with 40 road and footway projects on track for completion. Our £28million programme focuses on reclaiming and repurposing existing infrastructure to improve both road safety and resilience to bad weather. The council aimed to renew about 80 road and footway schemes each year. This includes paving repairs, drainage upgrades, and changes to junctions to make it easier for people to walk. We also prioritised environmental improvements, such as installing new tree pits and rain gardens at narrowed junctions. Cycle track connections and upgrades to routes such as Oldfield Lane North and Greenford roundabout are also progressing. Our highway improvement scheme has reduced the proportion of roads needing urgent attention, from 16% in 2022/23 to 10% in 2024/25 (based on a network of 609km).

Sustainable drainage systems

As part of the highways programme, the council has built sustainable urban drainage systems (SuDS) to address surface water flood risks and improve resilience. SuDS capture and temporarily store excess water during heavy rainfall. The rainwater stored in the basin is then slowly released into drains. Key schemes included Dean Gardens in West Ealing, where SuDS reduced flash flooding on the Broadway. The Belvue Park SuDS project in Northolt was developed in partnership with Thames Water and the Greater London Authority, where open grassed areas were transformed

to help manage flooding, with support from local schools and community groups. Lammas Park's SuDS involved constructing stormwater storage basins and water channels (known as swales) to protect surrounding properties and ease pressure on storm sewers during heavy rainfall. These projects were delivered in phases, with Dean Gardens completed in 2023 and Belvue Park in 2025 and lots of progress towards finishing Lammas Park. Planning has also progressed for future schemes, including Carr Road, where survey reports have been sent for approval.

Public transport

Work to improve the Ruislip Road eastbound bus lane and The Common, Ealing, was completed by end of August 2025. Several improvement schemes took place over the summer, including Uxbridge Road from Hospital to Windmill Road, Ruislip Road westbound bus lane, Twyford Abbey Road bus gate and Lady Margaret Road. Plans for Horn Lane, Pope's Lane and Bollo Lane are in development and are now being shared with residents.

Micromobility parking

A new milestone was achieved with the installation of dedicated micromobility parking bays across 6 Southall wards, supporting both e-bikes and e-scooters. This work, completed in May 2024, added on-carriageway bays with bollards to make parking safer and easier. The project was part of a broader strategy to expand micromobility infrastructure, with services now available across the entire borough. The work was carried out through close collaboration between the transport and highways teams, who choose the best sites, using operator data and community feedback. Community engagement continues as we plan for further expansion to meet local needs and support a shift towards sustainable urban mobility.

Controlled Parking Zones

Over the past 4 years, the council has carried out changes in 8 new or extended Controlled Parking Zones (CPZs). These include Hanwell



Town Centre; Old Hanwell; Stanley Gardens in 2021; All Saints in 2022; Twyford Abbey, Southall V extension and Northolt Station extension in 2023; and Park Royal Industrial in 2024. In addition, the operating times have been extended in Drayton Green Zone NN in 2024, Old Oak Zone PP, South Acton Zone SA and East Acton Zone E in 2025. New zones will be introduced in Perivale Lane/Old Church Lane and Tewkesbury Road by spring 2026. Southall Green CPZ went live in February 2023, followed by the Northolt Station extension in June 2023, and the Twyford Abbey CPZ in July 2023. These efforts are part of a wider plan to prioritise local streets for residents, with consultations planned in 2026 to ensure community needs are met.

LED lighting programme

Over the past 4 years, the council has carried out improvements to street lighting, energy efficiency, and sustainability. As part of the Safety for Women programme, all town centre lighting has been upgraded to modern LED technology. This has helped make streets brighter, safer, and more welcoming for everyone, especially women and other vulnerable users at night. This sits alongside a borough-wide LED upgrade programme that has replaced outdated and inefficient lanterns with energy-saving alternatives that give better and more reliable lighting. These upgrades have reduced the borough's overall energy consumption by about half, saving money and helping to cut our carbon footprint. To support public safety, we have removed the previous power-reduction approach, so streets remain well-lit throughout the night. Alongside this, a new central management system now allows remote monitoring, and quicker fault detection, further improving maintenance efficiency and reducing the need for residents to report issues. Taken together, these improvements have reduced energy use and carbon emissions while improving safety and supporting the council's climate resilience and net zero goals.

Commitment: Retrofit 750 homes in the borough of 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

Retrofitting homes

As part of our response to the climate and ecological emergency, and our aim to make the borough carbon neutral by 2030, we published the [Ealing Air Quality Strategy and Action Plan 2022-27](#). It sets out our priorities to cut emissions from road traffic, improve indoor air quality and reduce emissions from wood burning, cut emissions from the construction of new developments, and invest in green infrastructure. Retrofitting homes helps residents to insulate, power, heat and cool their homes sustainably. Our goal of retrofitting 750 properties across the 4-year plan has been exceeded, with more than 1,200 properties retrofitted so far, and we expect to reach 1,400 by March 2026.

Among these, we committed to retrofit 50 private sector homes over 2 years, with at least 45 completed in 2024/25. There is a delay on data from Ofgem on the number of private properties retrofitted, but numbers are expected to rise once the platform is updated. Under the Warm Homes local grant, we expect to retrofit up to 50 homes a year between 2024 and 2027. More private sector homes are being retrofitted under the Healthy Homes Ealing and HUG2 programmes.

More than 900 properties retrofitted were council homes, where we have trialled several new types of domestic heating. At Village Park Estate in Ealing, 43 homes were upgraded in December 2023 using the Dutch Energiesprong whole-house retrofit model. We have also committed to testing and implementing the NexGen infra-red system. Recent EPC RdSAP (Reduced data Standard Assessment Procedure) changes have created new challenges but also allow a more flexible approach for our housing stock. We have

retrofitted about 240 properties in sheltered schemes, including Garden Court, Lindsey Court, Ellis Court and Evergreen Court in Acton, Ealing, and Hanwell, with ground and air source heat pumps installed by the end of 2024. Further improvements to roofs, insulation and windows are planned for 2025-26 as part of the capital programme. We have secured £6.4million in grant funding through the 3-year Warm Homes: Social Housing Fund. This will support deep retrofits of 750 properties between 2025 and 2028. Procurement is underway for fully funded upgrades under the ECO4/GBIS programme, targeting cavity-wall homes.

Community energy projects

Under our [Climate and Ecological Emergency Strategy 2021-2030](#), we have committed to cutting carbon emissions across the borough. As of quarter 2 of 2025/26, 18 community energy efficiency projects have been completed or are under way. Between 2022 and 2024, solar panels were installed in Khalsa, Brentside and Mayfield primary schools through Transition Ealing and the Schools Energy Co-operative. Decarbonisation work funded by the Salix grant was delivered at 7 more schools - Clifton, Coston, Elthorne High, Oaklands, St Ann's, Three Bridges, and Villiers High - and at 3 leisure centres: Acton, Dormers Wells and Northolt. Ealing Council's Community Climate Grants programme supports community organisations working towards the 2030 net zero target. The programme has funded energy replacement boilers at St Mary's Church in Hanwell; solar panels at St Paul's Church in Northfields, St George's Church in Southall and Acton Baptist Church in Acton; replacement of thermostatic radiator valves, installation of motion light sensors and replacement of tungsten theatre lights to LED lights at Questors Theatre in Ealing.

The second round of the programme is well under way, with 10 organisations awarded grants across 5 of our 7 towns: Acton, Southall, Ealing, Perivale and Hanwell. Projects are expected to finish before the end of March. The council website [lists all successful community organisations](#), which have together been

awarded just under £85,000. With further projects expected in round 3, we are on track to exceed our 4-year goal of supporting 20 new energy projects.

Commitment: 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

As part of our response to the climate and ecological emergency, and our aim to make the borough carbon neutral by 2030, we published the [Ealing Air Quality Strategy and Action Plan 2022-27](#). It sets out our priorities to cut emissions from road traffic, improve indoor air quality and reduce emissions from wood burning; cut emissions from the construction of new developments and invest in green infrastructure. A new system is now in place to regulate air quality through the Office for Environmental Protection.

Commitment: Campaign to win the powers we need from the government to enforce 20mph speed limits and ramp-up fines for idling vehicles to the maximum.

20mph speed limit enforcement

We have supported London Councils in its campaign for powers that would allow local authorities to enforce 20mph speed limits.

Idling fines

A borough-wide traffic management order came into effect in September 2023. It bans vehicle engine idling across the borough. Civil enforcement officers now approach drivers where they observe engine idling and request that they switch the engine off whilst stationary. Idling signs were put in place and a media campaign supported engagement and enforcement. If a driver refuses to turn off their engine, they may receive a verbal warning or an £80 Penalty Charge Notice (PCN). Ealing Council is part of the Idling Action London scheme, which brings together 31 local authorities to tackle engine idling and improve air quality, supported by the Mayor of London's Air Quality Fund.

Our approach to idling engagement and

enforcement is based on 5 E's in our Air Quality Action Plan: explain, educate, encourage, engage and, where needed, enforce. The aim of this approach is to raise awareness on the effect idling has on air quality and public health. It is not designed to generate revenue. Since the start of the borough-wide idling programme, we have seen a clear reduction in complaints from residents, particularly in key hotspot areas.

Commitment: 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

Decarbonising investments

Ealing Council's funds advisers, Hymans, have completed a full review of our equity portfolio to set a clear decarbonisation path. Following their recommendations, the Pension Fund Panel approved the move from the LGIM (Legal & General Investment Management) Low Carbon Transition Fund to the LGIM ESG Paris Aligned World Equity Index Fund. Switching to the LGIM Paris Aligned Fund is the best option for the fund because it achieves immediate carbon reductions and long-term climate alignment. It supports ESG and net zero goals without affecting financial returns and avoids the risks linked to higher carbon exposure. The move from MSCI (Mercer, Sharpe, Merrill, and Coen) World Low Carbon Fund into the Paris Aligned Fund took place in August 2025.

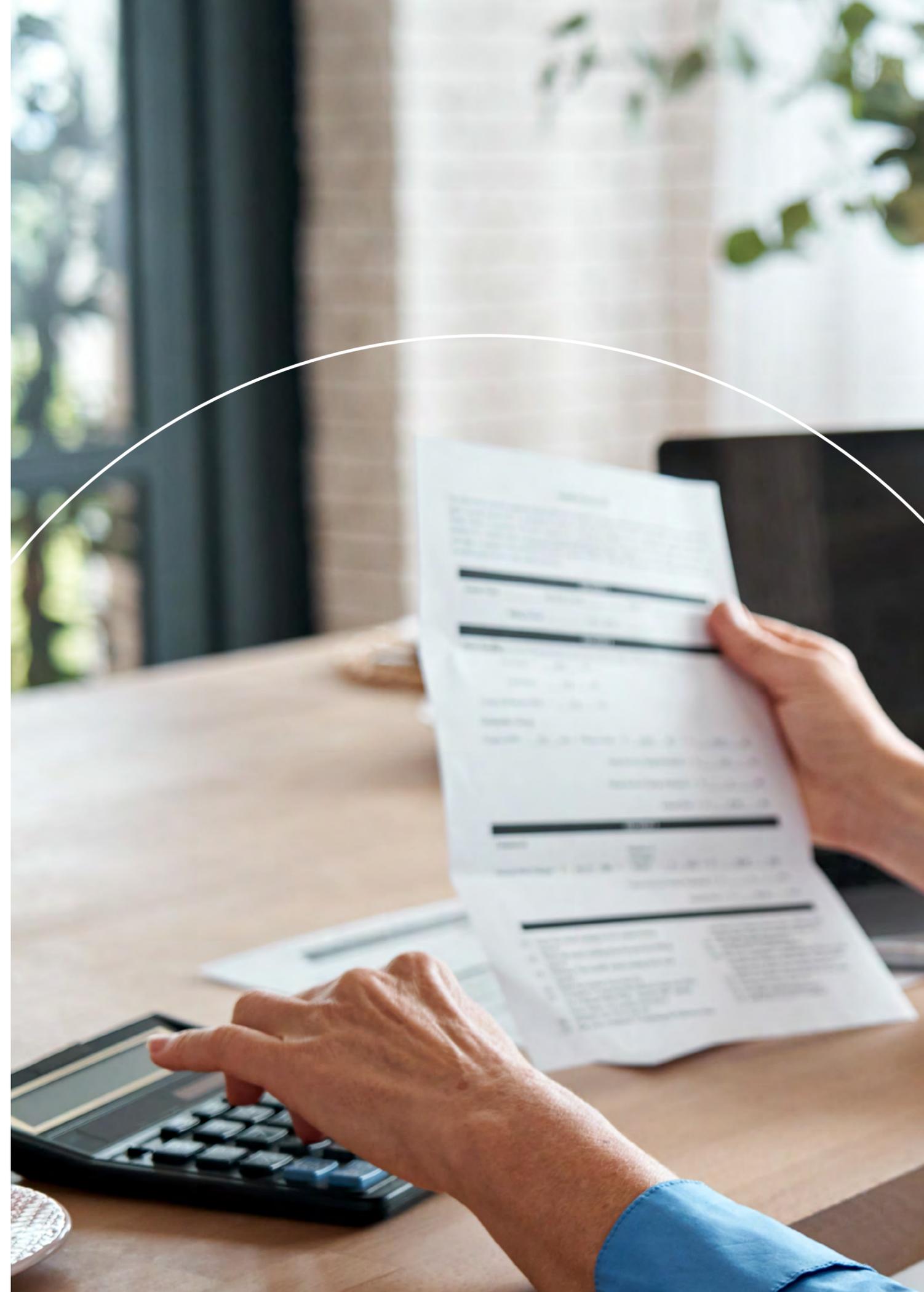
The Fund's revised investment strategy, which includes responsible investment considerations, was approved by the Pension Fund Panel in July 2025, and is now being put into place. The fund has also carried out its carbon footprint exercise. Results show that the Ealing Council Pension portfolio is more sustainable than its benchmark, which implies it has a lower environmental impact in terms of carbon emissions.

The previous Low Carbon Fund has now been moved into the LGIM Paris Aligned Fund, following approval of the revised investment

strategy. The value of the low carbon allocation was £297.8million in 2020/21. The value of the equivalent Paris-Aligned allocation is now £414.6million. This reflects the transition into the new fund and changes in market value over time.

Pension fund climate reporting

The council's pension fund climate report has been completed, with data finalised alongside the London CIV, which manages the investments of the 32 Local Government Pension Scheme (LGPS) funds in London. The report is based on our baseline position, assessed in 2024, and follows guidance from the LGPS Scheme Advisory Board on reporting to the Task Force on Climate-related Financial Disclosures (TCFD). TCFD is a framework that helps organisations report climate-related financial risks and opportunities, giving investors and other stakeholders clear and consistent information. The climate report will track annual progress towards more sustainable investments made by the council's pension fund.





Appendix 3

Healthy, equal lives

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

London living wage for care workers

The council successfully implemented the real living wage (RLW) to community workers, benefitting more than 2,500 care workers. The majority are women and a significant percentage come from the diverse communities living in the borough. The council adopted the RLW within the home care sector in November 2022, ahead of schedule, bringing carer pay in line with the previous RLW of £11.05 per hour. The RLW is now £13.85, rising to £14.80 per hour by May 2026. The council invested an extra £8million in adult social care to make this possible because it believes care work should be valued..

As part of its ICT transformation programme, the council invested in a new finance system to improve the speed of invoice and payment systems for homecare providers. In April 2025 the council launched a new purchasing system for community services; this covers anyone working in day services, extra care, floating support, outreach, and personal care, all of which are required to pay the RLW.

Quality of care provision

The council created a quality assurance framework for care providers regulated by the Care Quality Commission (CQC). It includes ongoing monitoring of service quality and provider risk, with a fortnightly risk review led by the strategic director for adults and public health to oversee compliance, CQC inspection outcomes, and any concerns raised.

The council has worked closely with care providers and the CQC, and invested in additional training for care home managers who are key to providing high quality services. The council also worked in partnership with

the NHS on specific projects to improve quality. In 2023/24 the council worked with the integrated care board (ICB) to provide co-ordinated care home quality arrangements and increase the clinical support to homes for people with complex behaviours. These risk review processes and our commissioning approach – using only home care providers rated ‘good’ or above by the CQC – help us champion high-quality services.

Our efforts and partnership working have led to a sustained and steady increase in quality. In November 2023, 74% of all regulated care providers were rated good or above, and this has risen to 83% by November 2025. 64% of care homes were rated good or above in November 2023, and this proportion has increased to 79%.

Commitment: 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

Direct payments

Direct payments allow eligible residents to receive money from the council to help pay for their care needs. This gives people more control, and the ability to personalise their support. Working within the principles of co-production, in 2022/23 the council consulted residents in receipt of direct payments and their carers to understand how well our existing offer was meeting their aspirations around choice and control. The consultation highlighted that, although people who received direct payments felt more in control of their social care, they would like more flexibility in how they could use their payment, and more information about different options. This helped council teams to undertake specific projects to improve people’s choice and uptake of the

direct payments scheme.

By 2024/25, 10% of our community-based adult social care service users were in receipt of direct payments. The council aims to increase this number and is pursuing a more ambitious programme to increase the market for day opportunities and community-based support, providing additional resources and capacity to the Ealing Direct team to respond to growing demand.

337 people who use adult social care services were in receipt of direct payments (DP) as of the second quarter of 2025/26, an increase from 324 in the previous quarter. This represents 9.4% of adult social care service users, below target for this quarter of 12.4%. We have, however, exceeded our target for the total number of carers, with more than 200 carers in receipt of DP to date. The apparent contradiction is because, although the number of DP referrals is steadily rising, the overall number of people receiving community-based services has also increased.

A comprehensive action plan has been developed to improve the take-up, including improved systems and financial assessment, providing new marketing materials, as well as exploring more creative ways to offer direct payments to support social inclusion and community connection. The council is now working towards an additional 400 adult social care users to be in receipt of direct payments by the end of 2025/26.

Mutual and co-operative approach to commissioning care

The council has held ongoing discussions with local partners regarding a co-operative care model, however a viable model has not yet been developed. Adult services will continue to explore appropriate opportunities for asset based, mutual and cooperative approaches to commissioning care and support by working with residents, carers and providers to shape and deliver services together.

Commitment: 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

Community Champions

Since 2022, the council has continued to develop our community champions programme across the borough's 7 towns to better engage and support communities. Community champions are volunteers who live or work in the borough and want to make a positive difference to the health and wellbeing of people in their community. They often run or are involved with their own community groups and organisations, and are vital voices in our voluntary sector helping to reduce inequalities for our residents at a grassroots level.

The programme has been proven to strengthen social and community connection, develop community assets, and build trust between communities and council services. The relational, feedback-driven approach, adapting to the needs of champions, has helped decentralise power to affect change and improve the long-term health and wellbeing of residents.

There are currently more than 120 community champions. All have been offered training in a range of courses such as mental health first aid training, community research skills, and suicide awareness. Training and support is offered to champions in person at our bi-monthly community champion forums. They are signposted in email newsletters and in the community champions WhatsApp group, linking them up with vital support. Since 2024, the forum agendas have all been set from champions' feedback and requests. This has led to learning sessions with a wide range of partners such as adult social care safeguarding, the Centre for ADHD and Autism, and fundraising from The Freshwater Foundation, providing skills, awareness and capacity building in communities.

This has also led to champions connecting outside of meetings, supporting each other with their own projects, and sharing skills and assets across social groups, towns and social demographics.

Community day services

Following consultation, in 2022/23 the council established a commissioning process for £2.3million of voluntary sector grants to help organisations provide a range of community services for residents. This supports services that meet health and wellbeing priorities, including community connections, information and advice, counselling, carers respite, domestic abuse, and capacity building for the sector. The council is now engaging in an asset-based review for the next voluntary and community funding programme to begin in 2027.

The council has set up the Better Days project to improve the design of our day opportunities to better meet the current and future needs of people who use the services. The Better Days project was launched in October 2024 with the aim of transforming day opportunities to offer residents greater choice and control, from locations that are closer to home and that better meet the needs and aspirations of people who use services, while continuing to support carers and families. The first stage of the project was to discover what changes were required. A new outcome-focused model of support was proposed based on extensive user and carer engagement. The project is on track to give people more choice in the types of activities that meet their needs, including developing new sites in Acton, Southall and Greenford. In-person carer meetings and occupational therapy clinics are also being offered from the new sites.

Support for carers

The borough is home to more than 24,000 carers, which is 7% of its population. Following the joint strategic needs assessment, and through engagement activities, the council developed its Carers strategy 2024-2029 which was reviewed by our health and wellbeing board in January 2025. The strategy

focuses on 5 key areas: early identification, involvement in care planning, support for wellbeing, financial guidance, and a whole-family approach. An associated carers strategy action plan has been developed delivering measurable outcomes of the strategy.

Every 2 years the government carries out a survey of adult carers in England to understand the impact of caring on people's lives, and their experience of the services provided locally. In 2023/24, the carer-reported quality of life for carers in the borough increased slightly from the previous 2 years (7.1% in 2023/24 compared to 6.6% in 2021/22), bringing us close to the London average of 7.2%. The proportion of carers who are satisfied with the services provided has also increased slightly in that time, with 26.5% of carers reporting they were satisfied with the services provided in 2021/22. By 2023/24 this rose to 28.3% of carers being satisfied with services, however this was below the London average. The council is committed to strengthening the carers offer, and plans to carry out a carers survey.

A range of services are available to resident carers living in the borough. These are provided by the council, the NHS, and community voluntary services. Some services have been designed for all carers, and there is a range of tailored services to support carers of older adults with dementia, young carers, carers of adults with mental health or substance misuse problems, carers of adults with learning disabilities, and parent carers. Services range from day centres, day and overnight or weekend respite care, telephone help lines, art-based activities, discussion forums and support groups. A list of support available to carers can be found on the [carers hub website](#). New carers meetings were also established this year to help carers living in the borough share their experiences.

Commitment: 300 new 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



Supported accommodation homes

71 older adult homes are under construction at Lexden and Steyne estates, which is expected to complete in autumn 2026. The adult social care team continues to support more older adults to live independently in the community and maintains excellent performance on managing the rate of permanent residential care admissions. A detailed assessment of the housing solutions for people in receipt of care is being undertaken to inform our future commissioning strategies, and our strategic work with housing. The early indication is that new accommodation is primarily required for working age adults with learning disabilities and those who are neurodiverse. While addressing the need for affordable homes that provide additional support, the council has been working to support vulnerable residents to get the care they need in their own homes, including investment in home adaptations.

Commitment: 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

Promoting independence in people's own homes

With its ambition for 'connected communities and better lives', the council's adult social care team continues to promote prevention and community-based solutions to support people to live independently for as long as possible. As of September 2025, the council is supporting 3,509 vulnerable residents to live at home, exceeding the original target of 3,000, and this figure is expected to reach 3,712 by the end of March.

Home adaptations

The council has also committed £20million to spend on home adaptations, including in council and private homes. £16.39million has been invested as of the end of the second quarter in 2025/26, with £21million allocated by the end of March 2026. Any unspent money will be rolled over into the next financial year. The private sector homes adaptations

are covered by the Disabled Facilities Grant (DFG), which comes from the Better Care Fund. This is a demand-led service and the council is ensuring that the funding is used for the intended purpose once the DFG need is identified by social services and its health partners.

More than 1,600 private homes and 182 council homes have been adapted since 2022. A collaborative project has been set up between the DFG-funded and council homes adaptations team to reduce any backlog of applications, and achieve a seamless and timely access to major adaptations and handypersons services. The council is working to set up a better connection of health, social care and housing services to help older people, and those who have complex needs, or are vulnerable and/or disabled, to live at home safely and independently.

Admissions into permanent residential and nursing care (rate per 100,000 population aged 65+)

Nationally, admissions to residential and nursing care homes for people aged 65 years and over have increased year on year. Admissions in the borough reflect this trend with a rate of 509.9 per 100,000 population in 2024/25 compared with 306.6 in 2021/22. The council, in partnership with service providers and the NHS, has been working to reduce the numbers and is making good progress. Mid-year, the current rate is 150.1 per 100,000 population.

Admissions into permanent residential and nursing care (population aged 18-64)

In the second quarter of 2025/26, there were 17 admissions into permanent residential and nursing care among residents aged 18 to 64 years old, slightly above the target of 14. The rate of admissions was 6.7 per 100,000 population against the target of 6.1. Summer months, with the ending of education, often means a higher level of new admissions in the second quarter compared to the rest of the year. Placement activity for working age adults is an area of growing demand with admissions to residential and nursing care homes rising

across England. Teams are continuing to embed their panel disciplines, high-cost review programmes, and development of housing solutions as part of their service transformation to address this.

Commitment: 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 £100million in the next 4 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

£95.5million of public health grant has been invested since 2022 as of the second quarter of 2025/26 to enable people to live healthy, active and independent lives. The council is expecting to exceed our commitment by the end of the financial year with a final spend figure of £110.5million.

Health and wellbeing strategy

Several factors impact people's health and wellbeing, including access to green spaces, education, where you live, quality employment, community connections, and poverty. They are sometimes referred to as the building blocks of health and wellbeing. The council's activities, services and programmes impact on many of these factors, which in turn have an impact on people's quality of life. Consequently, the council has developed a comprehensive strategy, with a strong focus on inequalities, to create a thriving borough for our residents.

In 2022/23, the council carried out a comprehensive consultation and engagement exercise led by Ealing's Health and Wellbeing Board (HWB) to inform the development of the strategy and understand what is important to people's health and wellbeing. Our [Health and Wellbeing strategy 2023-2028](#) was published in spring 2023, and the first year focused on setting up the resources and structures to ensure that the council works with communities in a meaningful way. In July 2023, research partners, the Institute of Development Studies, helped us facilitate



a workshop with 19 community leaders to co-design an inclusive, accountable, and sustainable action plan for the strategy. That year the council also recruited a council officer to lead on this programme of work. The council has also engaged with residents to ensure the health and wellbeing strategy meets the needs of this diverse borough, including setting up new partnership boards and resident forums. In autumn 2024, the council published an [update on year 1 of the Health and Wellbeing strategy delivery](#), and our year 2 report is due to be published in spring 2026.

Health of the Borough annual reports

The council has committed to publish an annual Health of the Borough report to provide a summary of how council teams have contributed to improving the health and wellbeing of residents in our 7 towns. The council has published 3 Health of the Borough reports to date, with tackling inequality being a strong theme across the reports. The 2024-25 Health of the Borough report has been published as a [digital magazine](#). It is the first time this annual report has been published in this format, helping residents and organisations explore the wide range of activities aimed at improving health and wellbeing, and reduce inequality in a more engaging and interactive way.

Ealing health inequalities dashboard

The council has developed the [Ealing health inequalities dashboard](#), a simple and interactive online tool that provides access to timely, specific information. It shows a wide range of health inequalities data which can be used as evidence to campaign for change and improve health and wellbeing. The dashboard includes data on different health conditions, such as diabetes, depression, hypertension and multiple other indicators. It also covers a range of social, economic and environmental factors that affect our health and wellbeing throughout our lives, including figures on unemployment, household income and crime. Data related to service access includes hospital admissions and waiting times. Results can be filtered by age, sex, ethnicity and geographical location.

Lessons learned from the COVID-19 pandemic

The council is a member of [Ealing Health and Wellbeing Board](#) which represents community and voluntary sector organisations working in health and social care. During 2023/24 the board carried out a review of the lessons learned from the COVID-19 pandemic, and how lessons were being acted on. The review led to several recommendations, including: developing a pack of practical information and plans for any future emergency response; providing localised and borough-wide approaches informed by community views and experiences; and helping upskill teams and communities to support emergencies. The recommendations from this review are supporting our work to tackle health inequalities through improvements to our preparation for and response to emergencies. The implementation of these recommendations was intentional through joint work across the Borough-Based Partnership (BBP) and the alignment of recommendations with the health & wellbeing strategy, as well as via a joint, strategic approach to allocation of funding. An [annual progress update](#) was presented at Health and Wellbeing Board earlier in 2025 with the detailed update against each recommendation provided as [an appendix](#).

Health inequalities funding projects

Several projects and programmes aiming to reduce health inequalities have been funded by the NHS health inequalities transformation funding (HITF). This fund has been available since 2022 to be used by the integrated care system (ICS) for strengthening and accelerating the development of strategic capabilities to identify, understand, and tackle health inequalities. Examples of the work undertaken include:

- A food project officer funded within the child weight management service to improve access to nutritious food for low income families, and promote being 'sugar smart'.
- A member of staff funded to work with early years settings in the 20% most deprived areas to provide support and take

a broad approach to preparing children for starting school.

- Staff in early years settings in the most deprived areas have received training on earlier identification of those who need support with speech and language.
- An initiative to proactively call vulnerable residents to inform them of different types of support, and to undertake a wellness check, with 438 people contacted by phone in 2023.

In other work, 10 cooking classes for residents of an asylum seeker hotel took place, recognising a need for those who do not have access to cooking facilities. Attendees have learnt how to prepare low-cost nutritious and culturally appropriate recipes, and share this food at a sit-down meal after the cooking session. Benefits to mental wellbeing have been shown, and some attendees have completed food hygiene training which can be used to apply for jobs once they are able to do so. There have been more than 60 attendees at the most recent sessions, with a 90% satisfaction rate, and 80% of participants feeling more socially included and valued. 85% reported improved nutrition knowledge.

The Ealing Roots and Wings programme was funded by the Healthcare Interpretations Task Force. 10 black-led community organisations received £5,000 in funding to support their projects, and a leader from the organisation undertook training so they can better understand their community's needs. Learning from this programme has been shared back to staff across the Borough-Based Partnership at an event in October 2025, along with the next steps about how to embed learning into decision making.

The Healthy Ealing team was set up in 2025, with a responsibility to deliver targeted health outreach work to those from vulnerable communities in a culturally appropriate manner. In 2024, an inequalities fund from the public health grant was used to fund 6 projects, including work undertaken by the council's trading standards team to tackle the sales of vapes under-18s, and the sale of illicit tobacco (in 2024, 61,120 non-duty paid cigarettes

and 1,273 vapes were seized); developing an alcohol partnership group; carrying out oral health promotion and outreach for children; building capacity and funding to voluntary and community organisations; implementing the 121,000 Creative Minds to support mental health in young people; and working with 5 community organisations to develop culturally appropriate materials to promote '5 ways to wellbeing' to different communities.

Health Determinants Research Collaboration

Following a competitive application round, the council was awarded £5million of funding over 5 years from the National Institute of Health and Care Research (NIHR), to become a [Health Determinants Research Collaboration](#) (HDRC). The programme (1 of 4 in London and 1 of 30 in the country) aims to build sustainable research capacity in local government, alongside academic and community partners, to better understand and address deep-rooted inequalities in the building blocks of health such as housing, employment and education.

The HDRC was started in January 2024, and the first phase has focused on building relationships and a collective vision among partners; setting up foundational structures and processes, including recruiting new roles, establishing governance and legal partnership agreements with collaboration partners; and starting to introduce the concepts of applied research in the council. There are 6 workstreams in areas including data linkage, community research and training and capacity building.

Key achievements to date include a comprehensive baseline assessment of the current culture of evidence use in the council; progress towards linking children's social care and education data with NHS data; 22 community researchers being trained in systemic participatory action research, working with the Institute of Development Studies (IDS); and a training and capacity-building strategy and delivery plan launched at the end of 2025. The HDRC is beginning to influence council culture and practice, with early but meaningful signs of change.



There is growing recognition of the value of research and learning within the council. The HDRC team is supporting the development of the council plan, in particular by embedding existing qualitative insights from residents and supporting the development of an evaluation framework. The council is exploring further funding opportunities and working to identify and engage council teams interested in co-developing research proposals.

As well as our community research workstream, community perspectives are embedded through our VCS partners that are part of this work.

The council has developed a robust and participatory approach to measuring and understanding the HDRC's impact, both within the programme and in its contribution to wider council objectives around health inequalities.

Commitment: Continue to defend Ealing hospital and 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

Since 2022, the council has carried out several successful campaigns in support of Ealing hospital and continues to defend it. These include keeping the hospital and its A&E open, preventing the closures of acute services, and addressing waiting list times. More recently, the council contributed to the government's review of the NHS in preparation for the new 10-year plan which addresses several themes including reducing waiting times for planned surgeries and procedures.

The council continues to champion the national agenda to reform and strengthen neighbourhood services in health and social care, focusing on providing care closer to home, increasing prevention, and using digital technology.

Commitment: 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

The council has developed a new service model for hospital discharge to ensure people don't have to spend longer than necessary in hospital, and can recover quickly and effectively at home. These services, known as bridging or reablement services, are well established across all 10 hospital sites in north west London. A mental health social worker was also employed with funding from the integrated care board to support hospital discharge pathways for patients. The most recent shared performance data, published in October 2025, showed our borough had the best performance in north west London across all social care led discharge pathways.

During the first 6 months of 2025, 508 residents regained their independence as a result of reablement services and did not require long term social care support. This is in line with our targets, and provided a saving of £1.2million. The reablement service for people who live in the borough has been adopted across hospitals in north west London, our advice and referral centre, and rapid response and home first teams. This has led to 80% more residents regaining independence.

The council continues to explore reablement pathways for people with learning disabilities or mental health concerns, and looking at how technology could assist people in their recovery.

Commitment: 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

The council has long campaigned to the government for a long-term settlement for a national care service. The government has published key policy documents outlining its plans to reform health and social care for

a changing population with different, and increasingly complex, health needs. The documents include the [NHS Ten Year Plan](#), [Fair Funding Review 2.0](#), and [Better Care Fund policy framework 2025 to 2026, March 2025](#). The UK government carried out comprehensive consultation in the development of these documents so that local authorities, members of the public and organisations working in this area could provide feedback and shape policy recommendations.

The council contributed to the [London Council's Funding reforms briefing August 2025](#) response to the fair funding review 2.0. The London Councils response aimed to ensure the government's proposals distribute funding to local authorities fairly and efficiently, based on the need for local services. The council also supported [Ealing Reclaim Social Care Action Group \(ERSCAG\)](#) which campaigns for the improvement of social care in the borough.

A long-term settlement has now been agreed for the care sector, and the council continues to engage with the funding review. It is also making representations on how the new funding formula adequately reflects local demand. Over the next few months, the council is preparing its response to the NHS reorganisation to ensure that local healthcare commissioning is properly integrated with social care. The impacts and opportunities arising from the role of the [Health and Wellbeing board](#) for social care are also being strengthened.

Commitment: Tackle race inequality in our borough and launch the independent citizens' tribunal to hold the council, police and other organisations accountable for the promises we make to end it

The council is committed to addressing racial inequality across the borough. Ealing Race Equality Commission (REC) was set up to investigate and challenge racism that exists in our services and partner institutions. In 2022, following the recommendations of the [commission's report](#), the council developed and published an [action plan](#) which set out commitments for the council and its partners.

The action plan covers the 6 REC priority areas: health, education, participatory democracy, policing, income and employment, and housing.

It was endorsed by the Local Strategic Partnership and agreed by the council's cabinet in November 2022. Since then the council has made significant progress in several areas.

Citizens' Tribunal

A key council priority has been to ensure our work on race equality is shaped by residents and subject to independent scrutiny. Following the recommendations of the REC, established in 2021, the council created the Citizens' Tribunal in 2023/24 as an independent body to hold the council and partners to account for delivering on the commission's commitments.

The tribunal, made up of residents with a wide range of lived experience and expertise, provides real challenge, guidance and oversight across the 6 REC priority areas. Working through 6 sub-groups aligned to these priorities, tribunal members collaborate closely with council officers and partners to review progress, strengthen transparency and ensure our actions are genuinely community-led.

Since its formation, the tribunal has become firmly established as an integral part of our governance and accountability. Its work has helped to deepen trust between the council and local communities, ensuring that the voices of residents most affected by inequality are at the centre of how the council plans, deliver and evaluate our services. Public meetings and subgroup sessions have created open spaces for dialogue and shared problem-solving, driving continuous improvement across key areas such as education, health and policing.

The council is now moving into a stage of embedding the tribunal's role within the council's wider equalities work. A new recruitment campaign is under way to appoint 3 to 5 additional members, ensuring that the tribunal remains diverse, representative and well-resourced for the future. This next phase will focus on strengthening collaboration between the tribunal, the council and its partners, improving data sharing and impact

tracking, and making the tribunal's oversight a routine part of how the council performs against its race equality commitments. As a critical friend to the council, the Citizens' Tribunal works to build a fairer, more inclusive borough, one where accountability, transparency and the voice of residents remain at the heart of our approach to tackling inequality.

Policing, health and housing

Over the past few years, the council has hosted a series of [public meetings](#) on key areas including health, education, housing and policing. These sessions provide residents with the opportunity to hear directly from council officers and partners, while giving Citizens' Tribunal members a platform to share updates, scrutiny findings and feedback on progress against the REC demands.

The health public meeting, held in March 2023, brought together council officers, NHS partners and community representatives to present evidence of actions taken to address health inequalities. These included targeted public health initiatives, improved data sharing, and strengthened partnerships across local services. Additional public meetings are planned for housing and policing priorities allowing additional time for the tribunal to review progress, assess the impact of new initiatives, and ensure that these discussions remain responsive to community needs. Significant progress has been made in both areas — from advancing fair access to housing to improving trust and transparency in local policing.

The council remains committed to embedding race equality within all areas of policy and service delivery. The portfolio holder for healthy, equal lives is working closely with councillors and partners to champion this work and ensure that lessons and commitments from the REC and Citizens' Tribunal continue to shape long-term, systemic change across the borough.

Education improvements

Schools in the borough have made notable

progress. Under the Ealing Learning Partnership (ELP) race-equity programme, 100% of schools now deliver training on racial literacy and unconscious bias, ensuring staff are better equipped to identify and address disparity. Engagement with parents of black Caribbean and Somali pupils has strengthened, and schools now set clear, monitored targets for those groups to raise aspirations and outcomes in line with all cohorts. All schools are now mandated to appoint a diversity, equity & inclusion (DEI) champion and a designated race equality lead, embedding accountability and leadership at the heart of school governance. Schools have introduced systems to challenge leadership on disproportionality in exclusions and attainment. The gap in Key Stage 2 outcomes for black Caribbean pupils has narrowed in recent years. In summer 2022, the attainment gap for these pupils was 21.6 percentage points (44.9% compared to a borough average of 66.5%). In summer 2024, this attainment gap was as low as 12.2 (57.7% to 69.9%). Last year, summer 2025, the gap was 17.8% (51.0% to 68.8%). It is important to acknowledge that each Year 6 cohort of pupils from black Caribbean descent is around size 200, and that varying levels of factors such as SEND and deprivation are highly influential on outcomes. Despite this, the council continues to set ambitious targets with regards to educational attainment of this group.

Monitoring and evaluation

An evaluation report assessing progress against the REC's demands was presented to cabinet in November 2024. The report highlighted significant progress across the commission's 6 priority areas: education, health, participatory democracy, policing, income and employment, and housing. [A shortened 'Two Years On' impact report](#) was subsequently published and launched at an event in December 2024, recognising the valuable contributions of the Citizens' Tribunal, the lessons learned, and the progress achieved to date, while also acknowledging the areas where further work is needed. Detailed data and analysis on progress against each REC

priority is set out in the [Cabinet report: Ealing Race Equality Commission \(REC\) Progress Report – October 2024](#) and the [REC Impact and Evaluation Report 2025](#), which together provide a comprehensive picture of the borough's continuing journey toward race equality.

Current position

As of October 2025, the Citizens' Tribunal has successfully recruited 3 new members, bringing total membership to 12 residents. This expansion strengthens the tribunal's diversity, representation, and capacity to provide robust oversight across all REC priority areas. Recruitment efforts remain ongoing to ensure the tribunal continues to reflect the borough's communities and has the resources needed to embed its role fully within the council's governance and decision-making processes. With this strengthened membership, the tribunal is well-placed to continue guiding, scrutinising, and supporting the council in delivering meaningful progress on race equality.

Commitment: Reduce the inequalities faced by people and communities who face continued discrimination and inequality

The council has made significant progress in key areas including health (as described in earlier sections), education, race equality, and community engagement. These initiatives help to address systemic inequalities, improve outcomes for marginalised groups and people who experience discrimination, and ensure that public services are inclusive, representative, and responsive to community needs.

Inclusive community engagement

Extensive and inclusive engagement and consultation has been carried out to help our ambition to reduce the inequalities and discrimination faced by people and communities. Nearly 1,000 residents participated in borough-wide engagement, as 'Your Voice, Your Town' (YVYT) aimed at increasing local involvement in decision making about the places where people live. YVYT 'drop-in' events were held across early 2024 in

each of the borough's 7 towns with residents, faith groups, voluntary sector community organisations, and other stakeholders. These events helped us develop a plan for improvement in community engagement, including under-represented communities and those who experience barriers to engagement.

During 2023/24, the council developed the Ealing for Everyone pledge to ensure that all public spaces, businesses, and services are welcoming and accessible to all. A team was set up to develop the pledge, reflecting expertise in physical, mental, learning and sensory disabilities. The team included representatives from Deaf Plus, Ealing Parent and Carer Forum, GOSAD, Mencap, MIND, the wheelchair users group and other services.

Another community initiative is a borough-wide Faith Forum aimed at addressing the inequalities that communities in the borough face through ongoing discrimination. The forum initially focused on education and social justice, health and wellbeing, support and empowerment, and environment. In November 2023, a total of 22 faith organisations representing Christianity, Hinduism, Islam, Judaism, and Sikhism came together to discuss the situation in the Middle East and how it increased the local community tension for residents from different religious backgrounds. The goal was to provide reassurance, evaluate risk, and respond to hate crime and other issues raised by religious leaders.

Forum members continue to work alongside the safer communities team, in partnership with fire and police services, to support safer communities and respond to hate crime. In September 2025, a neighbourly faith fair was organised bringing council and partner organisations whose services align with the issues raised by faith leaders, including parking, highways, climate change, and drug/alcohol dependency. This approach proved successful with the faith communities giving positive feedback about having a space where they could connect with each other, and at the same time make their own connections with other services and support.

Race equality in education programme

Significant progress has been made against the 5 leadership pledges set out in the [Education Race Equality Plan 2022 – 2026](#). Over the last 2 academic years (2023/24 and 2024/25), 92% of schools (87) have engaged with the Race Equality in Education programme, exceeding the target of 85%. More than 350 staff from schools have participated through conferences, training, networks, along with receiving bespoke support. Meanwhile, 25 schools (17 primary schools, 6 high schools and 2 special schools) have established race equality parent forums, well above the original target of 15 schools by July 2025.

89% of schools have adapted their curriculum to make it more inclusive. And 60 black and Asian leaders have received bespoke coaching to support progression into senior leadership roles. Governors from 24 schools (25%) have engaged in the Ealing Learning Partnership centrally organised race equality training and networks during the academic year 2024-25. A governor and race equality lead conference took place in October 2025 to increase engagement and support of governors in their strategic role. The annual race equality in schools survey found that 56% of schools have an anti-racist policy and 77% have race equality priorities within their school development plan. A new anti-racism video training resource is being developed for governing bodies. This will be piloted in the spring term before being made available to all schools, with the aim of increasing engagement and reaching more governors. New inclusive retention training is also added to the 2025/26 programme.

In regard to pupil outcomes, there have been some improvements but also setbacks, with more focus required to close the attainment gap for key groups of pupils. In 2025, the percentage of black Caribbean pupils achieving expected standards in reading, writing, and maths at Key Stage 2 was 51%. This is an increase of 6.1 percentage points on the 2022 figure (44.9%). However, it is still below the borough average of 68.8%. At Key Stage 4, the proportion of black Caribbean pupils achieving



grades 9-5 in English and Maths was 32.2%, down from 41.9% in 2022, and also below the borough average of 56.5%. The drop in figures reflects nationwide trends, however and the council will continue to challenge to schools on the attainment of their black Caribbean pupils.

Commitment: Invest £15million alongside the NHS in drug and alcohol treatment services, ensuring people have the support they need in the community to make positive changes in their lives

As of the second quarter of 2025/26, the council has invested £24million since 2022 alongside the NHS on drug and alcohol treatment services in the borough, above the initial target of £15 million. This figure is expected to reach £30.2million by March 2026. The funding has helped towards improvements in infrastructure, resources, and staffing. The council received additional grant funding to deliver drug and alcohol treatment services for rough sleepers, and to rebuild the treatment system to meet requirements of the national drug strategy. This included a major recruitment drive to reinstate the clinical capacity in the system, rebuild the psychology offer, and increase the number of nurses and the number of doctors working within RISE. The money also helped to bolster the young people's service, EASY, with its own dedicated manager and additional staff.

The numbers of people coming into treatment has doubled overall. The treatment system is now focusing work on increasing performance across a range of targets that measure the quality of the treatment system. The increased budget and additional staff has increased the system's capacity, resulting in reduced caseloads so the service can now improve treatment outcomes and improve progress during the course of treatment journeys. Work is under way to ensure that any disruption caused by the 2 relocations taking place in late 2025/26 is minimised, and the service will be strengthened once the new premises are established, and staff and service users have adapted to the new sites.

The treatment service has been methodically

working through the recommendations from the joint strategic needs assessment on drugs and alcohol. Recent work has involved using additional recurrent money from the public health grant to develop a dedicated service for LGBTQIA+ residents who are experiencing issues with chemsex – the use of a group of drugs to increase sexual pleasure. This has involved developing work with the local sexual health service; establishing a pathway with the London Ambulance service so any Ealing residents brought to hospital with a suspected chemsex related overdose can be linked up with the specialist worker; and strengthening current RISE work in the mental health treatment system to ensure any chemsex related drug induced psychosis is referred to the specialist worker.

The treatment service is currently developing pathways and partnerships through the employment of a senior older people's worker to strengthen the treatment offer for this vulnerable and cohort, who are often resistant to treatment. This work links in with RISE's family and carer worker, a new initiative to improve specialist support for those supporting a loved one with their recovery journey.





Appendix 4

A fairer start

Commitment: Introduce 'Ealing: It Takes a Town,' bringing the entire borough together and building 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

Expanding social, cultural, and learning opportunities for children and young people

We aim to bring the entire borough together and ensure that every child from whatever background has a chance to expand their horizons and experience new social, cultural, and learning opportunities. As part of this undertaking, the Cultural Education Partnership (CEP) was established where the council and other strategic partners could work together to improve cultural education for children and young people. The CEP has led to several successful initiatives and achievements over the last 4 years.

In January 2023, the CEP published The Ealing Schools Arts Charter, which has been used by schools as a basis for their arts policy or to enhance their existing arts policies. More than 20 schools signed up to the charter, with mentoring support provided. Working in partnership with the Young Ealing Foundation, the CEP set up a digital directory which promotes arts and culture activities and resources for young people living in the borough.

Since 2022, we have expanded the diversity of festivals and events, including the successful New Gen youth festival in Walpole Park. To increase music making opportunities and improve the demographics of participation, around 1,400 pupils from schools across the borough have had the opportunity to perform at events such 'Ealing Together: Diversity in Harmony' at the Royal Albert Hall, in partnership with the Ealing Symphony

Orchestra.

The council has continued to support Ealing Children's University which started in 2020 with funding from the John Lyon's Charity. The Children's University aims to increase access to cultural, arts and careers-related activities for children aged between 7 and 11 years old living in Northolt and Greenford, giving them the opportunity to visit universities and museums and help with volunteer projects. And 700 pupils from 7 schools benefited from the programme in the last academic year.

Over 4,000 children with SEND and/or eligible for Free School Meals benefit annually from our Holidays, Activities and Food programme during the Easter, Summer and Christmas school holidays. Feedback is extremely positive, including 90% of parents/carers reporting that their children learned new skills and took part in physical activity.

The council monitors the percentage of 16–17 year-olds not in education, employment or training (NEET), recognising that this may have a long-term impact on future education, learning and employment. Since 2022/23, the proportion of this cohort who are NEET has been consistently lower than London and national averages.

Improved Early Help offer

Our early help offer for residents aims to provide early support to children, young people, their families and carers via our Early Help provision, children centres, community services and nurseries, with a focus on increasing social connection. We identified that our current offer meant that families in the borough who could benefit from Early Help services often were not accessing them, meaning that problems were being escalated, and children were entering the social care system when it could have been avoided. To make our Early Help more accessible, flexible and tailored to family's needs, we set up a

working group with partners and the voluntary and community sector so that a wide range of viewpoints could be shared, along with examples of best practice. This formed part of the wider council review of how children's services are organised across the borough and included consultation and input from engagement forums to gather resident's views on improving children's services.

We think that we could do things differently to make sure that local families can access the right services, at the right time, in the right place. Much of the support that families depend on is informal, provided through family, friends, community relationships, and universal services. We see it as our responsibility as a council to ensure that our services are structured in a way that builds community capacity and strengthens the provision of informal support. Our new Early Help offer will create a more flexible and responsive service that is personalised to each of our 7 towns. This includes refreshing our children's centre network to use more community sites such as schools, community centres, youth hubs, nurseries, outdoors or peoples home. The Early Help system is therefore not a single service. It is a network of services, processes and interactions that aim to help children, young people and families at the earliest opportunity. Services are continuing to engage and work with residents who use these so they can shape them and meet their needs.

This collaborative, community and partnership approach led towards the adoption of our Improved Early Help Strategy 2025-2028 in July 2025. The strategy made several recommendations to ensure all our communities, including those who were previously underserved, would be able to benefit from a strong and well-developed service access. This included recommendations to maintain 15 existing children centres, repurpose 8 others and formalise 2 more as nurseries. The council is now progressing implementation of our Early Help Strategy with partners.

In partnership with the Early Start service, and working with families and NHS and community

partners, we have created the Ealing Early Start website. This website acts as a useful hub of information for families and carers, from pregnancy to children up to 5 years old, ensuring they can access the information they need about early years services in an accessible way.

Holiday Activities and Food Programme

The Holiday Activities and Food Programme (HAF) has been running successfully over the last 4 years, with more than 4,000 children benefitting each year. Throughout spring, summer and winter school holidays, we have provided enriching activities and nutritious food, supporting children in receipt of free school meals, and other targeted groups of children. Since 2022, the number of providers and venues delivering a HAF programme each holiday has increased year on year, ensuring there are more activities and locations for families to choose from closer to their home.

The HAF programme has been a great success, with the numbers of children benefitting increasing each year from 4,198 in 2022 to 4,268 in 2024 (finalised 2025 figures unavailable at the time of this report). On average, 24% of children taking up the scheme have special educational needs or disabilities (SEND). Between 2022-2024 nearly 93,000 nutritious meals were provided to families across the sessions. An additional 23,000 meals in surplus food were also distributed in partnership with our partner the Felix Foundation during 2022/23 and 2023/24. Parents and carers have fed back on the benefits of the HAF, for example reporting that 90% of children learned new skills and took part in physical activity each day, and 66% of children learned about nutrition and healthy choices and tried new foods.

Promotion of the programme and the Free School Meal eligibility criteria has contributed to an increase in eligible children each year, as additional families have signed up to access free school meals – from 11,643 eligible pupils in 2022 to 14,946 in 2025. We have also targeted particular groups who are less likely to sign up, for example, in partnership





with Bollo Brook Youth Centre in Acton and the community at Bashley Road Traveller site. Bashley Road is surrounded by building sites and there are no parks, playgrounds, or open spaces within walking distance. Most residents are eligible for HAF but tended not to access programmes. Families were given support on applying for funding and accessing services.

Commitment: Provide a new 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

Young Adults Centre

The Young Adults Centre (YAC) in Southall was reopened in January 2025 after a £2million pound renovation. Young people played a pivotal role in shaping the design of the centre, ensuring it met their needs. It now contains a gym, a training kitchen, an ICT and craft space, and has improved lighting, ventilation and accessibility. In October 2025 the centre won the Full Design Award at the Ealing Sivic Society Annual Awards 2025 – the highest honour the society gives. The award plaque and certificate are now displayed in the reception area, making it a place the whole community is proud of.

The YAC compliments the 3 other young adults' centres provided by the council's youth service namely, Acton Neighbourhood youth project, Bollo Book youth centre, and West Side young people's centre. As of September 2025 there were a total of 9,814 attendances to the youth centres this year. We exceeded our target of 300 young people receiving specialist support, with 1,615 young people who have received specialist support since 2022, and we expect this figure to reach 2,000 by end of March 2026. The reopening of YAC will extend our reach to previously underserved communities.

Council teams involved in the development of the YAC enjoyed working with young people

(many of whom were from underrepresented groups), and it led to tailored features in the centre being built, such as the multi-use games area.

Commitment: 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-school clubs to ensure every child is supported

Educational attainment

Ealing remains one of the top performing boroughs in the country for educational attainment. Key stages 2 and 4 attainment rates are consistently above London and national averages; disadvantaged pupils outperform national averages by 15 percentage points.

Key stage 2 refers to pupils aged between 7 and 11 years old. Our educational outcomes for reading, writing and maths at Key Stage 2 have increased steadily each year since 2022, and are above London and national averages – from 66.5% of pupils achieved the expected standard in reading, writing and maths in 2022, to 69.9% in 2024. The figure for summer 2025 was 68.8%, slightly below our ambitious target of 70% but still significantly above the national average.

Key stage 4 (KS4) refers to pupils aged between 14 and 16 years old in years 10 and 11. Most children take GCSEs or other national qualifications in Year 11. Our educational outcomes for pupils achieving levels 5 and above in English and maths at Key Stage 4 have fluctuated since 2021 (between 56.9% and 61.4%) but are consistently significantly above the national average. Data for summer 2025 indicates that the Key Stage 4 English and maths attainment rate for the borough's pupils is 56.5%, more than 11 percentage points above the national average of 45.2%. It is important to note that national attainment for Key Stage 4 has not risen since 2021 due to grading revisions.

In addition to improving educational attainment to children overall, we have sought to improve

the attainment of disadvantaged pupils. The percentage of disadvantaged pupils aged 7-11 years old achieving the expected standard in reading, writing and maths at Key Stage 2, has increased year on year, from 52.3% in 2021 to 60.7% in 2024. The data from 2025 showed sustained performance at 61.1%, and our disadvantaged pupils outperformed the national average by 16 percentage points. The percentage of disadvantaged pupils achieving Levels 5 and above in English and maths at Key Stage 4 slightly decreased since 2021, however this reflects the national trend and our disadvantaged pupils are performing above both the corresponding London and national average. Performance was at 43% in 2025, slightly below 43.9% in 2021 and above our target of 42%. By comparison, the 2025 national figure was just 26%.

The attainment of black Caribbean pupils continues to be below the average for the borough at key stages 2 and 4 and we will continue to provide robust challenge and support to schools to improve these outcomes. In 2025, the percentage of black Caribbean pupils achieving expected standards in reading, writing, and maths at Key Stage 2 was 51%. This is an increase of 6.1 percentage points on the 2022 figure (44.9%), however, it is still below the borough average of 68.8%. At Key Stage 4, the proportion of black Caribbean pupils achieving grades 9-5 in English and maths was 32.2%, down from 41.9% in 2022. Although this is significantly below the borough average (56.5%), and down 2.7 percentage points on the corresponding 2022 figure, it is important to note that, nationally, for all pupil groups, GCSE outcomes have come down slightly since 2022 because of the grade inflation caused by the COVID-19 pandemic.

The drop in figures reflects nationwide trends. However, we must – and will – continue to provide challenge to schools in relation to attainment of black Caribbean pupils. Most secondary schools have a race equality staff member who will focus on outcomes, attendance and mental health of this group, and this area is also an integral part of the headteacher performance management. The



council's link officer visits high schools to investigate support available, and we also hold network meetings with senior staff to share good practice and collaborate on how to close academic gaps between black Caribbean pupils and their peers.

Breakfast and after-school clubs

The council has been working with primary and secondary schools on breakfast and after-school clubs, also known as 'wraparound care', with schools submitting expressions of interest and funding being allocated. Breakfast clubs and after-school clubs are designed to break down barriers to opportunity, as well as tackle the impact of child poverty. The new national childcare offer to working parents (of 30 hours' free care per week) has been in demand, with 1,578 codes issued to families that are eligible. There is sufficient childcare in the borough to meet current demand and an extensive network of more than 100 childminders. Schools are being provided with business support to assess the needs of their school and how they can access this funding and support more families.

Hobayne Primary School has extended what it offers before and after school, creating 40 new spaces. Meanwhile, 4 further projects have been funded at other schools with the creation of 134 places in areas where there is high demand. Another 130 places via private companies were due to become available in January 2026.

Commitment: Ensure every child in the borough 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

Access to good schools in the borough

The council aims to make sure all children and young people get the best start in life. This includes excellent educational outcomes, access to a good school, and support available in their education, especially for those who

are disadvantaged. Ofsted has rated 97% of the borough's primary schools and 100% of secondary schools Good or Outstanding. Our school effectiveness team offers a range of support and leadership to schools and academies, providing tailored help to schools or nurseries that require improvement, as well as helping all schools with their ongoing activities. Networks and forums also help staff to share learning experiences and best practice.

The council is supporting schools to respond to the new Ofsted inspection model, including the Ofsted report cards, with training and briefing for school staff.

We have successfully been working with schools across the borough to improve school attendance rates. A successful Department for Education visit in 2023 reported that the council had made 'excellent' progress in meeting new local authority expectations in this area. Over the last 4 years, primary school attendance in the borough has been consistently higher than the London and national averages. In the academic year 2024/25, the primary school attendance rate was 94.7%, slightly above the London average (94.66%) and that of our statistical neighbours (94.6%) but remains just below the national average (94.77%). Halfway through the 2025/26 academic year, the borough's figures stood at 94.7%.

In the academic year 2024/25, attendance rates for the borough's secondary schools was 92.3%, slightly below the London average (92.66%) and that of our statistical neighbours (92.69%), but remained above the national average (91.48%). Performance halfway through the 2025/26 academic year remained consistent with last year, at 92.3%. We have identified the schools that will require additional focus and support next year. Additionally, a change in Department for Education's processes means that where schools have used online learning, this is now counted as absence for statistical purposes. Some schools have had Year 11 pupils on this type of learning because it was considered in the best interest of the child, which impacted on overall attendance levels.



The council has invested more than £50million in schools to improve facilities and accommodation, including improved energy efficiency, benefitting children at more than 30 schools across around 40 projects each year. Several of these projects included significant expansion of school places for children with additional needs.

Special educational needs places

In 2022, the council committed to create 70 special educational needs (SEN) places for children and young people in the local community by 2026. We have exceeded this commitment, having provided 200 SEN spaces over 4 years, with more than 30 places during 2025/26. SEN places were created at special schools in the borough and specialist resourced provisions (SRPs) in mainstream schools in Acton, Ealing, Greenford, Hanwell, Northolt and Southall. Special educational needs and disability officers, funded by the council, have attended parent walk-and-talks events, listening to families and carers, so that the challenges and experiences can be shared with colleagues to inform strategy planning. We have also expanded our youth service to enable more young people to access the specialist support they need.

Commitment: Extend our support for children and young people with additional educational 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

Additional needs, special educational needs and disabilities, and inclusion strategy

The council published an Ealing Additional Needs, SEND and Inclusion Strategy 2023-2027 in April 2023, with a young people's group set up to help bring the strategy to life. Since then, 12 actions in the 4-year strategy have seen completion or significant progress.

We are now focusing on evaluation of the strategy and drafting our 2027-2030 strategy, alongside associated action plans for the 4

key priority areas, factoring in learning from the Local Government Association (LGA) peer review carried out in 2025. Additional partnership boards and plans will look to build on the work achieved so far.

Through Ealing Learning Partnership, 12 schools were involved in a pilot scheme exploring best practice in 2023/24 for children with additional needs. It carried out case studies with therapists and developed a peer-to-peer school review.

In September 2025, Ofsted and the Care Quality Commission (CQC) carried out their inspection of local area arrangements for children and young people with SEND. The council received positive feedback, with inspectors noting staff demonstrated a strong collaborative ethos with overarching principles of dedication, compassion, and commitment. Inspectors also said that a thoughtful, child-centred approach to planning and support was particularly noteworthy.

Service provision for children and young people with additional education needs

The council has implemented several approaches to expand services for children and young people with additional education needs. Targeted youth workers continue to provide bespoke, one-to-one support to vulnerable children. In 2024/25, there were 414 engagements with children – which was a significant increase from 2023/24 and highlights the demand for the service. We have set up a specialist schools working group alongside school headteachers to explore how we can further increase specialist support and are working with the teams at our Additionally Resourced Provisions (ARPs) to identify needs and allocation of resource. Regular meetings with parents have improved communication between the council and families.

We have provided extra funding and support for nurseries and childminders looking after children with additional needs, through 2 main avenues: the early years' special educational needs and disabilities inclusion funding (SENIF), and Disability Access Fund (DAF). SENIF has been designed to support children in

their care, so that the setting can be enhanced and support staff developing best practice. The funding also helps put strategies into action to support individual children's needs and learning. Early years providers can apply for DAF, if a child is aged between aged 9 months to 4 years old and receives Disability Living Allowance (DLA). Promotion of both grants is under way, including promoting DAF at local network meetings and outreach events.

Demand for education, health and care (EHC) needs assessment and plans continues to rise at a significant pace, which has created backlog pressures across the service. The number of EHC applications have increased by roughly 50% in the last 5 years, and it has become challenging to keep pace with demand. The council also faced challenges because of national shortages of educational psychologists and delays in receiving health information from NHS partners. These issues are consistent with national trends and there is a wider recognition of focus on prevention in this area to manage demand, which the council also works to embed. The service has also reviewed its reporting practices with statutory Department for Education (DfE) processes to ensure that the correct metric is used to measure performance in this area, which contributed to a reduction in figures.

Our EHC plan timeliness has improved, with targeted investment to address backlogs. Collaboration with educational psychologists has improved through regular meetings, enabling better workload management and faster assessments. Case tracking systems help quickly identify unallocated cases, allowing earlier intervention and preventing administrative delays. Additional decision-making panels now review EHC needs assessment requests more often, resulting in shorter wait times for families and consistent compliance with statutory deadlines. With multiple measures in place and a tight oversight, the council aims to exceed national performance by year end.

Helping children and young people with additional education needs live independent lives

The council has increased the capacity of schools and parents to support children with additional needs access learning, make progress and become independent. This has been achieved through developing a team of SEND parent ambassadors in Southall and Northolt. This was done through a Southall resilience project and John Lyons Securing Success Programme. We also launched the new SEND Family Partnership Award for schools in 2022/23, with 8 schools being involved in the first group.

Along with expanding the Holiday Activities and Food (HAF) programme across borough schools, we have sought to increase SEND-specific provision as part of the HAF programme. In summer 2023, the HAF programme set up the 'Transition' project for pupils who had SEN either diagnosed, or under assessment, and were finding the transition and school environment difficult. The project was carried out in partnership with Alec Reed Academy, and Sporty Zone 22. The school HAF partnerships co-ordinator supported pupils in year 6 who were transitioning to secondary schools that September and Year 7 pupils who had struggled with their transition from primary to secondary school.

In April 2024, work began to develop an area partnership preparation for adulthood (PfA) strategy that centres around the children and young people. We have held a number of PfA meetings and workshops with providers to develop ways in which the strategy could be applied to have real-life impacts. A dedicated parents-only event ensured that parents' views were captured clearly and comprehensively, and this approach will be repeated in February 2026. This work is ongoing but it is anticipated it will be completed in April 2026. This work sits alongside the development of the council's new SEND strategy.



Commitment: Bring the entire borough's community 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 and social networks to lead independent, happy and fulfilled lives as adults

Our pledges to children and young people in or leaving care

Our ambition is that every young person in, or leaving, care can fulfil their dreams and their potential and receive support. In March 2023, we hosted the first Care Summit for young people experiencing care in the borough and staff who support them, where 101 pledges were made to young people. To address these commitments, council teams developed an action plan along with carrying out community engagement and working with children and young people.

We have strong mechanisms in place to hear the voices of children and young people through the Children in Care Council, and the Corporate Parenting Board. For example, young people were actively involved in the co-production of the 'Ealing Cares' app for care leavers and we now have a dedicated nurse for care leavers in response to care leavers identifying this as a need. We commissioned the Mind of My Own (MOMO) application for care leavers in October 2023 and have been embedding this across children's services. MOMO collects the thoughts of young people in real time and gives us a great opportunity to get their feedback to aid our understanding of their identity, wellbeing, and safety and apply this to decision making. Furthermore, a joint piece of work with the West London Alliance, access to resources and leaving care teams resulted in all providers for 16 and 17 year-olds submitting their registrations with Ofsted.

We have completed nearly all of our pledges to care leavers made in 2023, and one of the key achievements was making care leavers a protected characteristic. It is against the law to discriminate against someone because

of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. These are known as the protected characteristics of a person. Care leavers often face multiple barriers and can experience discrimination and, to help tackle this, the council agreed in March 2023 to recognise care experience as a protected characteristic, making us one of the first local authorities to implement this.

Other successes resulting from our pledges to care leavers include the successful Takeover Days in November 2023, October 2024 and November 2025. Young people aged 17-25 spent the day at the council matched with council officers and services where they could bring their own experiences to bear on decisions that were being made. Another positive outcome of the pledges is 30 young people enrolled in the Pathways pre-apprenticeship programme which is aimed at those who find it challenging to sustain employment. A certified Construction Taster Programme for 15 of our young people has just been completed by 2 companies committed to the pledges. The progress from the carers pledges were reviewed at the Care Leaver Takeover day in 2024, which helped add further pledges and help council teams reflect on what has worked well, and what could be improved. The council has now made this an annual event, with our largest number of care leavers to date taking part in November 2025. We will continue to expand opportunities for our care leavers as well as strengthen their active involvement in shaping and developing services.

Supporting care leavers to live independent lives

The council's children's social care team continually strives to achieve stability and continuity for all the children who we look after, with a focus on prevention and fewer children entering care. Social care, fostering support and commissioning teams work in close partnership to source and sustain homes for our children that meet their needs. This is in the context of local and national capacity

challenges in sourcing foster placements and therapeutic residential children's homes where the latter becomes necessary.

We work hard to bring the entire public sector together to ensure that every child in, or leaving, care achieve their potential and lead independent, happy and fulfilled lives as adults. In partnership with the Integrated Care System, we provide care leavers with an NHS Prescription Prepayment Certificate, so they do not need to pay for items prescribed by their GP. The housing pledge to increase options has provided 20 new ringfenced affordable opportunities for care leavers in housing development projects in 2024/25, and the joint work with housing this year has led to an increased number of care leavers moving into their independent tenancies in recent years.

Education, employment and training opportunities for children in care and care leavers

The council's Virtual School for children in care and leaving care promotes the enrichment programme and continues implementing targeted interventions focused on school attendance. We support care leavers to follow the education, employment and training route that is their ambition and, within that, successfully maintain the achievement of higher rates of young people attending university than national cohorts.

Our Horizons Pathways Programme was developed in 2022/23 to guarantee paid placements within the council ringfenced for care leavers. The first cohort of the programme started at the end of the same year, and the programme continues to deliver placements on a rolling basis to support care experienced young people. In addition, the Work Ealing team supported the creation of apprenticeships within the council that were ringfenced for care leavers. In 2024/25, the team also developed an expanded work experience programme for care leavers that complements the Our Horizons Pathways paid placements and other identified programmes.

Halfway through 2025/26, 68.6% of our care leavers aged 17-18 were in EET, which was

above our target of 67.0%. Overall, there has been a drop in performance between year-end figures for 2021/22 (82%) and 2024/25 (63.8%), however this performance was similar to our statistical neighbours and London figures. We have identified a broad range of barriers to EET for this group, including substance misuse, enduring mental health needs, parenthood, custody, victims of extra-familial harm, immigration restrictions and learning needs and we are continuing to work to overcome these. Furthermore, many of these young people have had late entry into care and it can take an extended period to support them back into education.

The proportion of care leavers aged 19-21 who were in EET was 64.1%, above the target of 60%. This figure has remained broadly static during the last 4 years, with 63% in 21/22 and 61.8% at the end of 24/25. Of the cohort who were not in EET, there were groups prevented from work because of their immigration status, or those unable to secure employment because of a disability, or drug or mental health concerns. Several care leavers will be assisted into pre-apprenticeships over the coming months, helping to increase performance in this area. There are allocated personal advisors who meet with young people regularly providing support and advice into EET to ensure they receive the best possible service. The council has consistently been above comparators in helping and supporting care leavers to secure the best outcomes.

We continue to robustly monitor care leavers' activity and concentrated work is ongoing to support them into EET. A working group consisting of representatives of Connexions, Leaving Care and Jobcentre Plus is targeting those who are not in education, training or employment (NEET) in this age group. We are currently working with the Shaw Trust and a neighbouring local authority on a pilot project for care leavers seeking education training and employment. The project uses coaching and resilience building with young people aged between 20 and 25.

Commitment: 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 £1.5million in working with families to prevent those on the edge, falling into care

Reducing the number of children and young people taken into care

We have invested £1.5million in additional preventative services to support families where children or young people are at risk of entering care. We have undertaken several pilots within Children's Social Care to test approaches to this, including the creation of a Family Group Conference (FGC) service and increasing our assessment and intervention service. Moving into 2026/27, grant funding linked to the government's social care reforms and Families First Partnership Programme will allow us to further expand preventative support to families, including offering our FGC offer to more families.

The work we are undertaking to support families and reduce the number of children in care, has led to a marked reduction in the number of children admitted into care since 2021/2022. The number of children in our care has steadily reduced from 345 in 2022 to 269 children at the end of December 2025, our lowest on record and a rate of 33 per 10,000 which is one of the lowest in London. More families are being supported to remain together safely.

We further strengthened the stability, resilience, and knowledge of staff working in children services through a new Social Care Academy. The new academy brings together a range of learning and development opportunities in one place, helping council staff to better connect and collaborate with partners and service users and ensure an efficient, high-quality service. The council's commitment to growing its own workforce is strengthened through local partnerships with West London Alliance, West London Social Work Teaching Partnership, and Royal Holloway, Brunel, and King's College London universities.

Stable homes built on love

Where children do need to be in care, we aim to provide them stable, loving homes. Carers from within their existing family networks are always prioritised where possible and we have increased our assessments and approvals of kinship carers.

Where other foster care is needed, we aim to use our in-house carers wherever possible rather than independent fostering agencies. Several initiatives have been progressed to improve in-house fostering and drive recruitment and retention of foster carers local to the borough, supported through regular engagement with our existing carers. In 2025, we launched an enhanced offer to foster carers, including higher fees, council tax exemptions and free car parking. This new offer, along with enhanced partnership working on regional fostering recruitment in west London, has led to an increase in foster carer assessments in 2025/26. We also have an increased number of respite carers on track to be approved in 2025/26 due to our exciting Weekenders project in collaboration with NOW Foster.

We know that word of mouth and creating informal networks are some of the best ways to attract and retain foster carers. The Fostering Service will also continue to meet with the Ealing Foster Carer Association by attending monthly meetings to continue building our relationship and to discuss how else we can improve our fostering service.

We have also recently started a new way of creating connection between foster carers. The 'Mockingbird' project creates constellations of several foster carers in the borough who are supported by a hub home foster carer. The project aims to provide our young people and foster carers with a wider support network. It is an evidence-based model structured around the support and relationships an extended family provides. The programme offers mutual support among foster carers and children, mirroring meaningful relationships. Constellations will hold regular social activities, and sleepovers (to provide short breaks), to strengthen relationships in a fun way.

Meanwhile, training opportunities and one-to-one support will be provided to foster carers, too.

Family Help and Families First Partnership

We are working to develop our local implementation of the government's social care reforms, through the Families First Partnership programme, which includes strengthening and improving our Family Help services and multi-disciplinary child protection teams; and expansion of family group decision making. Groups have been put in place to oversee this work, with representation from key partners including the NHS and police. A Family Help pilot began in January 2026. Over time this will help carry out timely, preventative work that supports even more families to stay together safely and be supported within their communities.

Commitment: Combat the rise of 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 and adolescent mental health

Safeguarding and protection against online harms

In 2022/23 council teams developed a policy and procedures manual with safeguarding guidance for community and voluntary sector organisations, faith groups and private sector organisations who work with children and young people. We published this guidance in the form of The Yellow Book at a well-received learning and networking event in October 2023. The event was aimed at those who work and interact with children and young people in the borough. The Yellow Book provides guidance to support the voluntary, community and private sectors with safeguarding practices to make sure that children, young people and families receive the right support at the right time, without delay. The guidance also contains a chapter on online abuse and how to create an

'e-safe' environment.

The council is supporting schools to ban smartphones as part of the 'smartphone-free childhood' national campaign. The campaign began in 2024 and found that 89% of 12-year-olds and 25% of children aged between 5 and 7 in the UK owned a smartphone. The campaign highlighted increasing evidence of the negative impacts that smartphones and social media can have on children and young people's mental health and wellbeing, their educational achievement as well as increasing the risks of cyber-bullying. More schools are pledging to go smartphone free, with many primary schools in the borough already pledged to ban smartphones in their schools.

The council welcomes the government's implementation of the Online Safety Act. The government's decision to bring in this new regulation will help protect children from harmful content online. The council also works with schools to track levels of online bullying, harassment and other behaviour, though a survey which is carried out every 2 years.

Mental health and wellbeing support

In November 2023, we launched an early intervention emotional well-being service for children and families living in the borough, called SAFE Evolve. The service works with children and young people – along with their carers and families – who have mild to moderate mental health needs including anxiety, low mood, managing emotions and social relationships. SAFE Evolve is run by the mental health charity Anna Freud in partnership with Ealing Council and child and family specialists. It provides individual and group therapy and parent workshops. The SAFE Evolve team accept referrals from schools.

Poor mental health can affect a child or young person's behaviour, attendance, and achievement at schools. In recognition of this, the council set up a 'mentally healthy' schools programme which supports schools school staff to assess practices and make changes to improve their pupils' mental health and wellbeing. The programme helps schools to develop a mental health strategy. Schools also

provide information and practical advice for parents and carers to better understand mental health.

Schools in the borough have been able to sign up to the Therapeutic Thinking programme thanks to funding support for 3 years. It aims to help schools change their culture around behaviour and inclusion and close the attainment and exclusion gaps between children from different ethnic groups. This programme supports school staff to reduce suspension rates by looking at children's behaviour as a reaction to their thoughts and feelings and where these come from. Currently, 62% of pupils in our borough attend a school where Therapeutic Thinking is part of practice. A recent Ofsted inspection for the borough noted the programme's 'positive impact on attendance', with attendance levels improving in schools where there has been a reduction in suspensions.

Commitment: 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

Ealing Learning Partnership

We have maintained our strong Ealing Learning Partnership (ELP) with 86 schools a part of the partnership. In 2024, ELP received national recognition through Pearson education awards (finalist) and through a sponsored national pilot on alternative local accountability education models.

The educational partnership has already had a significant impact on educational outcomes across the board, as well as building capacity and resilience for leaders and staff, and sustaining our schools' performance in the top 10% nationally in relation to Ofsted ratings.

It is no longer government policy to force our schools to become academies. School expansion is now allowed through maintained schools; and a change in the law significantly changed the nature of academy schools, better integrating them into the wider school system.





Decent living incomes

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

10,000 new jobs in the borough

By the end of March 2026, local employers are expected to have offered almost 11,000 new job opportunities across the borough in just 4 years – exceeding the council’s original target of 10,000 over the 4 years of the Council Plan.

Jobs and skills strategy

The borough’s jobs and skills strategy was produced by the council with the help of residents, businesses, and workers across the borough’s 7 towns; as well as with partners including learning and training providers, landowners, developers, investors, the voluntary and community sector, and academic institutions.

The strategy, which was implemented from September 2024, sets out decisive, proactive measures to ensure more residents can access good, well-paid jobs. This will mean growing the borough’s workforce across our 7 towns, both in number and diversity of skills, so local businesses can be supported to grow, using staff hired from the local population.

Growth sector forums (also in good growth)

Through the Good for Ealing inward investment programme, the council has now created forums for the business sectors identified for growth – creative and digital, the green and circular economy, and life sciences and innovation. They bring multiple companies, investors, and relevant sector partners together for the first time in the borough.

The first creative and digital forum took place in November 2024 and continues to be held quarterly, with around 60 regular attendees. The life sciences and innovation forum, co-

hosted with Imperial College London, was first held in April 2025 and was similarly well-attended. The green and circular economy sector has been split into a series of forums for specific sub-sectors, including sustainable food production, low carbon logistics, industrial decarbonisation, and retrofit. The first food production forum was convened in July 2025 with a focus on Southall businesses, and the first industrial decarbonisation boroughwide sector forum was held in September 2025.

Opportunities to invest in the borough’s growth sectors were promoted at the London Real Estate Forum in September 2025, which was attended by more than 2,000 ‘built environment’ professionals. The event included panel membership and speaking opportunities for the council’s leader, cabinet portfolio holder, and chief executive.

Strategic stakeholders including OPDC, Heathrow, and HS2

The jobs and skills strategy has helped the council to influence its strategic partners to align with our economic ambitions. WestTech London has begun its expansion into the borough, and it now features prominently in the London Growth Plan. The growth in the innovation sector that it will trigger will further our ambition of supporting residents into good, well-paid jobs.

We continue to strengthen our strong working relationship with the Old Oak and Park Royal Development Corporation (OPDC). It is helping fulfil our OPDC legacy framework, which now acts as a blueprint for similar frameworks planned to be developed for High Speed 2 and Heathrow. This work puts the interests of our residents and businesses at the heart of the OPDC’s investment decisions, particularly in terms of creating a new economy and thousands of new jobs in this part of the borough.

Our Heathrow legacy framework is set to be

developed by the end of 2025/26. We continue to contribute to the Heathrow strategic planning group and played a leading role in informing its Heathrow outcomes framework on collective asks and sub-regional priorities from the airport. The council proactively engages with Heathrow across various forums. Council officers attend the Heathrow local growth taskforce, while the cabinet member attends the council for the independent scrutiny of Heathrow Airport.

The Ealing Council /High Speed 2 (HS2) Strategic Board has been held quarterly since April 2025. Bids for significant funds have been submitted for joint investment projects, and new improvement plans agreed with HS2 to address noise, dust, and small claims issues raised by local businesses and residents. The council has represented community views to HS2, to further inform its plans. The council is supporting HS2 to promote its funding opportunities to local businesses and residents.

Ensuring that every resident in the borough can access a well-paid job, local to them, in a growing economy that keeps more of our money local (also in good growth)

To ensure that every resident in our borough can access a well-paid job locally, we continue to focus on local business growth and investment in our economy. We have held a wide range of events throughout each year since 2022, including jobs fairs, business expos, sector specific forums and learning festivals. For instance, our employment and skills spring job fairs in 2023 and 2024 included exhibitions from universities and employers from all key sectors.

Thanks to an ongoing campaign by the council to encourage local businesses to become accredited with the London Living Wage Foundation, nearly 1,000 people have received a pay rise. The number of accredited employers in the borough has doubled since 2024, with further organisations currently going through the process. At an event in June 2023, which was attended by more than 300 businesses, we introduced a new package of incentives and established the Living Wage action group,

which is working to secure more accredited businesses in the borough. We will strive to ensure that every resident in the borough can access a local, well-paid job in a growing economy that keeps more of our money local.

West London College hosted an employer breakfast in February 2024 – part of a series of business breakfast networking events aimed at bringing together the west London business community. Council officers also attended.

An insight day held in March 2024 with our partners DWP and developer Mount Anvil was aimed at residents who have recently completed their CSCS card training or are simply just interested in kick-starting their career in construction.

In October and November 2025, we held the 7 Towns Roadshow - an initiative led by Ealing Council with employer partners, designed to connect residents with employment, training, and apprenticeship opportunities. The Greenford edition, held in October, featured interactive workshops, employer talks - including a session on the impact of artificial intelligence on the job market - and 1-to-1 support to boost employability skills like CV writing and interview techniques.

To further develop the borough's inward investment proposition, we strengthened our relationship with the largest businesses in key growth sectors and have commissioned a specialist database to provide data intelligence on local businesses and business growth. During 2023/24 the council restructured its economy services to bring Learn Ealing, Work Ealing, inward investment, economic development, and jobs-led regeneration into a new regeneration, economy, and skills department.

The council has twice sponsored the Ealing Festival of Business, in October 2024 and October 2025. The aim of the festival is to support local businesses to grow at the grassroots level and strengthen our business community. The event enabled networking and collaboration within our diverse business community and included a 'meet the buyer' session with senior buyers from 5 major

organisations including Ealing Council. There were more than 40 businesses promoting their offer at the 2025 festival on their stands, ranging from business advisers to wellness products.

As part of Living Wage Week, we hosted a Good for Ealing business breakfast in November 2025 aimed at local small and medium enterprises, sole traders, entrepreneurs, and third-sector organisations. The event included practical advice and expert insights on cybersecurity and health and wellness at work and introduced the benefits of becoming a London Living Wage-accredited employer. We also promoted the Ealing Borough Apprenticeship Scheme and work experience programme at the event.

Commitment: Enable more small and medium sized businesses to start up in our borough by securing more affordable workspace across our 7 towns, launch a Creative Enterprise Zone for Acton, an Innovation District for Greenford, and establish Southall Manor House as a centre for business incubation

Supporting small and medium sized businesses

We continue to develop and provide business support initiatives, including our UK Shared Prosperity Fund (UKSPF)-funded programme. Between 2022 and 2025, the 'supply ready west London' programme, run in partnership with Harrow and Hillingdon councils, supported small and medium sized enterprises and sole traders in gaining knowledge about securing bids and tenders. We also successfully bid for further funding from the Greater London Authority to extend the successful programme for a further year to March 2026. In 2023/24, we commissioned the University of West London to create a start-up support programme which aimed to help women to create their own business. A food hygiene officer role was funded through UKSPF to support businesses who have a food hygiene rating of 3 or lower to improve their rating and allow them to expand and use food delivery services. Our London Living Wage

(LLW) programme offers grants and supports businesses to become LLW accredited, with 100 employers in the borough accredited today.

In 2025-26, the UKSPF-funded 'communities and place' project is enabling the council to direct capital investment into its towns to support the key growth sectors that are set out in the council's jobs and skills strategy. We are fulfilling the ambitions laid out in the strategy, providing greater support for entrepreneurs, micro businesses, and new start-ups. The council will continue to engage local businesses via its network of partners, which will provide business advice and support initiatives to engaged businesses to reach their goals.

Affordable workspaces

An [affordable workspace study](#), jointly commissioned with OPDC, was completed in 2023 to support the ambitions of the draft new Local Plan, which is currently awaiting examination outcome. It recommends a process to secure and support the creation of new affordable workspaces to help meet business needs. Following stakeholder engagement, our [affordable workspace delivery plan](#) was developed and approved in October 2025. The plan is supported by an action plan that sets out the implementation priorities. The implementation of short to medium term actions has already begun and will continue in 2026-27. The affordable workspace policy has been included in the draft new Local Plan.

The plans have supported planning negotiations with developers, and more affordable workspace will now be secured through section 106 agreements during the planning process. For instance, 4,800 square metres of affordable workspace has been secured at International Trading Estate in Southall. It will provide flexible spaces for start-up, SMEs, and micro businesses, at no more than 80% of market rent for a period of no less than 15 years.

Creative Enterprise Zone for Acton

As part of the council's work to support the creative industries, the Acton and Park Royal Creative Enterprise Zone has supported dozens of new creative businesses to get started in affordable spaces since it opened in 2022. It was recently announced that it will be reaccredited for another 3 years.

Innovation District for Greenford

The [Greenford Innovation Hub](#) partnership (now called Greenford Innovation Partnership, or 'GRiP') was initially convened in September 2024 with a set of investment principles co-produced with local businesses, investors, landowners and academic institutions. It aims to connect industries, landowners, schools, training, research and other key stakeholders to boost innovation and growth in sustainable manufacturing, logistics and other sectors. Innovation districts are vibrant areas that include a mix of workspaces, housing, training facilities, and improved public space. This set up aims to create an environment where people can live, work, and play while driving business growth and creating jobs.

Greenford is home to companies such as Brompton Bikes and Vantage Power. It boasts nearly 1,000 high-tech manufacturing jobs, making the area 8 times more specialised in this sector than the London average. The area is well-positioned for economic growth with excellent transport links and a strong industrial background. The innovation district will build on the town's rich industrial history and focus on attracting new green businesses while helping existing ones reduce their carbon footprint. An early commitment by the partnership is to outline a new approach to connect local businesses with schools in Greenford, opening up exciting career pathways for young people.

This partnership is a transformative step forward for Greenford, and it will have a meaningful impact on the everyday lives of local people. Through providing vital support to sustainable and high-tech industries, this new partnership will be key in securing Greenford's economic future and building a

strong and thriving communities filled with identity and pride. By helping small and medium-sized businesses to start up and flourish and connect with one another and local schools, local people will have much better access to new job opportunities, training, and apprenticeships. This new partnership will make it easier for local residents to upskill or reskill into new and emerging sectors and access the decent living income they deserve.

Southall Manor House

Council officers are now in advanced negotiations with a bidder who is seeking to enter into a lease to use Southall Manor House as an educational needs with disability school. Planning permission for this change of use has been granted. Southall Manor House is not affordable to be used as a 'centre for business incubation', but it will nonetheless be used to provide other social value.

Commitment: Implement our Plan For Good Jobs, achieve 'Good Business Charter' accreditation; increase the number of accredited 'Good Businesses', Living Wage Employers in the borough 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

Plan for Good Jobs

In September 2021, the council began implementing its [plan for good jobs](#). Created largely in response to the ongoing socioeconomic impacts of COVID-19, this comprehensive strategy aimed to create more sustainable, inclusive, and socially just jobs for the borough, with a focus on local business growth and investment, which helped underpin the 'creating good jobs' strategic objective of the Council Plan. It outlined how the council and its partners should come together to share knowledge, resources, and responsibility in rebuilding and renewing the borough's local economy. It aimed to help create an economy that grows differently than it did before, which is more resilient and diverse and therefore





resistant to future economic shocks of the scale and magnitude of COVID-19.

The plan outlined plans for a new inward investment programme and aimed to shape the local economy by supporting public realm initiatives. The plan contained short-term measures to accelerate an economic recovery and included numerous deliverable projects to achieve its objectives. The plan was designed to ensure a more resilient economy with greater participation and more civic pride. The plan for good jobs was a collaborative effort involving various partners and aims to position the borough of Ealing as the engine of west London's economy. It was superseded by the jobs and skills strategy which was published in September 2024.

Good Business Charter accreditation

In 2022, Ealing Council was accredited by The Good Business Charter for its responsible business practices, including payment of the London Living Wage and fair tax, fair hours and contracts, employee wellbeing and representation, diversity and inclusion, environmental responsibility, customer commitment and ethical sourcing, and prompt payment to suppliers. The Good Business Charter's aim is to create a fairer society by encouraging businesses to pay people a fair wage for a fair day's work, as well as to pay their UK taxes so it can be reinvested back into the country's education, healthcare, transport, and other areas. This will benefit both current and future employees.

The Good Business Charter accreditation recognises the council as part of a community of responsible organisations. We encourage local businesses to consider joining the charter and improve the way they do business, and by doing so improve the lives of their employees and others. Our plan for good jobs outlines our commitment to support local businesses in different ways and to attract new ones, as well as to actively encourage businesses of all sizes to make a positive contribution to the borough's economy. We are pleased that we can lead the way by being a responsible organisation ourselves.

London Living Wage

The borough secured formal recognition as a Living Wage Place in July 2024, becoming the first borough to be recognised as such in west London and 1 of only 17 across the UK. This builds on our campaign to drive up the number of London Living Wage-accredited employers here. The council's package of incentives for employers has been recognised by the Living Wage Foundation as the best in London. Our campaign has led to more than 100 businesses becoming Living Wage-accredited – an increase from 33 in April 2022. We have more accredited employers than any other outer London borough. More than 1,000 workers benefiting from a pay rise as a result.

We are still working towards achieving 200 registered London Living Wage employers by the end of March 2026, with schools (who already pay the London Living Wage) being supported by the council to become accredited.

12,000 new qualifications and training programme graduations

By the end of March, more than 12,000 qualifications and training programmes are expected to have been completed in the borough since 2022, with the council's help. As of October 2024, the figure currently stands at 9,839.

Learn Ealing prospectus

Each academic year since 2022, we have published the Learn Ealing prospectus – a guide to the support and training available to help residents into work. The [2025 edition](#) reflects the council's focus on supporting residents into jobs within the borough's growth sectors, as detailed out in the borough's jobs and skills strategy. It contains a full programme of workshops and courses that experienced professional tutors will provide over the academic year. Training is designed to help residents back into employment, to reskill, or even to upskill. Many of the courses are free and can be accessed online or face-to-face.

Research commissioned to analyse the borough's employment and training offer and help us understand skills gaps has acted

as evidence to underpin new partnerships between the council and employers. The creative industries sector forum is enabling Learn Ealing to progress meaningful partnerships with businesses.

Ealing Learning and Skills Hub

The council is investing a £677,420 grant secured by Learn Ealing from the Greater London Authority in a new Learning and Skills Hub at Perceval House. With construction under way, the hub will host adult learning, employability, and enterprise support in a modern, inclusive space which is aligned with the council's 'connected communities' vision. Several planning and co-ordination meetings have taken place with the GLA, and with preparations for the hub well under way, the hub is expected to be open to the public in the spring of 2026.

Learning zones in the borough's 7 towns (also in thriving communities)

By the end of April 2026, 7 new learning zones will have opened, with one in each of the borough's towns. The first of these new 'one-stop-shops' for training, skills, and community learning opened in 2022 in Northolt and additional zones have since opened in Southall, Acton, Hanwell, West Ealing, and Perivale, with Greenford to follow shortly.

Learn Ealing and Work Ealing join up

As a result of the regeneration, economy, and skills department restructure, we have successfully integrated the Learn Ealing and Work Ealing offer and career progression pathways into good jobs within sectors are clearer and easier for residents to navigate. Learn Ealing and Work Ealing are increasingly curating, developing, and funding projects with partner organisations to help provide residents with career progression pathways. A few examples include the Greenford Innovation Partnership and the UKSPF people and skills programme, which helped create pathways for Learn Ealing students to progress into employment.





Multiply scheme

Between 2022 and 2025, we invested £192,500 in maths workshops and courses that support residents to improve their maths skills for life and work. Funding was received under the government's Multiply scheme, a programme designed to increase the levels of functional numeracy in the adult population across the UK. The first Maths Fun Fair took place in October 2022 at Northolt Library, with a total of 116 additional workshops held across 27 venues. As a result of the very successful event, Learn Ealing was invited to present a case study at a GLA Multiply roundtable event. Courses have been provided in schools and children centres as part of the family learning programme, and in some of the community managed libraries. For example, at West Ealing library we offered the accredited Managing Money Level 1 course during 2023/24.

Commitment: Secure 2,000 new 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 £200,000 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

2,000 diverse apprenticeships

The council and its partners have helped set up more than 2,200 apprenticeships for local people – beating the target of 2,000. 2,500 are expected to be in placements by the end of March. Some of these have been at the council, working in a variety of council services; and others through partnerships with local businesses. The council's partner circulation list of approximately 100 organisations, along with the [Work Ealing website](#), means apprenticeship opportunities can be promoted throughout the borough to a range of residents.

Ealing Apprenticeship Partnership

The Ealing Apprenticeship Partnership was created in October 2022. Monthly meetings with the borough's training providers continue

to monitor progress on action plan and projects, with apprenticeships promoted as alternatives to traditional academic routes. Over the years since then, we have hosted a series of webinars for employers who are keen to grow their workforce through apprenticeships. The main sectors covered were childcare and early years, hospitality, engineering, healthcare, IT, business administration, and construction.

£200,000 apprenticeship levy

As of the second quarter of 2025/26, levy transfers worth £404,438 have been made since March 2022, smashing the council plan target of £200,000. Levy transfers are used by local businesses to pay for high quality apprenticeships. Through our levy transfer scheme for businesses, we have worked in collaboration with Work While and the Ealing Apprenticeship Partnership to ensure that apprentices are paid the London Living Wage, or have incremental increases built into their apprenticeship model. We set high standards to ensure no employer uses apprenticeships to bypass decent pay to exploit workers.

Since 2022, 70 apprenticeships were provided with 26 employers through the levy transfer scheme, including Level 2 in horticulture, carpentry, customer service, and interior system installation; Level 3 in business administration, team leadership, teaching, and electric works; and Level 5 and 6 in early years, teaching, and post teacher training. 53 local people have had their apprenticeship training paid for through the levy gifting scheme.

Ealing Borough Apprenticeship Scheme (EBAS)

Work Ealing's response to the Get Britain Working White Paper and London Growth Plan, culminated in the council creating EBAS in November 2025 to support local businesses and employers with their workforce needs, while ensuring local people are prioritised on to apprenticeship pathways. This is a new pioneering model which will help incentivise the creation of more apprenticeships and through social value, work experience and other opportunities.

Schools work experience programme

Learn Ealing has established a new and pioneering centralised model to support secondary schools in meeting mandatory work experience requirements set out in legislation introduced by the government in 2025. There have been 8 secondary schools that have confirmed participation in the centralised work experience programme, enabling opportunities for more than 1,800 Ealing students. The work experience weeks for the 2025/26 academic year have been allocated and agreed with each school. Work is also in progress with the communications team to develop employer promotion and engagement campaigns.

Commitment: Support the borough's High Streets Taskforce and invest £1million as seed funding to help it co-ordinate 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 7 towns to have everything they need for residents within a 20-minute walk

£1million investment in our high streets

Since March 2022, the council has invested more than £1million in enhancing the borough's high streets and local parades, exceeding the 4-year target. This investment has enabled several initiatives including Ealing's High Streets Taskforce (EHST), which brings together local organisations to strengthen the town centres' role as places to work, live, and visit. EHST includes representatives from local traders groups, council teams, and the Metropolitan Police, along with ward councillors and representatives from the borough's 3 business improvement districts (BIDs): [Your Acton BID](#), [Make It Ealing](#), and [InWest Ealing BID](#). The group meets monthly to discuss issues and plans related to borough high streets.

The taskforce's business plan was adopted in February 2025, aiming to further boost collaboration among local businesses and focus on projects that enhance the vitality of their

high streets. The plan was developed based on site visits, evidence gathering and collaboration with stakeholders. Implementation is under way, with the first meeting under new business plan held in September 2025.

Economy after 6pm strategy

Our [economy after 6pm strategy](#) was published in September 2024. It aims to build a diverse economy, so that more residents can spend their time and money locally, which in turn helps to grow a sustainable and thriving economy. Many businesses that operate after 6pm are critical to the health, safety, wellbeing, and prosperity of residents. We want residents across the borough's 7 towns to have access to good jobs, services, and amenities in the evening and nighttime, from local restaurants all the way through to out-of-hours public services. We are working to create new, well-paid jobs in the evening and nighttime industries, and support night-workers through improved access to facilities and healthy food options. There is so much already on offer in our borough after 6pm, and we want to ensure that we can nurture and enhance that offer, working with local residents and businesses to build a strong and bustling local economy.

Public realm improvements and events promotion

Various projects completed under the UKSPF communities and plan theme included a 'Poetry of the High Streets' public art project, new public information boards, new planters, more waste and recycling bins, improved street benches, and year-round festive lighting. Christmas tree installations across 15 high streets and town centres were coordinated with community switch-on events. A car free day was held in September 2022. Various events have been held across the borough with the help of local volunteers, with thousands of visitors attending. Improving libraries and the opening of new community hubs have been a continued focus over the last 4 years.

Bringing vacant high street units back into use

Funded through the GLA's High Streets for



All Challenge and our UKSPF win, the council sought to bring 5 vacant high street units back into use. Following engagement with the BIDs and landlords, 5 units have now been occupied:

- 98 Churchfield Rd
- 139 High St, Acton (old Natwest Bank)
- 68-69 the Mall
- 60 The Broadway
- 2 units in Dickens Yard (now occupied by Tian Tian supermarket and Polka restaurant)

The council also secured a grant from the GLA's resilience fund to develop a bespoke digital platform to identify voids across the high streets.

Extending our 'Love Ealing, Love Local' approach to growing local business, local culture, enabling our 7 towns to have everything they need for residents within a 20-minute walk (20-minute neighbourhood, also in good growth and thriving communities)

We have established a community-led placemaking approach to regeneration and planning. The 20-minute neighbourhood principle aims to boost local economies, improve residents' health and wellbeing, enhance social connections, and tackle climate change. The [new Local Plan](#), expected to be adopted in 2026, includes spatial and infrastructure plans for the borough's 7 towns prepared collaboratively between regeneration and strategic planning policy teams. Community-led regeneration programmes in [Acton](#), [Ealing](#), [Greenford and Perivale](#), [Hanwell](#), [Northolt](#) and [Southall](#) have now been published and projects are under way. The development of the regeneration frameworks has helped inform the vision and priorities for each of the borough's towns, seeking to build on the town's unique character, to better serve local people, enable job creation, and support healthier lifestyles.

The overarching guidance for developers and other key stakeholders, entitled [Our 7 towns: guidance on 20-minute neighbourhoods in Ealing, was published during 2024-25](#). The document expands on the vision of the

20-minute neighbourhood concept where residents can access services and community spaces such as pharmacies, doctor's surgeries, shops and parks within a short walk or bike ride. The guidance incorporates local feedback recognising that each of our 7 towns have different business, workforce, and local amenities needs. This new strategic approach to planning is being applied across the regeneration, economy and skills department, ensuring consolidated comments are submitted across the department, framed by 20-minute neighbourhood principles. This guidance will ensure we can manage future growth and highlight the importance of local amenities in creating vibrant and sustainable communities. The council is working with key stakeholders to integrate the 20-minute neighbourhood principles into regeneration projects, ensuring benefits for local communities.

Feasibility study on the development of a new business improvement district in the North Acton area

The [North Acton business improvement district](#) (BID) is designed to support the area's transformation into a vibrant, high-density neighbourhood centre. The BID feasibility study, completed and adopted by Ealing Council's cabinet in October 2025, was developed in partnership with the Old Oak and Park Royal Development Corporation and Imperial College. This work responds to North Acton's rapid change and its strategic location adjacent to the Old Oak regeneration area, which is set to provide thousands of new homes and substantial commercial space. The BID is designed to capitalise on opportunities from the WestTech Corridor and the West London Productivity Arc, fostering job creation in key sectors such as life sciences, creative and digital industries, and the green economy. The framework also prioritises sustainable public realm improvements, urban greening, and active travel, while ensuring equitable access to jobs and social infrastructure for North Acton's diverse communities. The formation of the BID will be subject to a ballot process in fourth quarter of 2025-26. If approved, it is expected to help provide coordinated growth

and community benefit for the area.

Commitment: 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

We undertake frequent enforcement action to protect the public, including prosecutions, licence reviews, closures, and prohibition and improvement notices issued to address and penalise non-compliance. We close food premises with pest infestations that pose a risk to health and safety, we review and revoke licenses at premises that are sources of crime, disorder, or nuisance, and our trading standards team seize faulty, dangerous goods. Legal and enforcement actions are publicised to inform consumers and businesses, deter potential offenders, and build public confidence. In fact, regulatory enforcement news stories consistently rank among the top 3 most-read articles on Around Ealing website.

Food safety

Our food safety team plays a vital role in tackling fraudulent and unsafe food practices. Between 2022 and 2026, the team significantly intensified its enforcement and regulatory efforts – transforming how it fulfils statutory duties, rooting out bad practices, and supporting legitimate businesses. 6,400+ inspections have been completed across 4 years, with a consistent focus on high-risk and non-compliant premises. Meanwhile, 26 food hygiene prosecutions were concluded between 2022 and 2025, resulting in nearly £500,000 in fines and legal costs. Offences ranged from pest infestations and filthy conditions to operating unregistered food businesses – some in high-risk sectors like manufacturing and wholesale. A standout case included food manufacturer that was fined £100,000 for serious hygiene breaches.

We have issued nearly 150 hygiene emergency prohibition notices (HEPNs), which required immediate business closure because of an imminent risk to public health. We also

served more than 200 hygiene improvement notices (HINs) to secure compliance, along with thousands of written warnings. The team responded to nearly 5,000 service requests, many related to unsafe food, labelling issues, and suspected fraud, and ran a successful series of action days in targeted low-compliance wards, combining education with enforcement.

Alongside its robust enforcement programme, the food safety team has continued to invest in proactive support for businesses through its dedicated food advisory service. Funded by the UK Shared Prosperity Fund, this initiative has provided tailored advice and hands-on support to hundreds of food businesses across the borough. Since the service was introduced, the advisers engaged more than 700 food premises, including new start-ups and previously non-compliant businesses. 295 businesses have been re-inspected and 235 of those businesses (80%) successfully improved their food hygiene rating. Where improvement was not achieved, 28 businesses were escalated for formal enforcement action – demonstrating the team's balanced approach of 'support first, enforcement where necessary'. This service has proven to be a vital tool in raising compliance standards, reducing repeat offences, and helping businesses thrive – particularly in areas with high turnover and linguistic or cultural barriers to regulatory understanding.

The team's robust tackling of non-compliance through inspections, notices, and prosecutions and help for businesses that want to improve is helping to create safer, more vibrant town centres, with a more level playing field for responsible traders. Compliance rates in food safety rose from 82% to 88% over the period, reflecting the effectiveness of targeted interventions, education, and enforcement. Several prosecutions were featured in local media, reinforcing Ealing Council's reputation as one of the UK's most proactive food enforcement authorities.

Licensing team

The licensing enforcement and compliance

team works closely with the trading standards team to take decisive action against counterfeiters, fraudsters, and businesses that fail to comply with licensing regulations. Through a combination of targeted inspections, multi-agency operations, and legal enforcement, the team upholds consumer protection and safeguards the integrity of local commerce.

Our officers identified and removed non-compliant alcohol and tobacco products from licensed premises. Serious breaches resulted in nearly 20 premises licence reviews. These actions targeted businesses involved in significant violations, including the sale of illicit goods, unlicensed alcohol, and failure to uphold licensing conditions. Meanwhile, 4 successful prosecutions have been secured for unlicensed activity, with the latest case in September 2025 resulting in prosecution costs totalling more than £26,000. Assisted by trading standards, the team licensed and carried out nearly 50 pre- and post-licence grant inspections each year in the fireworks sector, resulting in a substantial reduction in the quantities premises were licensed to supply. These inspections ensured safe storage practices and compliance with licensing conditions. Working closely with the London Fire Brigade and the Metropolitan Police, the team targeted non-compliant and high-risk businesses, taking decisive enforcement action to prevent unsafe practices and protect consumers from those who seek to profit through disregard for safety and regulation.

The team also successfully secured £100,000 in public health inequalities funding to create the Alcohol Partnership Group - a multi-agency initiative aimed at reducing alcohol-related harm, crime, and anti-social behaviour associated with licensed premises. Through co-ordinated enforcement, targeted business interventions, and strategic data analysis, the group has already visited more than 50 licensed premises and laid the foundation for long-term policy reform and improved public health outcomes.

By stepping up enforcement against those who break the rules and take advantage of

consumers, the licensing team has protected residents and maintained fair trading standards. The successful prosecutions and licence reviews not only disrupted illegal activity but also resulted in significant fines and cost recovery.

Trading standards

Our trading standards team plays a pivotal role in protecting consumers and supporting legitimate businesses by taking robust enforcement action against counterfeiters, fraudsters, and non-compliant traders. Our intelligence-led approach enables targeted operations that disrupt illegal trade and safeguard public safety. The team has carried out multiple operations targeting age-restricted products like knives, tobacco, and vapes, as well as work in several other areas.

Between 2022 and 2026, the team has seized more than 130,000 illicit cigarettes, 75kg of shisha, 30kg of Asian tobacco, and more than 25,000 illegal vapes, many of which posed serious health and safety risks. These seizures were often the result of multi-agency operations, including Operation Cece, which utilised tobacco detection dogs to uncover hidden stock in retail and wholesale premises. Numerous other seizures included non-compliant and counterfeit clothing, perfumes, cosmetics, electrical goods, household items, prescription-only medication, unsafe cosmetic products, and nitrous oxide canisters. A single operation in April 2023 resulted in the seizure of approximately 53,000 counterfeit luxury items - including handbags, jewellery, footwear, and perfumes resembling Chanel, Hermès, Louis Vuitton, and others - estimated to be worth £5million. The team has successfully prosecuted multiple offenders, recovering thousands of pounds through cost orders and confiscation orders. Notably, 1 case resulted in a £228,918 confiscation order against an individual involved in the illicit tobacco trade - demonstrating the team's commitment to pursuing proceeds of crime and ensuring offenders do not profit from illegal activity.

We have also carried out more than 100



Seized illegal cigarettes

test purchase operations. 10 premises were tested to see if they would illegally sell a knife to a minor. 3 of them failed, resulting in prosecutions. 60 test purchases of vape sales have been conducted, with 11 illegal sales made to underage buyers. And, 7 adult test purchases of illicit tobacco were carried out, with 3 resulting in illegal sales. Sniffer dog operations at 7 premises also led to 3 seizures of counterfeit and illicit tobacco products. Meanwhile, 30 test purchases of alcohol sales were conducted, resulting in 4 illegal sales of alcohol to minors. We have also secured an additional £100,000 in public health inequalities funding to support work on tackling illegal vapes and tobacco products. This funding has enabled the team to fulfil a record number of test purchase operations and raise awareness of the dangers often hidden in illegal vapes and tobacco.

The work of the Trading Standards team deters criminal behaviour, promotes fair trading, and ensures that enforcement outcomes benefit the local community. Despite significant resource challenges, the team continues to visibly enforce the law and secure funding to provide a proactive response to emerging issues.

Workplace and public safety team

The workplace and public safety team has made significant strides in protecting consumers, holding non-compliant businesses accountable, and ensuring that enforcement outcomes contribute to a safer and fairer Ealing. The team continues to take decisive action against businesses that flout smokefree legislation, particularly in sectors where non-compliance is persistent and harmful to public health. Through a series of targeted inspections and prosecutions, the team has demonstrated its commitment to upholding the law, protecting residents, and ensuring a level playing field for responsible businesses.

Since 2022, the team have issued more than 60 enforcement notices - including prohibition and improvement notices - to businesses failing to meet legal safety standards, in sectors such as shisha lounges, warehouses, funeral directors, and trampoline parks. We have conducted

more than 150 proactive inspections, targeting high-risk premises based on local intelligence and national priorities. We have investigated serious incidents, including carbon monoxide poisoning, severed limbs, and falls from height, resulting in multiple successful prosecutions, with others ongoing. 3 health and safety prosecutions have been concluded, resulting in fines exceeding £100,000 with more than £30,000 in costs recovered for the team. More than 20 venues have been prosecuted for failing to comply with smokefree requirements. By targeting rogue operators - especially in sectors where non-compliance is widespread - the team is protecting responsible businesses from unfair competition, restoring public confidence in local high streets and commercial areas and contributing to town centre resilience by ensuring that only safe, compliant businesses operate.

Campaign to keep the money that is raised each year from fines and prosecutions to support our town centres

There are limited legislative circumstances where funds raised from fines go to the local authority. Generally, when a court issues fines to an offender during criminal proceedings, all of the fine amount goes to HM Treasury. The council may apply to the court for the costs it has incurred in bringing the case before the court to be repaid by the offender. However, those cost applications are strictly restricted to only cover the costs of that specific case. The decision on whether to award costs to the council sits entirely with the judiciary, and it is not uncommon for the costs awarded to be less than what was applied for.

Where appropriate and applicable, the council will pursue confiscation orders under the Proceeds of Crime Act (POCA) where the offender can be ordered to pay amounts of unexplained wealth or wealth gathered as part of criminal activity. 50% of the recovered proceeds of crime go to HM Treasury, with the remaining 50% distributed among the agencies involved in the investigation, prosecution, and collection of the funds. Outcomes secured under POCA provide vital resources that enable the team to expand operations, invest in

prevention, and provide greater impact across the borough.

There is currently no indication from the government that they intend to change the national processes for redirecting money from fines collected from HM Treasury to local authority prosecuting agencies.

We have supported London-wide campaigning for borough enforcement of speeding offences. This would allow boroughs to more proactively manage the safety of borough roads in the way that we already do with moving traffic offences. We remain supportive of the lobbying that London Councils and the LGA is doing in this area.

Commitment: 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 £1million to train and support those excluded from the jobs market through no fault of their own.

£1million investment to train and support those excluded from the jobs market

The 4-year target of £1million has been exceeded, with circa £1.9million has been invested in training and supporting those excluded from the job market since March 2022.

Youth offer

Our youth offer helps young people into employment and training through a range of projects, interventions and partnerships such as the council's apprenticeship scheme, Pathways programme for care leavers, or the supported internship programme with the University of West London. Action West London has been supporting young black men into training and employment. Film workshops at Bollo Youth Centre help find opportunities for young people with multiple barriers, and the Spark! programme works with schools.

UK Shared Prosperity Fund - people and skills programme

Capitalising on the excellent partnerships nurtured during phase 1 of our UKSPF programme, we have evolved in phase 2 (2025-26) to focus on providing end-to-end employability support to eligible residents aged 16 plus and young people not in employment, education, or training. For this second phase, the council's overarching objective is to ensure a cross-section of positive progression outcomes for programme participants. In addition to sustainable employment outcomes, the council aims to progress some participants into education or training in cases where this is identified as a viable natural progression for them.

We commissioned a specialist support programme that supported residents who are homeless or at risk of homelessness into training and employment, and the Borough Employment Support Service (BESS) scheme that supported a wider group who were unemployed and economically inactive. The work and health programme helps those who are out of work and claiming unemployment benefits, with a tailored approach to residents who have a health condition or disability. The digital access programme supports with job search and training, while hybrid rooms equipment within libraries helps support with job search and training, to enable residents to access digital and online courses to apply for jobs. The digital access programme donates devices to eligible residents who lack digital skills.

2,000 residents who face the toughest barriers supported into employment

Up to the second quarter of 2025/26, 6,878 residents who face the toughest barriers to employment have also been supported into work - more than treble the council's 4-year target of 2,000. This includes 100 young people with special educational needs and disabilities (SEND) who the council has helped to get supported internships. The number has since exceeded 7,000.

The council is continuing to provide multiple



programmes to help disadvantaged residents. A specialist provider was commissioned in 2024 to create a 2-year support programme for rough sleepers, homeless people, and those at risk of homelessness. A programme to support young offenders to move closer to employment was piloted in May 2024. A welcome centre at Greenford town hall for the Homes for Ukraine scheme was established on 24 October 2023. A tailored programme of English for speakers of other languages, professional skills, and health and wellbeing training was held at the centre, which was also open to other refugees in the borough. Learn Ealing provided courses at Ealing Soup Kitchen, including communication, ESOL and confidence building courses to those who are homeless.

The UKSPF people and skills programme's careers hub got under way in April 2024, with funding secured until March 2026. It provides tailored sustainable employment services to the borough's diverse communities, with specialist support for ex-offenders, residents who are homeless or at risk of becoming homeless, those aged 50 and over, and other residents with complex barriers to employment. The hub provides information, advice, guidance, and employability support, and aims to reduce structural barriers to employment for all participants. 6 partners have been selected to provide tailored services to help with this work.

Our Horizons Pathways programme and care leavers summit

Our Horizons Pathways programme supports care leavers in securing 5-month placements paid at London Living Wage. This version of the programme started in 2022 and by the end of 2025/26 will have supported 60 care leavers. Our employment, enterprise, and apprenticeships service continues to collaborate with children's services to fulfil the commitments made at the yearly care leavers summit to scale up the employment, training and workplace experience programme for looked after children leaving care. The Ealing Council guaranteed interview scheme came into effect in 2024 and has become embedded into practice. The council has given status

to care leavers as persons with protected characteristics, which provide young people with leverage in recruitment and employment.

Work experience programme for care leavers

As a consequence of the care leavers summit, in 2025 we developed a work experience programme for care leavers that complements the Our Horizons Pathways paid placements and other programmes. Since April 2025, we have created 5 placements, with 3 care leavers completing one. We have worked with HS2 and Hill Group to create work experience placements specifically for care leavers, which will be completed by the end of 2025/26.

SEND supported internships

We have supported young people with disabilities who have been enrolled into a special educational needs and disabilities (SEND) supported internship programme. Supported internships are a work-based study programme for young people aged 16 to 24 who have an education health and care plan. Supported internships equip young people with the skills they need to secure and sustain employment through learning in the workplace, with support from a qualified job coach. All the programmes we host last for 12 months. Supported interns are enrolled with and supported by a learning provider but spend most of their learning time in the workplace in rotational placements. Alongside their time with the employer, supported interns complete a personalised study programme with the school/college, which includes the chance to study for relevant qualifications, if appropriate, and English and maths at an appropriate level. As a placement comes to an end, we also follow on job support with the graduated interns being supported by job coaches for 6 months.

Develop and implement a pilot programme to support people living in temporary accommodation to get on pathways into employment

The temporary accommodation (TA) pilot programme, which got under way in the

early part of 2025/26, was created in response to lived experiences, focusing on building confidence and community. It offers a flexible, holistic curriculum: induction and goal setting, digital skills, CV and interview workshops, resilience sessions, and peer support. Participants have reported increased confidence and job-readiness, with several progressing into further education or employment. Many also reported that their mental health improved, stress was reduced, and optimism grew. Peer networks flourished, reducing isolation and encouraging participation. A graduation day was held at the end of the 5-week pilot in July 2025, attended by the council's cabinet member for decent living incomes. The successful pilot was followed up by residents attending the English language, employability, and wellbeing programme that started in October 2025.

In September 2025, we also held a coffee morning aimed at reaching more TA residents and finding out the barriers they faced to enter employment, while helping them engage in social activities and move into permanent housing.

Work experience pilot at Ealing Council

Two groups of local school sixth formers participated in 2 1-week work experience weeks. Two to 3 students were assigned to work with each participating council team, where they were set projects and tasks to complete. At the start of the week the students knew little about the council and its services and none had aspirations to work at the council in the future. However, by the end of the week the students were better informed about the services the council provides and 90% of students said they would consider working at Ealing Council.

Apprenticeship opportunities with the council

The council's apprenticeship scheme was created in 2007. Since then, around 360 people have been recruited into apprenticeships with services at the council with an average retention rate of 90% (the national rate is currently 60.5%). As Work Ealing is changing

focus to the development of the external Ealing Borough Apprenticeship Scheme, ownership of the council's internal apprenticeship scheme now sits with HR services.

Youth hub

In the aftermath of the COVID-19 pandemic, the Department for Work and Pensions responded to the issue of youth unemployment by creating youth hubs, where young people aged 16-30 not in education, employment, or training could engage with services that can help them into work. Our hub opened in June 2022 at the Ealing Green site of West London College. A Connexions employment adviser held 1-2-1 sessions with local young people, including care leavers who were rated 'ready for employment', at the hub.

Specialist targeted support into employment

Supported internship programme began in 2025/26 to support young people with disabilities, rough sleepers and homeless people, and young offenders to get on pathways into employment. The first group of 12 supported interns graduated in July 2025.

We are now fulfilling referrals through the government's WorkWell scheme alongside our partners at Shaw Trust. In July 2025, 79 residents on the waiting list for musculoskeletal treatment attended an awareness event, where they could meet representatives from West London Alliance (which commissioned the MSK Trailblazer programme), Shaw Trust (the appointed training provider on the MSK Trailblazer), the NHS, Mencap, the Citizens Advice Bureau, Job Centre Plus, Grow London, and various council services and associated partners: Work Ealing, Learn Ealing, cost of living team, Connexions, DWP disability awareness, SEND service, libraries, community hubs, children and families service, and many more.





Appendix 6

Inclusive economy

Commitment: 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

Customer access strategy and customer service standards

Over the last 4 years, we have reviewed our customer and digital strategies to improve accessibility and resident experience. This includes offering simple online services for people who want to use them, and giving digital support to anyone who needs help or lacks confidence with online tasks. We have focused on reducing failure demand, improving how quickly back-office teams respond to customer enquiries, giving more joinedup support so issues are fixed quickly, and working more closely with community and voluntary groups to offer wraparound help. We reviewed progress against the previous digital and customer strategies and looked at how to make better use of digital tools in our services.

We carried out research to understand how residents contacted the council and how they experienced our services. A full review identified opportunities to improve the way we interact with residents. The new customer access strategy was introduced in October 2025, and the [key principles have been published on our website](#). The strategy informs several workstreams, including digital, to make it easier for people who contact the council get the support they need. As part of the strategy action plan, we are updating our customer standards. Around 70% had been updated as of quarter 2 in 2024/25. All standards will be updated by the end of March 2026.

My Account review

We looked at the customer journey and the council's customer portal My Account to simplify processes and improve how the

system works. We have been working to expand the range of services available online at any time. In 2022, a range of new customer services transactions became available on the My Account customer portal – residents could request a bulky waste collection, request new waste or recycling containers, amend or cancel garden waste and access the family information service online. By 2023, an online care financial assessment form was added. Digital forms for council tax, local welfare, complaints, skip licences, street trading, parking and housing repairs were also reviewed and improvements implemented. By the end of 2025 we had reviewed the customer journey on all 220 processes live in the customer portal and turned the issues we found into technical requirements for improvements. We created prototype solutions to fix specific issues to improve customer experience and help more residents use online services. We have focused in particular on the Customer Relationship Management system (CRM) complaints process which has been aligned to ombudsman's requirements. Google Translate functionality on My Account has been tested and added. We have also used robotic process automation for some council tax reduction decisions, with plans to use automation in other areas to speed up processing times and improve customer experience. We are also looking at new digital technologies to improve service delivery. Further steps are set out in our customer access strategy.

Chatbot service

To further improve customer experience, we introduced the online web assistant (chatbot service) for environmental queries. After good take-up it was also added to building control, planning pollution control, and to the My Account customer portal. Chatbot can also signpost customers to specific webpages for services such as adult social care, blue badges and freedom passes, business waste, children,

council tax, housing, local welfare and school admissions. We have committed to bring webchat to more council services, including support with online services, and revenues and benefits in the next phase of the project.

Accessibility of services

We use Google Translate in My Account to improve access to services to those with language barriers. The website is also available in community languages and is being reviewed so it can include British Sign Language (BSL). We are working with a provider to add BSL translation on our phone lines and face-to-face services. All documents uploaded on the website are thoroughly checked for accessibility, and easy-read versions are added where possible. When we consult with residents, we always offer options to request information in accessible formats, and translate large consultations into community languages. Residents can access services online, by phone or face-to-face.

Community hubs (also in thriving communities)

In the last 4 years, we have opened [7 community hubs](#) in Acton, Ealing, Northolt, Southall and Perivale. The hubs give residents in-person help quickly and conveniently, especially to those who find it difficult to access the support they need. This may include completing online council forms, getting advice on council services or help setting up My Account. Some residents who visit the hubs face language barriers, do not own a smartphone or have internet access, or cannot make online payments. The hubs offer vital, local support for people who need face-to-face contact. We want services to be easy to access for everyone, so experienced staff continue to provide local, in-person help in our libraries.

We meet regularly with the voluntary sector to review how the hubs are working, and we run ongoing customer satisfaction surveys. Feedback received has been positive and we are continuing to improve the hubs and adjusting staffing to meet demand. We are also looking at options for static and mobile drop-in services.

Digital inclusion programme

While working to automate data access and reporting internally across the council services, we continue to run our digital inclusion programme. All of our community hubs are registered as data banks and are issuing free data SIM cards to eligible residents. Since the scheme started in May 2023, we have handed out over 300 free data SIMs. Residents without devices can visit a community hub and get free, supported access, and all libraries offer free internet access.

The cost-of-living team alongside Learn Ealing have given out 240 new laptops to unemployed, digitally excluded residents, with the remaining 20 given out through the voluntary sector. The council's ICT team donated 1,100 devices through the [Re-Klaim programme](#) which have all been distributed. From the data collected from recipients, 83% found having the laptop beneficial to their employment status. The unemployment rate among the group decreased from 69% to 26%. The percentage of residents participating in a course or other education increased from 26% to 48%.

The council introduced a device collection and recycling scheme in partnership with Pay By Phone and the Digital Poverty Alliance in February 2024, with donation points in 5 locations across the borough. Recycled devices are given to digitally excluded residents, with a focus on families, using schools to distribute devices. We also partnered with the Good Things Foundation to recycle our retired, unused council devices and redistribute through device banks across the borough. Learn Ealing offers a variety of digital skills courses to residents, and all the staff at Community Hubs are trained Digital Champions and can offer support to those who need it.

Customer service performance and residents' feedback

According to our annual Resident Survey, 76% of residents agree that the council keeps residents informed about its services and benefits. This is an improvement on 2022/23



position of 68% and above the national figure of 53%. A total of 57% of residents agree that the council is easy to contact, similar to 58% in 2022/23. We expect the customer access strategy will improve these figures further.

Performance on percentage of telephone calls answered remains high, at 90% as of quarter 2 of 2025/26. This is above our target and last year's performance of 88%. Proportion of calls resolved at the first point of contact also shows good performance, at 87% as of quarter 2 of 2025/26. We were at 84% in 2023/24 and reached 92% last year, which is still our target for 2025/26.

80% of customers surveyed are satisfied with their contact when they telephoned the council, as of quarter 2 of 2025/26. Previous years showed an increase from 77% in 2023/24 to 88% in 2024/25. This year's data is not directly comparable because, from April 2025, mobile callers have received an automated SMS survey rather than being selected by an advisor. This gives a broader picture of residents' views.

Customer services continue to monitor call waiting times, and put measures in place to make sure that calls are answered in a timely manner. We completed an upgrade of our phone system to improve call quality and reduce contact centre downtime. Extra staff were recruited in high-demand areas such as housing repairs and council tax. Customer satisfaction and resolution targets are showing a continuous improvement.

Automation of data access and reporting

We are working to automate data access and reporting where possible to help us make timely improvements. The cost-of-living dashboard is available and updated monthly. The complaints dashboard is almost complete and links to improvements in the complaints CRM system and customer journey. Customer contact centre reports are produced daily, weekly and monthly to inform performance management and service improvements. Customer satisfaction surveys at the contact centre and the community hubs are ongoing.

The CRM system now records all face-to-

face drop-ins to help us plan future services, including prevention activity. Housing phone services have better data and reporting since the new phone system went live in May 2024. Feedback from residents is used regularly to inform online services and make them easier to use.

Commitment: 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

Workforce Strategy

We are embedding our new workforce strategy to help us recruit and retain a skilled and diverse workforce. Agreed in July 2024, the strategy sets out a clear, action-oriented plan to support staff, attract and retain specialist talent, and foster a culture of learning and improvement. Closely aligned with the council's broader priorities, the strategy is built around 5 core themes: learning, development and career progression; recruitment and retention; attracting younger staff; deepening the council's commitment to equality, diversity, and inclusion (EDI); and strengthening community engagement. This helps make sure that our workforce is skilled, diverse and able to respond to the changing needs of the borough's residents.

Training and development

The workforce strategy sets out a detailed approach to staff training, focusing on leadership development, career progression, and inclusivity. The Rise Up programme supports aspiring managers from multi-ethnic backgrounds. It covers topics such as inclusive leadership, communication styles, and personal branding, and is designed to prepare staff for future leadership roles. Nearly 400 managers have taken part in the mandatory People Managers Fundamentals programme, helping build consistent and confident leadership

across the organisation. We introduced a new starter induction in June 2025. We have also produced the EDI handbook for frontline staff and updated relevant mandatory training.

The Learning Academy will give staff the skills to engage and work with our residents and communities in new ways. The foundation level will be available for all employees, with other modules on relational working, community engagement and leadership. We tested and updated the foundational level multiple times to make sure that it is shaped around organisational needs, and we are using the 'train the trainer' approach to build ownership.

A new induction programme began in September 2025. This is now an in-person, interactive session with input from the chief executive and other speakers. The chief executive also sends a personal welcome card to new starters, which has been well received. Apprenticeship qualifications have been made available to staff, with steady progress among those studying leadership and data analyst qualifications.

Recruitment

We have improved our approach and internal processes to maximise recruitment success. This has helped senior management recruitment and given a clear structure for internal reorganisation. We have expanded career-graded roles and apprenticeships, prioritising local residents through the 'Ealing First' approach. We have also introduced new retention packages and graduate schemes for specialist and technical positions. As part of our work experience scheme, we hosted 20 students from local schools. Feedback was positive and we will expand this next year. The council has also taken part in a range of graduate schemes for hard-to-recruit roles.

A live data dashboard now supports quarterly workforce reports on staff characteristics, pay, starters, leavers and appraisals. We have benchmarked and revised pay at senior levels to help attract, recruit and retain the talent we need across the workforce. Our promotional materials now include a statement encouraging applications from people at the early stages

of their careers. We have also reviewed our family-friendly policies and loan schemes so that we are competitive in the market.

Inclusion programme

Since 2022, we have used new recruitment methods that have helped increase the diversity of shortlists for senior officer roles. There has been a year-on-year growth in the percentage of top paid 5% of council staff who are from an ethnic minority, have a disability, or are women. There have also been improvements in our mean pay gaps. We remain committed to transparency about our progress in this area, so we published the [Ethnicity Pay Gap Report 2024](#).

An EDI (equality, diversity and inclusion) dashboard is available to senior leaders to monitor the make-up of their teams by different equality groups and take action to promote equality. We have developed a full EDI programme and calendar to make sure our staff have an understanding of the diverse communities that we serve. We have also focused on making sure our staff and managers complete mandatory EDI training.

Equality and diversity indicators

We have seen a steady improvement on the percentage of the top paid 5% of local authority staff (not including those in maintained schools) who are from an ethnic minority. Figures went up by 18.9% between 2021/22 and 2024/25, from 16.2% to 35.1%. The proportion of top paid staff who have a disability also increased from 2.4% to 5.9%. The proportion of women increased from 47.2% to 53.7% over the same period. Pay gaps have also improved. The disability pay gap is now almost removed, falling from 4.4% in 2021/22 to 0.9% in 2024/25. The ethnicity pay gap fell from 14.8% to 12.4%. The gender pay gap fell from 6.1% to 4.1%, with steady progress each year.

Staff morale and productivity

The council is committed to fostering a connected, inclusive, and productive workforce through targeted cultural and wellbeing initiatives. Cultural awareness days, delivered

in partnership with staff equality groups, have helped improve understanding and engagement across the organisation. These have included Holocaust Memorial Day, LGBTQ+ History Month, Race Equality Week, Armed Forces Day, Mental Health Awareness Week, South Asian Heritage Month, Diwali, Eid, Black History Month, Disability History Month and several others throughout 2025.

Wellbeing programmes have focused on mental health, menopause and andropause, and men's health. We also support work-life balance through flexible working arrangements and reasonable adjustments. We have introduced or reviewed people policies, including the Care Leaver and Kinship Policy (with the council now being registered as a Foster Friendly Employer), retirement guidance, grievance procedures, recruitment and selection guidelines, and guaranteed interview schemes for disabled applicants and care leavers.

Alongside the 25-year Long Service Award, we now give recognition certificates for 5, 10, 15, 20 and 25 years of service. The Employee Awards will recognise staff contributions across categories including leadership and motivation, community champion, outstanding customer service, inclusion champion, change champion, apprentice of the year, best external partnership working and team of the year. The employee of the year will be chosen by the chief executive.

An independent employee engagement survey showed 68% engagement index, in line with other local authority benchmarks. It found that 74% of respondents feel the council respects individual differences, and 90% have taken part in appraisals. Our workforce strategy continues to support helping to build a stronger sense of belonging to the council.

New ways of working, collaboration and creativity

We are promoting new ways of working that encourage collaboration, creativity and work-life balance. Our hybrid working policy has been updated and is now well-established. The Ealing Experience programme has helped

create inspiring workplaces for staff that support creativity and collaboration. Staff have taken part in research and design activities, and early design ideas are now being turned into specifications for future workspaces. The Future of Work programme is testing the use of emerging technologies, including artificial intelligence (AI), across a range of council services to explore the opportunities they may offer for staff and residents.

Commitment: Work with credit unions to establish a West London Mutual Bank to support access to affordable credit, social enterprise, provide a route for every child turning 11 in the borough to have the opportunity to open a savings account, and campaign for more powers to squeeze out high-cost credit and modern loan-sharks

London Community Bank

The London Community Bank (LCB) was rebranded in July 2022 (from Hillingdon Credit Union), providing opportunities for members to save regularly and access low-cost loans. The council has been working with the LCB to promote its services across the borough.

LCB has attended cost of living partnership meetings. It has also worked with staff in the community hubs, local welfare and customer services teams to share information about its offer as a community bank and raise awareness of loan sharks and how they operate.

The council's cost of living team arranged internal information sessions regarding loan sharks as part of Cost-of-LivingWeek in January 2025. Further training sessions have been delivered by Stop Loan Sharks to raise awareness among the council staff, with marketing materials supplied to all community hub staff and [published on the council's cost-of-living online hub](#). Stop Loan Sharks also presented as part of The Borough Frontline meeting held in January 2025, which was open to both council and voluntary sector staff. The council has helped link, the Stop Loan Shark team with representatives from local foodbanks and the Ealing Food Partnership, so that local sessions could be offered to volunteers working in emergency food services.





That is because food banks are often target locations for loan sharks.

The council has worked with headteachers to support children turning 11 with money management. It has shared materials with schools that focus on saving and developing good financial habits.

Presentations have also been given on cost of living support. These included [advice from the finance toolkit](#) and [Your Money Matters](#), a financial education textbook for young people. The textbook covers topics such as spending and saving, borrowing, debt, insurance, student finance and future planning.

The council has also worked alongside The Money Charity to introduce free financial wellbeing sessions into secondary schools and for families and young people, including care leavers. All schools have been provided with information and resources, as well as the opportunity to arrange free courses with The Money Charity.

Commitment: We will use our spending power in the borough and beyond to encourage better pay, workplace representation, terms and conditions for workers, local small and medium sized businesses, Black, Asian and minority ethnic-owned businesses as well as supporting new social and cooperative enterprise

Commercial Strategy 2023-27

The new [Commercial Strategy 2023-2027](#) reflects feedback from the internal Joint Contracts Board and from internal and external surveys carried out in January 2023. The strategy sets out the council's plans for getting better value from its commissioning, procurement and contracting work.

The strategy seeks to encourage innovation and partnerships, to deliver social benefits, support the local economy and achieve the council's wider goal of promoting equality and tackling climate change. The council has developed an online local supplier registry and guidelines to make sure officers consider local suppliers and that opportunities are accessible to local small and medium enterprises (SMEs).

[The new e-tendering system](#), which went live in October 2023, gives the council more flexibility and better tools to put lowvalue contracts in place.

The council has updated its approach to social value and sustainability in procurement decisions, especially for contracts over £100,000. The Request for Quotation (RFQ) process, used for contracts up to £100,000, has also been revised to encourage more involvement from small and local suppliers.

The council's contract procedures rules have also been updated to match the Procurement Act and the National Procurement Policy Statement. These changes make it easier for local small businesses and voluntary and community groups to bid for work.

The council regularly attends business forums, speaks to local enterprises and holds onetoone sessions to explain how its procurement process works. Guides, training, webinars and howto videos for council buyers have also been put in place during 2025/26.

Social value in procurement

The council has made progress in recent years by using social value in its procurement work to benefit the borough's economy.

The council's new social value scoring tool has helped secure 35 apprenticeships and work placements, and more than £5million worth of contracts have been awarded to local businesses.

The council's approach to social value is published on its website: [Social value in contracts](#). The council is reviewing this approach to make sure social value in procurement supports its vision for Connected Communities.

A survey was distributed to commissioners and contract managers in July 2025, seeking feedback on the council's current approach, improvements and opportunities. A further workshop with stakeholders was held in September, the results of the exercise were analysed to inform the council's procurement practices by making sure that social value

aligns closely to service requirements and Connected Communities.

A workshop with voluntary and community sector (VCS) organisations is planned for March to help the council understand its needs and strengthen its approach to social value. The council is also working with VCS organisations and local businesses to understand what support they need for capacity building, and to provide this through its social value work.

Data has been collected from 129 local suppliers to gather their views on the support they need. A detailed local supplier register has been created to help develop the local supply chain and meet the commitments in the Commercial Strategy 2023–2027. Work is under way to connect these local suppliers, 60% of whom are owned by ethnic minorities, with contractors that have committed to supporting local businesses and providing social value.

Better pay, workplace representation, terms and conditions for workers, new social and co-operative enterprise

In November 2022, the council introduced the real living wage for home care workers, working with more than 70 providers to implement these pay rises and investing more than its £2million commitment.

Since then, the council has continued to increase funding each year to match rises in the real living wage. All council contracts now pay the real living wage, and this is a requirement in all new contracts.

Ealing was the first borough in west London to be officially recognised as a Living Wage Place, and one of only 17 across the UK at the time in September 2024. In October 2025, there were 100 employers in the borough paying the London Living Wage, guaranteeing their staff a fair rate of pay, so they can afford the essentials and start to save money. Between them, these Living Wage accredited organisations employ more than 15,000 people. Further information is available in the section on Decent Living Incomes.

The percentage of total council spend within

the borough has declined slightly from 28% in 2022/23 to 26% in 2024/25, still spending over one quarter of the council's spending power locally. In 2025/26, at the second quarter, this was at 26% and expected to increase before the end of March 2026.

Commitment: Maintaining support for the most vulnerable and expand the Council Tax Support Scheme to make sure those who cannot afford to pay are protected from tax

Expansion of Council Tax Support Scheme for vulnerable residents

The council expanded its council tax support scheme in 2022, increasing the maximum entitlement for council tax reduction from 75% to 80% for people who fall into the lowest income band (band 1) and were not protected by the existing scheme (non-protected category). This aimed to help residents impacted by the increased cost-of-living, so there is less to pay towards council tax. Since the expansion of the scheme, £4,960,607 additional Council Tax Support has been awarded, benefiting 23,688 low-income households and the average discretionary council tax discount budget per annum has been increased to £416,002 since 2022. The council has made sure the support scheme is well publicised, communicated and easily accessible to those in need of help. Detailed information is available on the [council's website](#) and publicised in the cost-of-living leaflets available in a variety of public spaces across the borough, including community hubs, libraries, community centres and GP surgeries. Council tax bills also refer residents to the scheme. Customers are supported with information and assistance in applying through the 7 community hubs and the council's contact centre.

Council Tax Support Scheme and Universal Credit automation

The Department for Work and Pensions (DWP) has now moved all working-age residents who received housing benefit onto Universal Credit (UC).



In line with the migration, the council has automated and streamlined the processing of new claims for council tax support.

UC notifications are now treated as new claims for Council Tax Reduction (CTR). This means CTR can be applied from the start of a UC claim, and residents who need extra financial support do not have to make a separate CTR application.

The council has automated DWP notifications about changes to UC. This means the service can update CTR quickly when a resident's UC changes. Most updates are processed within a few working days, so residents receive the correct amount of support sooner. This maximises help and reduces waiting times for people on UC.

Commitment: Keep council tax low and help families with the cost of living

Keeping council tax low

Since 2021, the council has raised council tax in line with central government guidelines. The borough's core council tax has increased by 12.95% since April 2021. This is lower than the Greater London Authority (GLA) share, which has increased by 35.85% over the same period.

The full Band D council tax in the borough is £2,041, which is below the national average of £2,280. It is also the 15th lowest of the 33 London boroughs, despite the council receiving lower than average government funding.

Cost of living (also in thriving communities)

In the autumn budget, the government confirmed a 1-year extension of the Household Support Fund (HSF) in England, allocating £742million, from 1 April 2025.

This meant the council can run the local welfare assistance scheme with wider eligibility, so it can support more residents who need financial help.

The council has been allocated £4.7million from the HSF. This funding helps the council give vouchers to low income residents who qualify, to support them with food and essential items.

The council distributed these vouchers before the May half term, summer holidays, October half term and Christmas holidays, to children in receipt of Free School Meals (FSM), families on Housing Benefit or CTR with children under 5 years old, as well as to care leavers. Funding has also been distributed to 9 voluntary sector organisations which will support with distribution of HSF. Other residents can also receive support from HSF by making an application to Local Welfare Assistance scheme. A new process has been introduced, helping residents to apply for vouchers if their children attend schools out of borough and not in receipt of FSM vouchers there. The council is working hard to maximise the household support fund to assist as many households as possible, including groups that have not previously been reached, by distributing financial assistance through multiple channels.

Since 2022, over £16m of HSF was provided to low-income households in the borough, this includes 14,400 families eligible for FSM, 1,200 households with children under 5, claiming CTR and/or Housing Benefit, 2,200 residents who are on a low income and receive care at home, 2,520 households who receive CTR and/or Housing Benefit but do not get DWP benefits, 423 care leavers. Some of the fund was allocated to Local Welfare Assistance Payments to support 6,500 households in immediate crisis and to voluntary sector organisations to provide direct support to communities that may not be able to benefit from the other support available. £125m has been awarded in CTR in the last 4 years. The Holiday Activities and Food Programme (HAF) has benefited more than 4,000 children annually, and provided more than 120,000 free meals since 2022. There is a [dedicated section on the council's website](#) that explains the cost of living support available and how to get it. The council also runs an ongoing communications campaign to raise awareness of the help on offer for residents.

The council has used the Low Income Family Tracker (LIFT) data tool to run targeted campaigns that have helped residents.

As a result, an additional £2.5million per year

is now being claimed by pensioners in the borough and the council continues to reach out to those who are still not claiming. The Attendance Allowance campaign saw a 4.9% uptake in applications leading to an annual value of £216,000 per year and a lifetime, borough-wide value of £1.2million. In January 2025, the FSM auto-enrolment project helped 219 families save on average £695 per year as well as provide them with access to the borough's HAF programme. This resulted in an additional £500,000 per year in funding to schools in the borough (from 2026/27 financial year). Campaigns will be repeated in early 2026 and will take place alongside the everyday engagement and awareness raising carried out by the team to make sure council staff and those working in frontline roles across the borough know what support is available and how to access it.

Commitment: Retain, use and take control of new council land and buildings, ensuring that we hold on to 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

In 2023, the council's cabinet agreed the [Ealing Council Land and Property Strategy 2023–2027](#). The strategy sets out how the council will manage its land and buildings in a joined up way through a corporate landlord model. It aims to make sure the council has an efficient and effective property portfolio that supports the Council Plan, helps transform public services and benefits communities across the borough.

Ground floor of Perceval House community use

The council is committed to making sure its buildings and land provide the greatest benefit to residents. Parts of the ground floor at Perceval House are already used by community groups, and the council is working to open more space on the ground floor through new booking arrangements.

The South Atrium at Perceval House is expected to reopen for public use by the end

of March 2026, with a contractor appointed for the refurbishment in November 2025. Improvements have already been made to the meeting rooms, ICT equipment and communal areas.

Community use of council-owned assets

Officers continue to work to develop action plans on running community centres and libraries, with community groups across Greenford, Acton, Ealing and Northolt, and are engaging with residents about improving spaces. In Acton, a lease on the West Acton Community Centre is being finalised with a community group which recently registered as a charity. Greenford Library is now being managed by the Young Ealing Foundation and West Ealing library is in the process of being transferred to a new community group.

A council-owned property has been licenced to Golden Opportunity Skills and Development (GOSAD) and a consortium of multi-ethnic groups which recently refurbished the interior to launch their services. The council has facilitated a new community grocery store in Gurnell Grove, catering to residents of the estate and the wider community.

North Acton Square has been revitalised in partnership with the council, a local community group and with support from funders in the area. This now provides 6 new spaces for local businesses and the community to use.

Community centres in Northolt are currently being marketed so they can benefit the community for years to come.

Commitment: 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

Public Service Guarantee/ more public services under local authority control

The council uses the Public Service Guarantee to decide whether a service could be brought in house before buying it from an external

company. This helps the council make sure public money is used in the best way for residents.

The guarantee requires the council to check if a service could be run directly by the council or through one of its own companies before starting any new procurement. These decisions are approved through cabinet, a cabinet member or a key officer.

Since this approach was introduced, all contracts more than £500,000 now include this assessment as part of the decisionmaking process. All procurement strategies must consider whether a service could be run inhouse. The council has reviewed all outsourced contracts to see whether they could be delivered directly or through another model. This has included a detailed review of contract spending and how each service works.

During 2023/24, parking and graffiti services were moved to the council's wholly owned company, Greener Ealing, with a contract value of £2.4million per year. These services were previously delivered by Serco.

A 5year procurement plan has been created to identify upcoming contracts that may be suitable for review. It is now standard practice to consider bringing services inhouse, with external contracts reviewed and challenged.

Commitment: Campaign for reliable long-term funding for local government, fighting for money we need from central government to keep up with ever growing demand

Campaign for adequate long-term funding

In June, the government opened a consultation on the Fair Funding Review 2.0. This consultation asks for views on how future funding should be allocated to local authorities and to fire and rescue services. The council has reviewed the proposals for the new funding formula and has identified what the changes could mean for the borough.

When the longterm funding settlement for local government is agreed, the council will assess whether the new formula reflects the demand pressures on its services. The council

is working with the government to understand its spending decisions and is lobbying ministers to make sure local government is funded fairly and sustainably.

The council has made its case in regional and national forums for a funding formula that reflects the pressures the borough faces. The council is also considering its response to changes in the NHS structure to make sure that local healthcare commissioning works closely with social care.

Budget and financial strategy

In recent years, the council has made its budgeting and monitoring processes clearer and easier to follow. This helps the strategic leadership team and cabinet members stay up to date, understand the council's finances and make informed decisions for the borough.

Since 2022, the council has carefully managed its finances, even with rising costs in key services. By the end of 2024/25, the council spent £1.07million less than planned from its £311.88million general fund budget. This is a difference of only 0.3%. During 2025/26, the council will continue to monitor spending closely and look for ways to use its resources wisely so that highquality services can be maintained.

Financial planning has been focused on the short term in recent years because the council has only received oneyear funding agreements from the government. Rising costs and inflation have also created extra pressure. The council is now preparing for longerterm planning, now that it has received a 3year funding settlement from the government from 2026/27. This will allow the council to invest in prevention and new ways of working, while also making targeted savings.

Like many councils, the borough is facing rising demand for social care and homelessness services. Each year, the council reviews its spending and plans ahead to manage these pressures. The council has controlled costs in some areas, including support for older adults and children, but rising prices and demand remain a challenge.

The council remains committed to investing in local priorities and maintaining strong service standards. However, because much of the budget is spent on essential services where demand is growing, the council needs to keep finding new ways to save money. This includes improving how it organises its workforce, how it buys services and how it uses digital technology. The council has clear processes in place to monitor savings and make sure they stay on-track. It is also working on improving how it predicts future needs, to help plan ahead and the local community to thrive.

Council and business tax collection

The percentage of council tax and business rates collected each year has stayed consistent since 2022. In 2024/25, the council collected 96.9% of council tax. This is higher than the 95.8% collected in 2021/22, placing the council 8th out of the 33 London boroughs for collection.

The total amount due to be collected has increased by £45.65million in 2024/25 compared with 2021/22. Any unpaid amounts are followed up through recovery action, and payment plans can be extended to 12 monthly instalments.

The number of domestic properties in the borough continues to rise. There were 129,530 homes in 2011/12, 142,740 in 2021/22, and 150,519 in 2025/26. The council is working to keep up with this growth by improving collection processes and using data and automation to work more efficiently.

The percentage of business rates collected has also improved, rising from 92.7% to 95.4% over the same period.





Safe and genuinely affordable homes

Commitment: Establish a private renters' association (PRA), led by renters, to provide mutual support and advocacy for the 15,000 families that are renting privately within the borough

Private renters' association

We are working towards the establishment of a private renters' association, to be run and led by renters, which would provide mutual support and advocacy for private renters within the borough. This will help private renters improve awareness of their rights, empower them to exercise those rights, and secure support and advocacy. The council held an event in October 2025 to mark the start of engagement to form a private renters' association, involving a range of stakeholders and advocates for private renters from local and regional third sector groups in a panel format. The council explored aspirations of the private rented community and the level of appetite for such an organisation, what the council's role might be, how an association might be constituted, as well as what its scope and core objectives might be. Since the private rented sector makes up approximately 40% of dwellings in the borough and includes a diverse range of communities, this engagement is key and necessary to designing an effective and sustainable association or forum and setting out how it can be constituted, run, and led by renters.

Included in the event were [Citizens UK](#), which was commissioned to provide renters' rights workshops up to January 2026. Citizens UK will produce a report for the council on the success of these workshops and the insights it has gathered from engagement with participants, including how a PRA might be constituted, established, and operated in the borough. This report will inform the formation of a future association or forum and will be shared with the launch panel. The workshops run by Citizens UK have focused

on hard-to-reach renters who are often not well represented in more conventional communication and awareness campaigns. This reflects recognition that these renters are most disproportionately affected by poor property management, instability of renting, and rogue or unscrupulous landlords.

Support for renters

The 10 renters' rights workshops held by Citizens UK over 2024 and 2025 were educational, providing advice on topics such as rental rights, including rent repayments, section 21 advice, dealing with eviction in unlicensed properties. In 2023, we also partnered with the Cambridge House Safer Renting Team with the aim to strengthen rights and access to justice for people exploited by criminal landlords, making private renting safer for our residents. The service was procured and referral programme implemented. Officers from housing demand, homelessness prevention, and private sector rented property regulation have since been able to refer vulnerable tenants who might be at risk of exploitation by criminal landlords so they can access the advocacy and support services of Cambridge House to challenging landlord harassment and illegal evictions, and provide support with legal action where necessary.

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

Investment in safe and secure places to stay

Since 2022, the council has invested more than £21million into temporary accommodation to provide more than 100 new safe and secure places to stay. In addition, a further £150million has been earmarked to continue increasing the supply of temporary accommodation that the council will own. Across London, there has been an increasing

number of homelessness, which has continued to put pressure on the council services. Despite these pressures, the council has been able to reduce the numbers of households in bed and breakfast (B&B) temporary accommodation from a peak of 747 in April 2024 to 129 at the end of the second quarter in 2025/26. There has been a similar reduction in the number of families with children staying in B&Bs for more than 6 weeks over the same period, from 329 households in April 2024 to 82 at the end of the second quarter this year, and there is a continuous downward trend. A programme is under way to re-house all families in non-compliant B&Bs towards our target of 0. The remaining households in non-compliant B&Bs will be transferred to alternative temporary accommodation, moved into social housing, or offered a private sector property. While progress has been made, we recognise more needs to be done to improve outcomes from homeless households. Pressures on councils from the wider economic situation in the country are not likely to diminish but are expected to increase, particularly with recent short-term pressure as the Renters Reform Act is enacted. This will potentially result in an increased number of households in temporary accommodation.

Housing Strategy and housing need (also in good growth)

Ealing Council's new [Housing Strategy 2025-30](#) was approved at cabinet in July 2025. This strategy sets out the long-term housing strategic vision, ambitions, priorities, and objectives for the borough and our partners over the next 5 years across. The priorities of the housing strategy include:

- supporting growth - meeting residents' needs for more genuinely affordable homes
- high quality homes and neighbourhoods that are safe, healthy and resilient for the future
- well-managed homes, supporting people to live settled lives
- better lives and connected communities - preventing housing crisis, fighting housing inequalities, and supporting independence.

The housing strategy covers all tenures, but also sets out our approach and key commitments around homelessness, rough sleeping, and temporary accommodation. The strategy is informed by a comprehensive evidence base. This includes census data, government housing statistical returns, [Local Housing Needs Assessment](#) update, and an affordability review at ward level, including property market review, household incomes, and affordability analysis. We have also conducted a comprehensive review of key council strategies, plans, and policies, interviewed council officers across housing and related service areas, engaged with external stakeholders such as registered providers, housing developers, and community and voluntary groups. Progress on how we have been putting the strategy into practice will be reported annually to the council's strategic leadership team.

We have also worked to ensure that the borough's housing need is reflected in the long-term policies under the new Local Plan, which is currently under examination. The Local Plan includes a 40% affordable housing threshold for applicants to follow the fast-track route which allows applicants to avoid having to submit detailed viability evidence and late-stage reviews. It does not mean that schemes may not come forward with lower levels of affordable housing, but where a scheme can't meet the fast-track threshold, applicants need to provide detailed viability evidence which is scrutinised by the council. If a lower level of affordable housing is agreed to be all that is viable, the scheme will be subject to review mechanisms to ensure that additional affordable housing contributions are made if the scheme becomes more viable over time. Of the 40%, 70% of it should be social rent and 30% intermediate, where a lower percentage is viable the focus will be on maximising the social rent element of the scheme. More detailed guidance on intermediate products and overall housing size mix is available in the Housing Strategy, and will be set out in a guidance note to accompany the Local Plan. This is to ensure the approach on a site-by-site basis can flexibly respond to identified local

need, taking account previous permissions and delivery in the local area. Section 106 policies will continue to secure new affordable housing (volume, mix, and tenure) via private sector residential consents, as guided by evidence emerged through the housing strategy.

Placement policy and individual needs assessment

Ealing Council's temporary accommodation placement policy outlines a clear, needs-based system for allocating emergency housing. Every household is individually assessed, taking into account factors such as employment, schooling, medical needs, and support networks. The council prioritises keeping families within the borough whenever possible, but due to limited supply, may also place households in neighbouring boroughs or further afield. The policy includes a banding system to prioritise those with the greatest need for local accommodation, such as families with children in critical school years, or those with severe medical conditions. The council also maintains a transfer system to move households to more suitable accommodation as it becomes available.

Long-term solutions and partnership working

Beyond immediate crisis response, the council's strategy emphasises long-term solutions to homelessness. This includes increasing the supply of genuinely affordable homes, investing in social housing, and working with partners across the public, private, and voluntary sectors. The council's approach is holistic – addressing not just housing, but also health, employment, and community support. All new investments in temporary accommodation are subject to rigorous financial and sustainability checks, ensuring value for money and alignment with climate goals. The council is committed to ongoing engagement with residents and stakeholders to refine and deliver its strategy, aiming for a future where homelessness is rare, brief, and non-recurring.

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

Investment in the council's housing stock continues, with a forecast spend of more than £400million by the end of 2025-26, exceeding the 4-year target. From the stock condition surveys to date, 93% of council homes are considered 'decent'. Whilst the aspiration is always to achieve 100%, this benchmarks well against other London local authorities. The council is developing a 30-year capital investment plan and we have completed work on a Net Present Value (NPV) model – this will enable the council to effectively target future investment where it will have the greatest impact and enhance the lives of residents. Work is under way to review our Asset Management Strategy, to include new legislation such as Awaab's Law, Building Safety Act 2022, and the council's journey to net zero. Procurement is under way to look at remediation programmes for our 27 high risk buildings, ahead of the government's 2029 deadline.

The investment in the housing stock covers improvements to the quality of our properties to ensure tenants live in safe, secure, and healthy homes. And £25million was allocated to both 2024-25 and 2025-26 for repairs, and this increased further to invest in improvements related to damp, mould, and disrepair. The mechanical and electrical upgrade programme of £185million over 10 years began with Gleneagles and Rutherford at approximately £20million. Fire remediation expenditure is estimated at £48million across 793 blocks, with at least £19million of that required by the end of 2025-26. Fire safety upgrades include new fire doors, fire stopping, hard-wired smoke detection systems, and upgraded emergency lighting. The council has completed works on 718 bathrooms and wet rooms, 918 kitchens, 110 window installations, 113 doors (excluding fire doors), and 665 roofs.

Housing Strategy 2025-30

Ealing Council's housing strategy for 2025 to 2030 places a strong emphasis on improving the quality of homes across the borough, recognising that safe, healthy, and sustainable housing is fundamental to residents' wellbeing and the creation of thriving communities. The



strategy outlines a multi-faceted approach: it commits to significant investment in repairing, renovating, and retrofitting existing homes and estates, ensuring they meet high standards of safety, warmth, and energy efficiency. This includes meeting the Decent Homes Standard, targeting net zero carbon emissions, and prioritising the transition to more sustainable housing through large-scale retrofitting programmes. The council is also focused on raising standards in the private rented sector by enforcing minimum quality requirements and expanding property licensing schemes, aiming to inspect at least 50% of all licensed privately rented properties by 2028. Alongside physical improvements, the strategy prioritises well-managed homes, empowering tenants and residents to have greater control and choice, and ensuring that issues are rectified swiftly. The council's approach is collaborative, working in partnership with residents, housing associations, developers, and community organisations to deliver improvements and tailor solutions to the unique needs of each of the borough's 7 towns. By integrating these efforts with broader objectives - such as tackling the climate crisis, fighting inequality, and supporting community resilience - we aim to ensure that all residents have access to high-quality homes that support healthier, happier lives.

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

Supported places for rough sleepers

Through the government's Rough Sleeping Initiative, the council secured funding from 2022 to 2025 to provide emergency accommodation for all rough sleepers with recourse to public funds, as well as to fund our resettlement, move-on, and housing led initiatives helping them to access more appropriate accommodation. In conditions of low supply and high demand, since 2022 we have delivered more than 362 supported

individual placements for rough sleepers, far surpassing the initial target of 100. This achievement reflects a sustained commitment to providing safe, stable housing for those most in need. The council's efforts have resulted in a notable reduction in the number of rough sleepers in the borough, with figures dropping from 283 in quarter 4 of the previous year to 204 in quarter 1 and 222 in quarter 2 of 2025-26. Early intervention strategies have contributed to this decline, particularly by reducing the number of new and intermittent rough sleepers. In 2024-25, 41 rough sleepers were supported into private rented accommodation, an increase compared to 28 in 2022-23 and 13 in 2021-22. The number of long-term accommodation placements nearly doubled in the first quarter of 2025-26 (from 7 to 15), and then increased further to 22 in the second quarter, reflecting the strengthening of pathways to stability and resettlement. All targets under this commitment have been met and exceeded. Future support for rough sleepers will continue through services, with a focus on sustaining the progress achieved.

Homelessness prevention

We have developed a programme of early intervention measures through the council's change partnership which reduces the demand for temporary accommodation and prevents homelessness in the first place. Our rough sleeping prevention team is completely deployed, working in partnership with Department of Work and Pensions (DWP) and local charitable and community organisations to provide support for people that are having difficulties with housing, and aims to identify and support cases that do not meet the criteria to be owed statutory duties yet through early intervention. The team extended its role to assist with the initial part of the statutory assessment of those at risk of sleeping rough. Outreach surgeries take place regularly at the 2 local job centres and more recently at a day centre where Home Office hotel clients attended. Thames Reach takes 10 referrals from Empowering Action and Social Esteem (EASE) to assist residents at National Asylum Support Service (NASS) hotels that have

recently been granted leave to remain and are at risk of rough sleeping. We received referrals each month from the West London Alliance Single Homeless Prevention Scheme and work to provide onwards assistance into the Private Rented Sector (PRS) market outside London. Severe Weather Emergency Protocol (SWEP) facility has been provided as emergency shelter to assist with the lower temperatures in winter, providing space for up to 60 rough sleepers, and further provision for Hot weather Severe Weather Emergency Protocol (H-SWEP) facilities were run in the summer. The borough continues to lead on homelessness prevention, with 50% of homelessness applications prevented through early intervention despite an unprecedented rise in demand and challenges within the rental market.

Immigration advice and legal support for those with no recourse to public funds (NRPF)

We have continued assisting residents with no recourse to public funds to access immigration advice to help them establish their legal status in the UK. In 2023-24 and 2024-25, we assisted 45 rough sleepers each year, compared to just 5 in 2021-22. Our commissioned street legal worker has successfully set up an immigration advice drop-in service in collaboration with North Kensington Law Centre, the commissioned West London Immigration Advice Service, and Hope for Southall Street Homeless charity providing advice to rough sleepers in the community. A number of vulnerable clients were empowered to receive help that they otherwise were unable to access as a result of their complex support needs. We have also worked collaboratively with the charity Hope for Southall Street Homeless, who have their own funding to accommodate those who are attaining status and travel documents for a voluntary return to a home country. They have had a number of successes in assisting a return, with dignity and support for their clients. Last year, 17 clients received help securing their immigration status and 9 in the previous year. The team were able to assist clients into the National Asylum Support Service

(NASS) accommodation that they had initially been unsuccessful securing, being placed in neighbouring boroughs and receiving support from our resettlement team during a short period to settle in.

Partnerships and integrated commissioning

A key focus has been improving commissioning arrangements to ensure services deliver an integrated and holistic approach to address the needs of rough sleepers. The council has worked closely with partner organisations, including the NHS, to create 2 cross-agency roles that now sit within the housing demand rough sleeping team, with partners agreeing to fund these posts. The multi-agency homeless response officer will ensure effective collaboration between statutory services, charities, and community organisations to improve outcomes for those discussed in multi-agency meetings. The senior mental health liaison officer will focus on mental health and housing joint work with the NHS, and collaborate with various agencies to represent and advocate for the needs of people who are sleeping rough, at risk of rough sleeping, or otherwise homeless. They will be working very closely with the rough sleeping and mental health programme and housing colleagues in the wider department, as well as other teams and departments. They will provide specialised support to the housing demand department, adult social care, NHS partners, and drug and alcohol services. We have also now secured a grant to have a nurse working within the outreach team who is delivering episodes of care, manages a caseload, and supports access to mainstream health services. These roles will benefit those affected by NRPF through working with them to alleviate the challenges they face. In addition to this, collaborative efforts have enabled the council to secure emergency accommodation units and supported housing, 12 units with community support already in place and another 18 units with Arpeggio.

Multi-agency pilot in Southall

The council has initiated a multi-agency pilot in Southall to address the needs of individuals

with No Recourse to Public Funds (NRPF) and rough sleepers. The transformation and innovation team has mapped relevant agencies and is developing a cross-agency collaboration model. Joint working proposals include opening a day centre for NRPF rough sleepers and funding a coordinator role to facilitate targeted support. Although a suitable location for the day centre is still being sought, the council has established a co-ordinator to organise meetings and connect with support from other agencies and organisations. This replicable model brings together resources to improve outcomes for NRPF rough sleepers. The co-ordinator is already in-post and the first meeting took place in November 2025.

Employment support for rough sleepers

To support rough sleepers in achieving independence, the council commissions an employment specialist worker, that works in the rough sleeping outreach team. The employment specialist works with any rough sleeper looking for employment, providing they have the right to work – there is no exclusion based on health needs, substance use, or any other factor. The support provided is personalised and intensive, with the aim of successful move-on and sustaining accommodation. Caseloads are lower than some traditional employment services, which have very high caseloads. This enables employment specialists to provide intensive support to people with higher support needs and increases the percentage and numbers of clients in this cohort who successfully achieve paid employment. The specialist is not responsible for other elements of client support but works closely with staff at the host services to assess support needs in relation to work and to make sure that the appropriate support is put in place.

Campaign to end the pernicious no recourse to public funds rule that forces rough sleepers back on to the streets

As part of our Borough of Sanctuary strategy, we continue to highlight how the immigration system lets down our communities and leads to additional costs on our residents.

Commitment: 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.

Property licensing helps ensure the quality and standard of private rented sector homes in the borough are better, as well as encouraging more effective management practice of landlords to address potential problems. Licensable properties must meet the required electrical, gas, and fire safety standards and take proactive action in relation to any antisocial behaviour occurring on their properties. Proactive inspections are carried out to ensure properties are safe, well managed, and take action to address any hazards in the property. This approach enables us to better co-ordinate our response to antisocial behaviour, particularly where this occurs in houses in multiple occupation settings, and provide effective links with other council services, such as the housing demand team.

With effect from 23 December 2024, a new general approval came into force and local housing authorities in England are no longer required to get confirmation from the Secretary of State before implementing a selective licensing scheme of any size. In our drive to protect private tenants from rogue landlords and improve conditions and management standards in the private sector, we successfully introduced licensing schemes across our wards that were appropriate to each area and, by 2023, 100% of the borough was covered by one of our licensing schemes. All houses in multiple occupation (HMOs) and two-thirds of single household dwellings require a licence.

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

We have maintained our commitment to offer lifetime council housing tenancies, with all council tenants having secure tenancies. Our borough tenancy strategy and procedures have been updated to ensure compliance with the Regulator of Social Housing regulatory

standards. This has set the borough-wide guidance to all social housing landlords operating in the borough and is part of the landlord policy.

Resident engagement

As a social landlord, the council strives to improve tenant engagement, ensuring that tenants' voices are at the core of service delivery and that tenants feel their complaints are responded adequately and in a timely manner. In 2023-24 we ran a consultation to improve our resident engagement structure, with more than 200 tenants involved in shaping services. Our new [Housing Resident Engagement strategy 2025-2027](#) was jointly produced with residents through a series of workshops and is published on the council's website.

A requirement of the Building Safety Act is that all high-rise buildings have a specific resident engagement strategy in place which is developed with the residents in the affected block. These strategies are [published on the council's website](#).

The results from the Tenant Satisfaction Measures (TSM) surveys have been reviewed and shared at the Housing Residents Forum as a standing item. [TSM performance is published](#) on the council's website on an annual basis and included in the Housing Annual Report. We have run 2 workshops with residents to discuss TSM performance in more detail. We have developed a TSM action plan with service improvements assigned to relevant service leads. Tenant satisfaction in October 2025 was at 57%, below the targeted 60%, however this improved from 52% in 2023-24. The average overall satisfaction score for tenants of local authorities is 68.5% (Regulator of Social Housing data released in November 2025), and we recognise there is more work to do in this area.

We are continuing to further improve our complaints processes and analysis, including making changes to our customer relationship management software to aid the monitoring and improvement of response times and ensuring that we are learning from

complaints in order to improve services. The new timescales of 10 working days outlined by the housing ombudsman for responding to complaints have been implemented, and relevant policies and procedures have been updated.

Havelock Estate

We ran a resident engagement and connected communities pilot scheme on the Havelock Estate in Southall, in late 2024 to address the complex social challenges faced by residents in an area marked by high deprivation and diverse needs, exacerbated by a paused regeneration programme. A new estate housing hub was opened on the estate, which was named by residents as Havelock Advice Venue (HAV). The hub is open 2 days a week, which brings together frontline teams from housing management, rent collection, resident engagement, social prescribing, safer communities, surveying, and home ownership, all working collaboratively from a single, accessible venue. Residents can drop in or arrange an appointment.

Since opening, the hub has seen a significant increase in engagement – attendance doubled within the first few months, driven largely by word-of-mouth rather than formal communications. Residents have responded positively, not only accessing core services but also proactively requesting and helping to deliver new activities such as language classes and IT training. Cross-cutting work in this preventative space has proved helpful for residents with issues such as housing and anti-social behaviour. This approach has also fostered a sense of shared purpose among staff, broken down traditional silos, and boosted morale. Early evidence suggests that the hub model is both feasible and valued by the community as part of a broader strategy to reduce inequalities and build stronger community connections, with the flexibility to adapt as residents' needs evolve.





Good growth and new homes

Commitment: 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

Community Land Trust

We are working to pilot a new Community Land Trust (CLT) within the borough, with several sites under consideration. All council-owned sites suitable for residential accommodation are now automatically considered and assessed for possible CLT opportunities. This approach is being formally adopted into development site assessment procedures and governance. The council continues to work with the Community Land Trusts and Ealing Citizens to identify a site and terms for a community-led development by March 2026. A number of sites have been shared with Ealing Citizens for their assessment. We expect that a front runner site will be identified from this process, which we can then take forward. 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. Funding has now been secured from the GLA for small site due diligence, and we are aiming to market the site within the current year.

Community-led housing initiatives

Officers have also included community-led housing in the strategic ask of Oak and Park Royal Development Corporation (OPDC) to identify suitable sites in the OPDC area and/or commit to ringfencing a small percentage of the intermediate affordable provision on large sites for CLT. OPDC have confirmed this will be a long-term deliverable.

Commitment: Push developers to deliver even more genuinely affordable homes in

new developments and push the overall number of affordable homes built in the borough well above 35%

Securing more than 35% affordable homes

We have continued maximising the proportion of homes coming through the planning system that are affordable, through negotiations with developers during the planning process. The London housing market has seen a marked reduction in viable affordable housing schemes due to several factors, including high inflation, interest rates, and building safety costs. Despite the challenges, on the cumulative average of schemes decided by committee since 2022, around 39% were affordable. To increase the potential in affordable housing if the market improves during build out, we secure early and later reviews on those schemes that do not meet the threshold number of affordable homes.

Registered provider and developer forums

To boost the delivery of more genuinely affordable homes in the new developments, we established a registered provider forum that has been meeting quarterly since the beginning of 2024. The first developer forum was held in October 2025 to understand current barriers preventing the delivery of the homes needed in the borough. This will now be a regular forum.

Area specific forums (Southall, Ealing Met centre, Acton) were established in 2023/24, bringing together a range of stakeholders in each area, working together to deliver identified priorities for each area.

Housing Strategy and housing need (also in GAH)

The borough's new [Housing Strategy 2025-30](#) was approved at cabinet in July 2025. As part of ensuring the strategy reflects the breadth of the borough's needs, we have completed the [Local Housing Needs Assessment](#) update and affordability review at ward level,

including property market review, household incomes and affordability analysis. We have also conducted a comprehensive review of key council strategies, plans and policies, interviewed council officers across housing and related service areas, engaged with external stakeholders such as registered providers, housing developers and homelessness charities. Progress on delivery of the strategy will be reported annually to the council's strategic leadership team.

We have also worked to ensure that the borough's housing need is reflected in the long-term policies under the new Local Plan which is currently under examination. The Local Plan includes a 40% affordable housing threshold for applicants to follow the fast-track route which allows applicants to avoid submitting detailed viability evidence and late-stage reviews. It does not mean that schemes may not come forward with lower levels of affordable housing, but where a scheme cannot meet the fast-track threshold, applicants need to provide detailed viability evidence which is scrutinised by the council. If a lower level of affordable housing is agreed to be all that is viable, the scheme will be subject to review mechanisms to ensure that additional affordable housing contributions are made if the scheme becomes more viable over time. Of the 40%, 70% should be social rent and 30% intermediate, where a lower percent is viable the focus will be on maximising the social rent element of the scheme. More detailed guidance on intermediate products and overall housing size mix sits in the Housing Strategy and will be set out in a guidance note to accompany the Local Plan. This is to ensure the approach on a site-by-site basis can flexibly respond to identified local need, taking account of previous permissions and delivery in the local area. Section 106 policies will continue to secure new affordable housing (volume, mix and tenure) through private sector residential consents, as guided by evidence emerging through the housing strategy.

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

Genuinely affordable homes

In 2022, we committed to deliver 4,000 new genuinely affordable homes across the borough. Reaching this number has proved challenging because of a number of nationwide factors, including higher than anticipated building costs, inflation and interest rates, a highly turbulent economic environment and collapse of London housing market. While we remained unapologetic about having ambitious housebuilding targets, the construction sector has struggled to deliver the level of new genuinely affordable homes that our residents need. Since May 2022, we have started 1,779 genuinely affordable homes, with another 909 in the pipeline, which should take the numbers to 2,688.

In the first quarter of this year, 26 London boroughs, including Ealing, had no new housing stock. However, we are doing everything we can to increase the number of affordable homes by acquiring new homes from developers. We have purchased 290 private sector homes and turned them into social rental homes. In June 2025, 180 homes have been bought from the developer, Berkeley Group, in the Green Quarter development, Southall. The homes range from 1-3 bedrooms, and all will be let at affordable rates, with 96 of these at social rent and 84 at [London Living Rent](#). Council rents are on average less than a quarter of similar properties rented in the private sector. A further deal for 110 homes at Acton Gardens was completed in September 2025, with 32 genuinely affordable homes (GAH) brought in from Sovereign Network, and 59 from Flint Housing.

Priority to local residents and key workers in new affordable homes

Proposals for an intermediate and keyworker allocations framework have been drafted, and the initial proposals have been discussed with the council's strategic leadership team. An





intermediate housing allocations framework will ensure we can target intermediate tenures towards our housing priorities, helping to take the pressure off high demand social housing and temporary accommodation. Intermediate homes are developed by registered providers, such as the council, but also secured from the private sector through planning. London Plan policy means intermediate rented tenures have higher rents than social housing, but should be let within London Living Rent levels, with rents below London Housing Allowance levels. Household incomes up to £67,000 per annum are eligible for intermediate rented homes and up to £90,000 for intermediate homes to buy, such as shared ownership.

Two separate pathways are proposed for intermediate housing. Firstly, a pathway for general applicants with various categories which are then prioritised into three bands in order of priority. The other pathway is for keyworkers, which sets out a list of priority keyworker professions. It is anticipated that an annual quota will be set for keyworkers, to ensure some homes are set aside for keyworkers. Within this annual quota, a scheme-based approach will enable us to tailor our approach to keyworkers, ensuring homes are in suitable locations near workplaces. The proposals will now be refined with the new management team in Housing Demand, to ensure it is aligned to the statutory allocations scheme, which is being reviewed before going out to consultation. It is anticipated that the new scheme will sit alongside the allocations scheme for social housing, so adequate resourcing needs to be secured to set up and administer an intermediate housing waiting list, property portal and marketing.

Planning applications decided on time

The council has been ranked within the top 12 planning authorities in the country, and given a platinum rating for its decision making service in 2024, according to a top industry publication. Indeed, 100% of 'major' local planning applications and 97% of 'non-major' applications are decided on time, and performance has been consistently high over the past 4 years. The quality of decisions also

remains high, with only 0.6% of planning applications overturned on an appeal as of the second quarter of 2025/26.

Commitment: 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

The site for additional pitches for the Gypsy, Roma, and Traveller community has been identified in the new Local Plan which is currently undergoing examination. A feasibility study has been complete for 6 pitches on an identified site. Work is ongoing to secure the site and early design work has been undertaken. Work is continuing on the next stage in the process, including a consultation with the community to feed into the design and detailed planning application.

Commitment: Introduce a new tax on developers, and work toward raising at least £12million per year for new infrastructure, education, health, and community facilities

£12million of Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a charge that can be levied by the council on commercial, residential and other new development in the borough, to help fund strategic infrastructure including education, health and community facilities. Following consultation on the draft charging schedule and an examination in public with an independent examiner, CIL was adopted at full council in December 2025 and will come into force on 1 March 2026. Once adopted, CIL will be charged on relevant new development as it receives planning permission and is paid on commencement. This means it will be some time before the money is collected, and in the initial years of CIL the income will be relatively low, but will increase over time.

£2million Neighbourhood Community Infrastructure Levy (also in thriving communities)

We committed to set aside £2million that we raise from the developer tax to be spent by communities on what they want, supporting community initiatives and microfinancing. Your Voice Your Town – a new organising approach in our 7 towns to support community powered change, has been designed with the intention of being a vehicle to support the distribution of NCIL. The new town teams are now on place, and as NCIL progresses, they can provide a key vehicle support distribution of funding in line with communities' priorities. We intend to review the learning from the first year of Your Voice Your Town, and will need to agree how this structure will be used in line with NCIL plans and the new Council Plan.

S106 developer contributions

Since 2022, around £47million in section 106 funding has been received and re-invested. [S106 legal agreements](#) are negotiated with developers in order to mitigate the impact of development and make it acceptable in planning terms. These legal agreements secure S106 developer contributions to fund specific interventions, such as transport infrastructure improvement, environment improvements, education, health, community facilities, affordable housing, etc. In October 2022 we procured Exacom, a modern digital s106 system, capturing contributions and tracking expenditure. Data was transferred to the system and cleansed, with ongoing invoicing of due sums prioritised, Internal audit report in April 2023 identified operation benefits and the need for refreshed governance and accountability across services, which was actioned as part of service realignment. The new system allows us to clearly understand what S106 money has secured, received, allocated and spent. In addition, a new governance structure has been put in place, with S106 service spending plans being produced by each service. These improvements make sure that that the right payments are made to the council and that the income is spent delivering the measures it was secured

for in a timely way. [Infrastructure funding statements](#) will be published each year which set out S106 secured, allocated and spent.

Commitment: 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

Community-led regeneration charter

At Ealing Council, we are committed to being as open and transparent as possible and giving our communities regular opportunities to help shape the way we do things. One of the commitments we made in our plan for the current council term was to 'develop a new community-led regeneration charter that sets out clear rights for local residents, businesses, and workers, to shape and control the decisions being taken in their communities on redevelopment of land and housing'. We have also been reviewing the feedback we received from previous engagement exercises on regeneration led projects such as the emerging Local Plan, the Housing Strategy and Regeneration Frameworks for each town. This exercise has affirmed how good community engagement is essential for good regeneration. We want to continuously review and improve our approach to engaging with our communities and make it easier for them to engage with the council and developers on regeneration led projects.

With significant housing targets now directed on councils by the government and the Mayor of London, all local boroughs can expect an increase in regeneration and development in the coming years. At Ealing Council, we have been preparing for this, particularly with our emerging new Local Plan, which is due to be published next year. Our local residents, workers and communities are a critical voice to shape and inform good regeneration, and we need to work with the community to better understand how good engagement is made clearer to all stakeholders involved in regeneration projects, and how compromises must be reached to unlock the best possible solutions.





The community-led regeneration charter will set out how Ealing Council and its partners will work together on regeneration projects, with local communities at the heart of decision making. It builds on the council's Connected Communities vision, particularly its principle 2: involving the community in our work and giving people power and choice wherever possible. Although a non-statutory document, the Community-Led Regeneration Charter will set out clear expectations, roles and responsibilities for all involved in regeneration projects, framed by the fact the borough will have to accommodate more growth and development.

The charter contents were informed by a series of engagement events in place in the autumn of 2025 with various stakeholders including council departments, community organisations, Community Review Panel and residents, worker and businesses. Face-to-face engagement was complimented by an online survey between 15 October and 15 November 2025. The engagement also considered the views of developers, registered providers and landowners to tell us about their experiences of engagement and consultation with the council. The Charter was adopted at cabinet on 11 February 2026.

20-minute neighbourhoods (also in thriving communities and decent living incomes)

The council has established a community-led placemaking approach to regeneration and planning. The 20-minute neighbourhood principle aims to boost local economies, improve residents' health and wellbeing, enhance social connections, and tackle climate change. As the borough's economy grows, it is crucial to have a clear guide for everyone, including private developers, housing associations, and the council, to meet the needs of the growing population.

The [new Local Plan](#) includes spatial and infrastructure plans for the borough's 7 towns, prepared collaboratively between regeneration and strategic planning policy teams. Community-led regeneration programmes in [Acton](#), [Ealing](#), [Greenford](#) and [Perivale](#),

[Hanwell](#), [Northolt](#) and [Southall](#) have now been published and projects are under way. The development of the regeneration frameworks has helped inform the vision and priorities for each of the borough's towns, seeking to build on the town's unique character, to better serve local people, enable job creation, and support healthier lifestyles.

The overarching guidance for developers and other key stakeholders, entitled [Our 7 Towns: Guidance on 20-minute neighbourhoods in Ealing](#), was published in 2024/25. The document expands on the vision of the 20-minute neighbourhood concept where residents can access services and community spaces such as pharmacies, doctor's surgeries, shops and parks within a short walk or bike ride. The guidance incorporates local feedback recognising that each of our seven towns is unique and have different business, workforce, and local amenities needs. This new strategic approach to planning is being applied across the regeneration, economy and skills department, ensuring consolidated comments are submitted across the department, framed by 20-minute neighbourhood principles. This guidance will ensure we can manage future growth and highlights the importance of local amenities in creating vibrant and sustainable communities. The council is working with key stakeholders to integrate the 20-minute neighbourhood principles into regeneration projects, ensuring benefits for local communities.

Visions for Northolt (also in thriving communities)

An example of our community-led placemaking approach to development can be traced through our Visions for Northolt programme when we worked with local people to develop the future of the area. It was set up to ensure that future investment in Northolt reflects the priorities, needs and aspirations of residents. Between January and April 2023, we connected with 385 people in a series of diverse engagement activity, including online surveys, digital and in-person walkabouts, digital and in-person workshops, school workshops and business interviews. The

Visions for Northolt Programme is on-track, including the government-funded active travel project, Green Ring, community grants and public art. After residents told us that transport issues were important, we secured more than £7.2million to run Connected Northolt, a series of public realm, highways and active travel projects to help increase connection. Visions for Northolt has fed into the development of a community-led 20-minute neighbourhood framework, setting out a 15-year plan to unlock wider opportunities to establish Northolt as a 20-minute neighbourhood with job opportunities, everyday services and amenities within walking distance of homes.

Commitment: 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

Good for Ealing inward investment (also in decent living incomes)

We continue to evolve and grow the Good for Ealing inward investment brand and programme by attending national and regional investment events. The programme has a significant presence at key real estate events, including the UK's largest at UKREiif in Leeds (attending in May 2023, May 2024 and May 2025) with Ealing being confirmed as the best represented and most prominent council. In September 2023, we curated and organised the inaugural Good for Ealing inward investment breakfast with nearly 90 delegates, and set up the new [Good for Ealing website](#) with the aim of attracting key growth sectors across our 7 towns. The website, and related social media, has recently been updated. An investment opportunities brochure was designed to promote the borough's key sites at London Real Estate Forum (LREF) to potential investors.

Growth sector forums (also in decent living incomes)

The [Industrious Ealing](#) study was completed in July 2022, mapping information and opportunities for growth in the STEM, digital and food science sectors. Through the

council's Good for Ealing inward investment programme, we aimed to define and promote the borough's growth sectors and convene growth sector networks. The Strategy Action Plan was produced via the jobs and skills forum and identified several growth sectors for the borough: creative growth, the life sciences and green economy. The growth sectors were promoted at the LREF in September 2024, which was attended by around 2,000 built environment professionals.

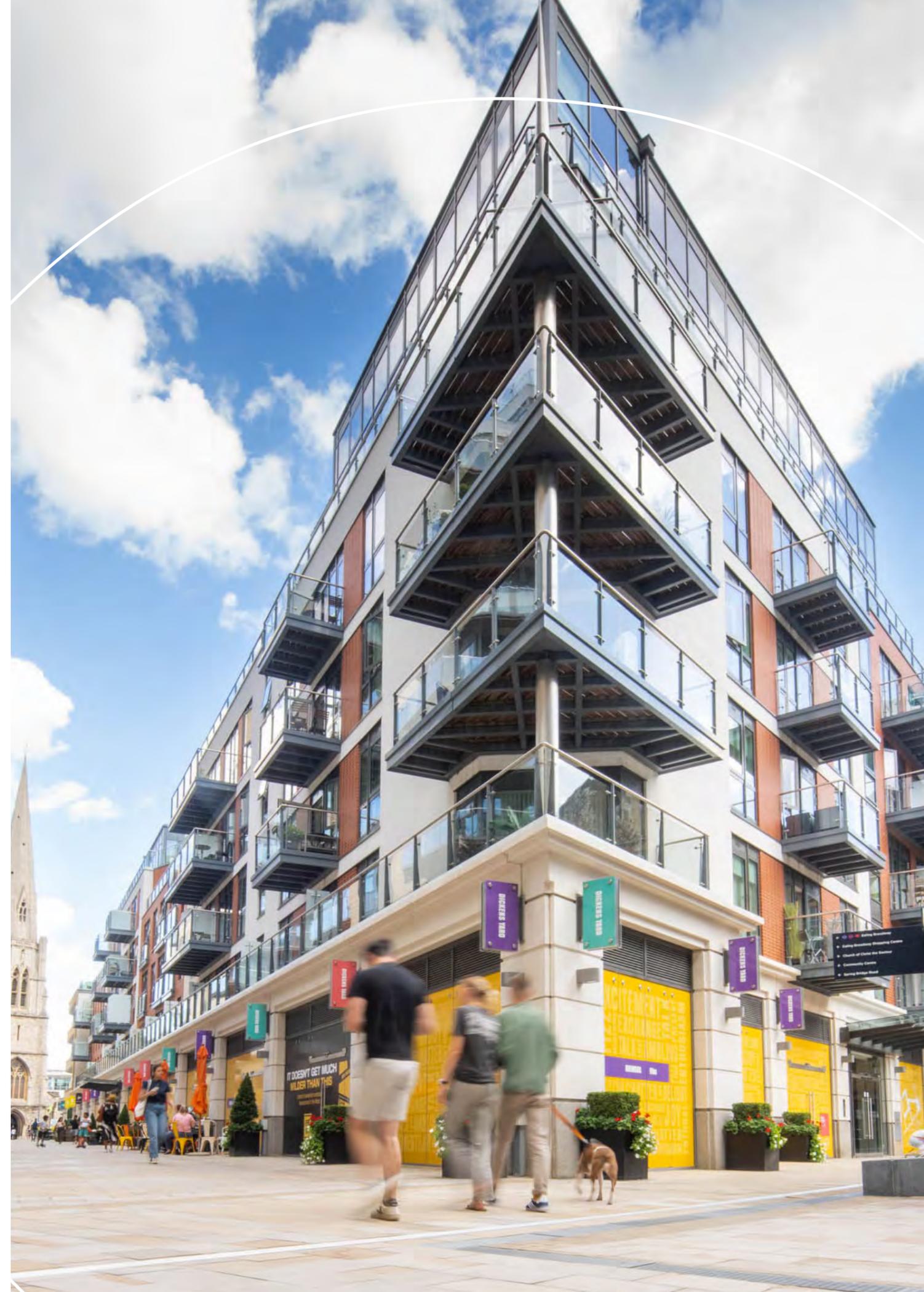
The first creative growth sector forum took place in November 2024 and has continued to be held quarterly, attended by around 60 attendees. The life sciences forum, co-hosted with Imperial College London, was started in April 2025 and was similarly well-attended, with the next forum scheduled for November 2025. The green economy sector is split between the food production sector, first convened in July 2025 with a focus on Southall; and an industrial decarbonisation borough-wide sector forum launched during the council's inaugural Climate Week in September 2025.

Cultural infrastructure plan (also in thriving communities)

Following the development of the cultural manifesto, the council commissioned a Cultural Infrastructure Plan (CIP), to identify opportunities and demand for cultural infrastructure across the borough's 7 towns. To develop the CIP the council engaged with organisations working in the creative industries to undertake benchmarking and mapping exercises. The council also sought views from residents and community groups to identify potential sites for a new cultural space in the borough. The [cultural infrastructure plan](#) has been published and sets out the borough's blueprint for what cultural spaces are needed for its diverse communities over the short, medium and long term, directly relating to the priorities of the Cultural Manifesto.

South Acton locally significant industrial site (LSIS) masterplan

The [masterplan for the South Acton locally significant industrial site \(LSIS\)](#), developed in consultation with stakeholders, including



local landowners and developers, was published in February 2024. It sets out the parameters for employment-led mixed-use intensification within the area as required by both the council's draft Local Plan and the London Plan. Located between Acton Town Underground Station and South Acton Underground Station, the South Acton LSIS is a 13.8-hectare industrial estate which is home to 92 businesses and approximately 850 jobs. The masterplan document aims to set out a flexible framework to meet the future needs of industrial businesses, address the requirements of consented mixed-use developments, and provide guidance for future development to ensure non-industrial uses, particularly housing, can coexist with industrial uses and enhance the vitality and viability of the LSIS. With a growing number of housing development applications, the masterplan helps to ensure that the necessary infrastructure and amenities are provided for existing and new residents, workers and visitors. In particular, it aims to provide an appropriate proportion of public open space in an area of increasing residential densities. The masterplan would achieve this while protecting and enhancing diverse local industrial employment space. The masterplan would give greater confidence to existing businesses, developers and landowners to make decisions about their assets in the area. It supports the assessment of future planning applications within the LSIS area and sets out clear development parameters for those who wish to invest in the masterplan area in the future.

Commitment: Run the Shaping Ealing exercise – and produce our new Local Plan to give residents and businesses confidence that our borough can change for the better in the coming decades

Shaping Ealing

In 2022, we concluded the Shaping Ealing survey and engagement exercise, one of the borough's biggest ever public listening consultations with 10,600 people taking part. The survey asked residents, businesses and others to help us shape the borough and the 7 towns within it by putting their priorities under

the spotlight. We wanted to gather views on what residents and businesses love or want to see changed in their local areas. A series of community events and conversations were held in various parts of the borough to reach out and engage with those who may not have taken part in the online survey. The [results](#) were published and the feedback received helped shape the borough's new Local Plan, which sets out a borough-scale vision over the next 15 years that will support delivery of Ealing Council's core themes of tackling the climate crisis, fighting inequality, and creating good jobs and growth. While the new plan was in development, feedback from the survey and community engagement was already used to help shape important decisions in the borough around priorities, policies and investment as the council has committed to continue to engage with people on these issues.

Evidence base

Residents' feedback has helped us understand how people think and feel as we have developed plans and policies to guide future development and investment in each of our towns. We conducted a series of technical and expert studies that served as an [evidence base](#) for a sound and robust emerging Local Plan. This includes reports on climate change, design guides and tall building guide, employment and economy, housing, infrastructure, natural environment, site allocations, spatial strategies and other themes. We then ran a [consultation](#) on the draft new Local Plan and the evidence base – the feedback was used to inform a revised version of the plan.

Local Plan

The new local plan has progressed with regulation 18 and 19 consultations being undertaken and we are now midway through the examination in public. The [draft new Local Plan](#) provides a framework and overarching planning principles that will shape the future of the borough over the next 15 years (2024 – 2039). Two Planning Inspectors were appointed by the Secretary of State to examine the new Plan, whose role is to determine whether the plan is legally compliant and

'sound'. The council has provided written responses to questions made by the inspectors, along with attending hearings in June 2025 and December 2025. A page has been created on the council's website with [news about the examination of the new Local Plan](#) for further updates.

Commitment: 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 7 towns

Embedding good design and heritage in borough development

The council has made significant strides in ensuring that good design and heritage are central to all development activities. A key initiative has been the establishment of a dedicated urban design team, which now plays a pivotal role in both council-led schemes and private applications. By April 2026, the design team will have been in place for 18 months and will be well embedded. The team offers design surgeries and training sessions for case officers, ensuring that design and sustainability considerations are integrated from the earliest stages of project planning. Regular 'strategic applications early stage' meetings have been instituted, providing a platform for holistic discussions on design, sustainability, and heritage. These efforts are complemented by site visits and best practice sharing, embedding a culture of design excellence across council operations.

The Broadway Living development guide is being refreshed to address current challenges in providing affordable housing in the borough. It will embed strategies to address climate change, sustainability and reflect the borough's evolving delivery methods. It will address electrical grid capacity issues, resident health and wellbeing, fuel poverty and construction skills shortages. The guide will seek to position Ealing Council as an exemplar commissioning client for new developments, attracting the best architects and development partners.

Expanding and diversifying review panels

To further elevate design standards and ensure community representation, we have expanded both the design review panel and community review panels. Recent reviews of these panels have led to the implementation of recommendations aimed at broadening their membership, with a particular focus on reflecting the diversity of the borough's seven towns. Recruitment campaigns have been launched to attract new members with varied backgrounds and expertise, ensuring that the panels are equipped to provide comprehensive and inclusive feedback on development proposals. This expansion not only strengthens the panels' capacity but also ensures that local heritage and community values are at the forefront of planning decisions.

Building capacity and celebrating good design

The council's commitment to good design extends beyond internal processes to external recognition and continuous improvement. Participation in prestigious awards, such as the New London Awards where our South Acton Master Plan was shortlisted, and collaboration with stakeholders like the Ealing Civic Society and Urban Design London, help to celebrate and promote exemplary design. These initiatives, combined with ongoing recruitment and training, are building a strong internal community of practice, ensuring that all involved in development are empowered to deliver well-designed places that honour both heritage and contemporary needs.

Commitment: Contain the spread of tall buildings by getting tough with developers that bring forward schemes that don't fit in with the neighbourhood, and encourage greener buildings and greater levels of open green space and biodiversity

The new Local Plan that is undergoing examination includes clear policies on tall buildings, zero carbon development and increasing biodiversity and urban greening, which will inform our planning decisions. The establishment of the council's urban design team is also helping to embed a focus on

design and heritage across the council and closer working with the sustainability team on planning issues is increasing focus on sustainability and resilience.

Our [borough-wide strategy for tall buildings](#) has been published and informed the new Local Plan. The document explains the principles for how tall buildings are defined and where they may potentially be located in the borough.

We also continue to encourage 'greener' buildings – the new Local Plan includes ambitious policies on energy performance and low-carbon, including the requirement for large developments involving demolition to undertake carbon reviews to determine the best approach to building and reuse. The council has also been successful in securing public sector decarbonisation funding for a number of projects, including the decarbonisation of Perceval House, and carbon offset payments have been used for decarbonising 3 leisure centres in the borough.

The Local Plan process also tests and reaffirms appropriate designations for [Metropolitan Open Land and Green Belt](#) alongside other existing environmental designations, to ensure the best set of policy provisions are in place to secure and enhance quality open space in location and scale. This includes a proposed new regional park that would run through the heart of the borough, following the River Brent Valley, and extending to around 580 acres. Provision of new spaces take account of other council strategies across leisure services, climate and sustainability. We are also reaching our 4-year commitments to open 10 new parks and open spaces and rewilding of 800,000m² of land across the borough.

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

Retrofit-first principle for council buildings

and zero-carbon development

A 'retrofit-first' principle is embedded in the [Land and Property Strategy 2023-2027](#) and a presumption against demolition and loss of embodied carbon is the council's development management operating principle. The strategy commits the 'retrofit-first' decision-making matrix into our objectives, 'to use land and buildings to support the delivery of our net zero carbon goals, ensuring our land and properties become increasingly sustainable through improved design, use, operation, and redevelopment'. For private development, the draft Local Plan requires large developments involving demolition to undertake carbon reviews to determine the best approach to building form and reuse.

Stock options appraisal, retrofitting and decarbonisation (also in climate action)

We have expanded stock options appraisal of existing council housing assets to include all stock condition surveys to individual homes to shape our asset management strategy and 30-year capital delivery plans, including improvement to our green infrastructure. Our energy strategy and decarbonisation works are continuing, with more than 1,200 council homes retrofitted over the last 4 years. This includes insulation, updates to power and heating, and installation of ground or air source heat pumps. We are also on track to reach our goal of 20 community-led energy efficiency projects that included solar panels installation, replacement boilers, replacement of radiator valves, and other improvements to schools, churches and other community buildings. Decarbonisation and energy assessment surveys have been carried out, resulting in decarbonisation works to 7 schools and 3 leisure centres.

Carbon offset payments invested locally for a greener borough

Ealing Council began collecting carbon offset contributions in 2021 via section 106 agreements, at the London standard of £95 per tonne of CO₂. This payment is made when major new developments do not achieve London plan requirements for minimising

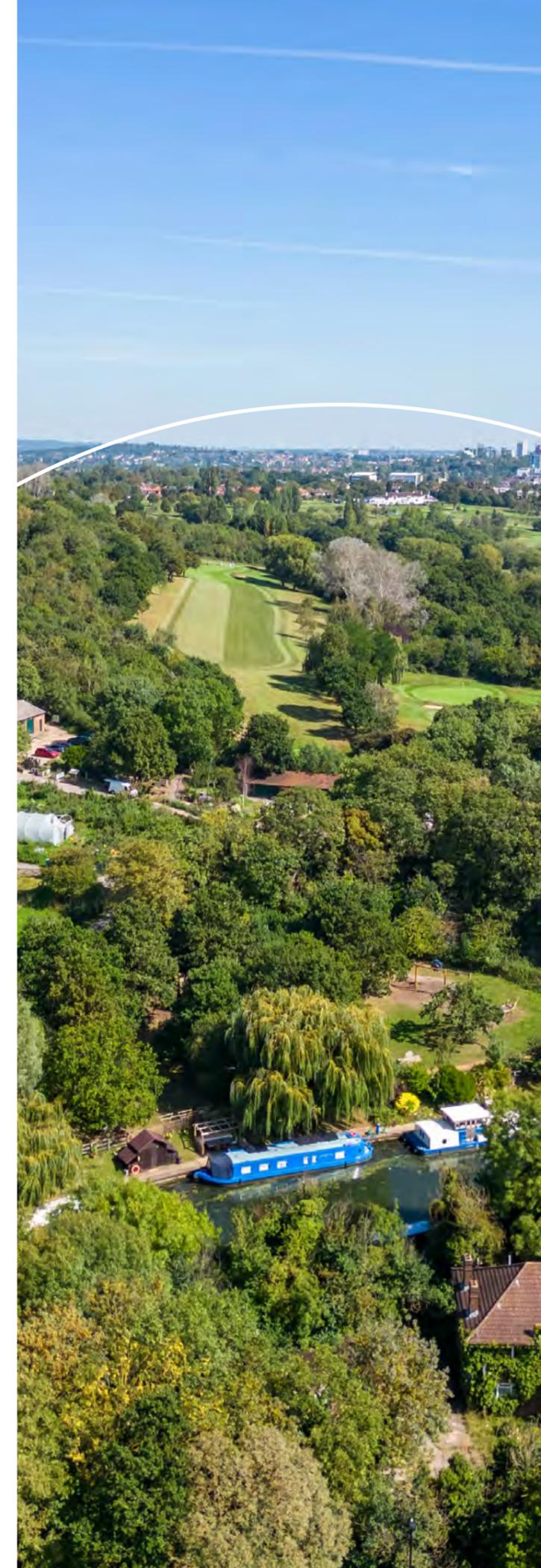
a buildings operational carbon emissions. Around £6million has been spent or allocated for projects in the borough. The money has been used for a range of projects that meet the aims of the funding, such as community climate grants, which have enabled community buildings to install solar panels. Funding has also been allocated to the decarbonisation of 3 leisure centres (Acton, Dormers Wells and Northolt), which will reduce carbon emissions and reduce costs overtime, and the Ealing Food Partnership, which helps improve access to healthy and sustainable food and reduce food waste. There has also been funding for Healthy Homes Ealing, a free advice line and home visit for vulnerable residents to help lower energy bills and stay warm in winter. Funding has also contributed to longer term work, such as the West London Area Energy Planning work, which will support strategic decisions on future low-carbon energy mix and reducing energy demand across the borough.

Commitment: 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

We successfully campaigned against the previous government's aborted planning reforms. Reforms proposed by the new government retain the role of planning committees at their heart and allow local residents the opportunity to participate in the system.

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

The Code of Conduct for Members in relation to planning matters was reviewed and approved by full council in May 2023. To reflect the change in policy around declarations of interest, our mod.gov system was updated to include a register of member involvement in planning matters and meetings with developers.





Thriving communities

Commitment: Publish 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

Community Charter

In August 2025 the council launched its first [Community Charter](#), a borough-wide commitment to working with residents in a more open and collaborative way. The charter sets out our shared principles about how we do our future work, and our expectations for genuine and meaningful participation, engagement, and decision-making with the borough's communities. It sets out the council's approach to involving residents in making important decisions and collaborating to bring positive changes to the community. Working to the overarching principles of inclusivity and transparency, the charter was created following a broad range of community engagement, consultation and research. In 2023, the council began developing the charter, working with academics and community partners to capture their understanding of community need by combining council data and insight with information from residents.

In the initial phase, the council began recruitment for an advisory group who would provide oversight and ensure the community charter reflects the views of the diverse communities within the borough. In September 2023, the council ran a digital survey for 8 weeks for residents to inform the charter. Workshops were also held with community partners within Your Voice, Your Town setting. The survey results and initial engagement activities with community groups, community champions, partnership boards, service user groups, and voluntary community social

enterprise (VCSE) organisations led to draft standards being developed in March 2024.

The community charter advisory group, consisting of individuals and organisations, helped scrutinise the draft charter and to inform the final consultation phase. From January to March 2025, the council ran an online survey and carried out a series of workshops with people from protected characteristics and various community groups, as part of their consultation. The survey asked residents how they like to receive information from the council, which services and decisions residents should have a say on and what would make them more or less likely to get involved in local decision-making. Following the consultation, the Charter was published and has enabled working to embed its key principles. This includes launching new Learning Academy modules covering engagement, collaboration, relational practice, and community development.

Commitment: 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

As part of our commitment to tackle the climate crisis we pledged to create 10 new parks and open spaces and 10 new community growing spaces in our housing estates. We also promised to return green spaces equivalent to the size of 130 football pitches to a more natural state through rewilding and re-introducing wildlife.

10 parks and open spaces

Plans are progressing to create 10 new parks and open spaces. Acton Central was opened in October 2023; Pear Tree Park in July 2024 and Green Quarter Phase 2 in February 2025. The council worked with

volunteers from Ealing Parks Foundation and other groups to transform the older section of South Ealing Cemetery into a park which opened in September last year. One of the newest projects to be completed is Glade Lane Canalside Park, in Southall, with new wildlife habitats, improved access to the towpath for walkers and cyclists, and flood prevention measures. New parks in Southall, Greenford and South Ealing are on target to open in spring 2026.

[Plans for Warren Farm](#) in Southall were first revealed by the council in 2024. Since then, things have been steadily taking shape in the background. The first part of the plan has been confirmed and will see the 20-hectare site left to rewild and preserved for wildlife and meadow habitats; and the council's cabinet has agreed it would apply to Natural England to designate the site as a local nature reserve, which would give it protected status. The council and its partners are also still working on plans for a sports facility on other land next to the rewilded area.

The council is considering where the 10th park will be.

We know from our residents' surveys how important parks and green spaces are to residents. The [annual residents survey in 2024](#) shows that the council's work in providing new parks and rewilding is having an impact on how people feel about living in the borough.

The survey asked people what constitutes a good place to live:

- 22% of residents now say that access to nature and high quality green spaces is one of the biggest factors in what makes a good place to live. This has risen sharply from 11% and 13% in 2022, showing growing appreciation for greener neighbourhoods.

More people are using parks and open spaces too, with visits increasing from 62% in 2022 to 66% in 2024.

Warren Farm

Warren Farm has long been one of the borough's most treasured green spaces — a

place to walk, breathe, exercise and connect with nature. It has also been home to important wildlife and biodiversity, and residents have been clear about how much it matters to them.

That is why the council has been working with the community to secure the site's future in a way that protects what people love about Warren Farm while also creating much-needed sports facilities for local young people. In March 2024, the council's cabinet approved the next phase of the project, including detailed feasibility work and the search for a delivery partner to help bring these plans to life.

A big commitment was also made: the entire existing green space at Warren Farm will be protected and enhanced for nature. The council is now preparing to apply to Natural England to designate the whole site as a Local Nature Reserve, working with local groups to shape how the land will be managed for years to come.

To make space for high-quality community sports facilities without losing any of the rewilded area, the council has reached an agreement with Imperial College London and Imperial College Healthcare NHS Trust to lease their adjoining land. Both organisations have backed the vision for a publicly accessible nature reserve and new sports provision that benefits the whole community.

Local groups, including the Brent River and Canal Society, are working with the council to create a new management plan for the site. Following Cabinet approval of the Warren Farm plan in July 2025, the project is now close to finalising where the boundary of the nature reserve will be before the local nature reserve application is submitted to Natural England.

Applications for Warren Farm and Horsenden Hill are expected by March 2026 — a major milestone in expanding and protecting natural spaces across the borough.

Regional Park

Plans for a new regional park have quickly become one of the most exciting ambitions for the borough. First developed in 2023, the vision is for a green corridor running from Horsenden

Hill, following the River Brent Valley through the borough and into west London — creating space for wetlands, wildlife and thousands of trees.

Due to its scale, it is anticipated to have transformative benefits not just for the borough, but the whole of west London. New wetlands habitats can be introduced to help manage flooding and water quality, and the site is large enough for an expansive tree planting project.

In September 2023, consultants were commissioned to develop the ambition, vision, objectives and business case for the creation of a regional park. [Public consultation](#) on the creation of the park ran between 31 October and 19 December 2023. The consultation confirmed that a majority of residents support our ambition.

Plans for the regional park, which Warren Farm is part of, are now well under way leading towards a change in status from a borough regional park to a West London regional park. Council teams have been in discussions with Hounslow Council who are officially on board with the scheme, meaning that the regional park area be expanded and span across land from both councils. Several other partners helped get us to this stage including the Canals and River Trust, Environment Agency, Greater London Authority, and The National Trust, alongside help from local communities. Following a public consultation, the concept plan was signed off by Cabinet in May 2025 and the West London Regional Park Working Group has been convened. Nature, Towns and Cities funding application has been successful which will provide £1million in grant funding to progress plans for the Regional Park inclusive of the Lido in the next 3 years.

Rewilding

Since 2022/23 the council has rewilded 620,000m² of land in the borough and we are on track to achieving 840,000m² by March 2026 — that is equivalent to the size of around 120 football pitches. In July 2024, the council opened Pear Tree Park, a 200,000m² green space with a range of native trees and

wildflower meadows on the site of a former 9-hole golf course next to Perivale Park. The golf course was closed after the council carried out a borough-wide review of golf provision. The details are available in the [Assessment of Golf Demand in Ealing \(March 2024\)](#)

The creation of natural grasslands and planting of native shrubs are examples of how the council has helped return Pear Tree Park to the wild and open it up to more people to enjoy. Future work will include introducing wetlands providing space for wildlife and encouraging more biodiversity along with helping to manage flash flooding.

The designation of a recreational nature reserve at Warren Farm forms a key part in the council's work to increase biodiversity with 220,000m square metres of land to be preserved for wildlife once Warren Farm receives local nature reserve protected status.

Trees play a vital role in providing food and habitats for birds and insects. In May 2022 the council hosted the Ealing Tree Festival, the first of its kind in the borough in partnership with voluntary sector organisations. The festival celebrated the borough's urban trees with fun activities welcomed by residents. A second tree festival was held in June 2023.

The council also partnered with the charity [Trees For Cities](#) and volunteers including planting:

- 23 new trees and 12 new orchard trees
- 13,000 native bulbs at Mandeville Parkway
- 4,000 saplings in Horsenden Hill

Volunteers also played a key role to improve and preserve South Ealing Cemetery, benefitting wildlife and visitor experiences. At the start of 2025, the council and Ealing Parks Foundation worked with volunteers to clear overgrown areas, planting wildflowers, along with restoring the historic chapel clock.

The borough's efforts to restore nature are already bringing wildlife back in remarkable ways. One of the most exciting milestones has been the return of beavers to Paradise Fields in Greenford. After early feasibility studies and a successful licence from Natural England,

supported by the Beaver Trust, the project became a reality in autumn 2023.

Delivered with the community, and in partnership with Citizen Zoo, Ealing Wildlife Group and Friends of Horsenden Hill, the beaver reintroduction has created a thriving habitat right in the heart of the borough — showcasing how rewilding can transform local landscapes.

Alongside this, the council has been expanding habitats across parks and open spaces. As part of the borough's [Biodiversity Action Plan \(2022–2027\)](#), 4 ponds were created at Hanger Hill Park and golf course, Marnham Field and Southall Park. These ponds are now home to frogs, insects, birds and other aquatic wildlife, helping boost biodiversity and bring nature closer to residents across the borough.

Community growing spaces

Since March 2022, the council has opened 9 community growing spaces in the borough to enable residents and local groups to grow fresh fruit and vegetables, spend time outdoors and meet people of different ages and backgrounds.

Many of the spaces were developed in partnership with community groups. These include Western Road Urban Garden, Mael Gael and Manor Way Allotments expansion in Southall; Dean Gardens and Popesfield Allotments in Ealing; Racecourse Estate in Northolt, Hanwell DIG in Hanwell; Whitten Avenue in Greenford; and Urban Edible Gardens located on the Yeading Estate (Radcliffe Way).

We are working with A.P.P.L.E. charity at Acton Park for the 10th new community food growing area. These growing spaces enable residents and community groups to grow fresh fruit and vegetables, spend time outdoors and meet people of different ages and backgrounds. The new community growing spaces have increased the council's allotment provision. The borough has [60 allotments sites](#), making it one of the top boroughs for allotment spaces in London, costing less than £2 a week or less than £1 per week for a concessionary, for a

typical plot.

Commitment: Expand our community sports facilities and pitches across the borough, ensuring that we deliver 5 new cricket pitches, 4 tennis courts, 8 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 £3.2million in Southall to make cycling more accessible and safer

Ealing Indoor and Outdoor Sports Facility Strategy (2022-2031)

In July 2022 we published [Ealing Indoor and Outdoor Sports Facility Strategy \(2022-2031\)](#). The strategy sets out the council's vision to create a sporting infrastructure across the borough that provides residents of all ages, abilities and backgrounds with the opportunity to be active and play sports. Following the launch of the strategy, the methodology for a golf needs assessment was agreed with Sport England and England Golf, with findings used to inform the Regional Park business case.

Sports facilities and pitches

Since the publication of the strategy, sports facility projects included in the Action Plan have been completed, and council teams are working with a range of external partners to deliver more projects in the future. The council has installed 2 new non-turf cricket pitches at Perivale Park and Rectory Park alongside 2 new cricket wickets on existing pitches at Ealing Central Sports Ground and North Acton Playing Fields. New non-turf pitches have also been installed at Boddington Gardens by Actonians Sports Club. All facilities are now available to hire.

The council has worked in partnership with the Lawn Tennis Association (LTA) to fund and refurbish 14 park tennis courts, exceeding the 4-year target of 4 tennis courts. The work is now complete and the courts in the following parks are available to hire:

- Elthorne Park (3 courts)
- Wolf Fields (2 courts)
- Churchfields Recreation Ground (2 courts)



- Ravenor Park (2 courts)
- Spikesbridge Park (2 courts)
- Southfield Recreation Ground (3 courts)

A coded access gate has been installed at North Acton Playing Fields to facilitate online booking and court hire. Partnership working with the LTA and a local tennis provider has also resulted in Elthorne Park tennis court floodlights being installed, enabling year-round playing opportunities for residents of all ages and abilities. In addition, 3 new padel tennis courts have opened and are available in the Green Quarter in Southall.

The council has also worked in partnership with Ada Lovelace Church of England High School and a range of organisations to fundraise to build a new floodlit 7-a-side all-weather football pitch, which opened for school and community use in time for the 2025/26 football season. In partnership with the Football Foundation the council built the first Playzone in London at the Young Adult Centre in Southall, which is now being used extensively by local people for a range of activities, including football, netball, cricket and basketball. Additional sports facility new build and refurbishment projects are at various stages of development including a floodlit 5-a-side all-weather football pitch in Ravenor Park which will be ready for use in 2026 and a floodlit Playzone in Southfield Recreation Ground which is scheduled to be built and open for community use in 2026. Plans are also progressing well for new sports facilities to be built on the land next to Warren Farm nature reserve, helping to provide high-quality sports facilities for the community.

Southall FC

The council continues to work with Southall FC to identify a suitable location for a new home ground in Southall.

Let's Ride/ Let's Go Southall

By late 2025 the council had invested £3million in Southall to improve cycling facilities.

Improvements included a pool of 7 local mechanics, freelance instructors, and 10 active cycle ride leads as part of the Let's Ride

Southall (LRS) project.

A large cycle repair and build workshop was also built with monthly Dr Bike cycling festivals held to help Southall residents who cycle or would like to take up cycling. The council gave 1,114 new or second-hand bikes to residents in need.

During 2024/25, a cycle track was created along Uxbridge Road as part of the Get Southall Moving Programme. Transport for London and council investment led to the creation of a new cycle hub with secure storage for 66 bikes as part of the Southall Station Crossrail upgrade. Plans are under way for new cycle lanes along Merrick Road to address safety concerns. A substantial section has been implemented with other measures currently being designed. A new shared cycle track is currently under construction along Uxbridge Road between the Iron Bridge and Ealing Hospital.

The Southall Grand Union Canal Wellbeing Way project to improve walking and cycle access along the Grand Union Canal and was completed in 2024. The project was achieved through the council's Sport England national lottery funded Let's Go Southall project, in partnership with the Canal and River Trust, council teams and Peabody Trust Housing Association. During 2022/23, 27 community events and design workshops took place, alongside initial clearance of vegetation. The Wellbeing Way has led to the creation of a green corridor helping residents be more active through walking, running, or cycling, and improve their wellbeing.

Highlights of Southall Grand Union Canal Wellbeing Way include:

- new outdoor exercise equipment and seating at several points
- the creation of the new wetland habitat at Glade Lane Canalside park
- 1km of towpath surface and access improvements between Norwood Road and Norwood Top Lock.

In spring 2026, the council will submit a bid to Sport England to expand the Let's Ride Southall cycling programme to Northolt and

Greenford.

Commitment: Provide new leisure facilities at Gurnell and renew Dormers Wells, a new outdoor swimming Lido in the borough, and invest £2million in new and renewed playgrounds

Gurnell Leisure Centre

Gurnell Leisure Centre was built in the early 1980s and was closed in August 2020 because of the declining state of the building. The council took the decision not to reopen Gurnell because of the major work and investment required and carried out a [public consultation](#) in 2022/23, alongside commissioning an independent feasibility study to ensure plans for a new centre were financially viable and meet the needs of the community. The council also set up a Sounding Board advisory group with members representing the community and leisure centre stakeholders to provide oversight.

In 2024 the council approved the recommendations to replace the old leisure centre with a new state of the art sustainable one. The redevelopment plans received planning permission in May 2025, following approval by the Greater London Authority, and the old centre was demolished by July 2025.

Procurement exercises and financial modelling for the leisure centre and enabling residential development are underway and are due to conclude in the first quarter of 2026 following which reports can be brought to Cabinet. Construction of the new leisure centre at Gurnell will begin during 2026. The new centre will include a 50-metre swimming pool and gym, along with a café and soft play facilities. Additional facilities outside the centre including a new skate park and cycle pump track are also planned.

Dormers Wells Leisure Centre

In the summer of 2022, the council opened a new women-only gym at Dormers Wells Leisure Centre in Southall. It has proved incredibly popular with women and girls of all abilities and backgrounds.

The council has completed a major project to replace and upgrade the big heating, cooling, and ventilation systems at Dormers Wells Sports Centre, after securing funding to make the building more energyefficient.

A feasibility study has also been completed setting out future options for further renewal.

Outdoor swimming lido

The council committed to obtain approval for a Regional Park Concept Plan, identifying a potential location for an outdoor lido swimming pool, and continue with feasibility work. The concept plan was approved by cabinet in May 2025, and is progressing with plans to broaden the scheme to the West London Regional Park. Earlier this year the council was awarded £1million in grant funding from Nature, Towns and Cities (NTC) to progress plans for the regional park inclusive of the lido in the next 3 years. Business case development work is underway as part of NTC project.

Playgrounds

Since March 2022, the council has invested £2.2million in playgrounds across the borough, exceeding the aim of spending £2million. In the first 3 years, 22 parks across the 7 towns underwent significant improvements to playground facilities through upgrades such as new equipment, safer surfaces, and designing spaces for children of all ages and abilities. This helped create accessible spaces that support active lifestyles and community connection for children, their families, and carers.

The council's investment continues, with £133,000 spent so far this year on playgrounds including specially designed outdoor multi-use games areas, known as Playzones, which can be used for a range of sports including basketball, cricket, football netball, and rugby. The remaining projects are close to completion.

Commitment: 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



Council teams have embedded the principles of the community access guarantee for both existing and new sites through detailed service agreements and working to ensure centres are open to the entire community and not limited to specific groups. Council-owned facilities and external hireable spaces available for community use are publicised through various channels and the [list of community venues is available on the council website](#). Community access principles were underpinned by the [Land and Property Strategy 2023-2027](#), which was agreed by the council's cabinet in March 2023.

During 2024/25 the council engaged with communities across the borough through [Your Voice, Your Town](#) forums to understand the demand for the types of community spaces and opportunities for improvement. That year the council completed a review of the use, condition, and costs of council owned assets to identify any that were underutilised along with ones that could be changed to or adapted for community use. This included reviewing options for community space in the council offices at Perceval House.

The findings helped council teams develop actions plans on running community centres with community groups. The council also supported several community groups and charities to develop Business Plans focused on long term sustainability and ensuring the sites monitor the resulting outcomes in social value. By 2024/25 parts of the ground floor in Perceval House were being used by community groups and organisations, and in 2025/26 the council commissioned a feasibility study to explore the addition of a 3rd party community workspace.

Community asset mapping

We are working on a community asset mapping process – a process to catalogue the resources that are available to a community. This includes people – including skills or knowledge; voluntary, community, social enterprise and faith organisations; and physical assets (parks, libraries, community buildings, sports grounds). We are also exploring what

people would like to see more of and what they are prepared to help make happen. This is an active process, in partnership with the community and community leaders.

We are testing this approach in Greenford first with the aim of having this in place. Once tested in Greenford, we will look to do this in each of our towns. This will create greater visibility of what is happening, what places and spaces we do have, and how we might better use them. We also aim to encourage people to participate in brilliant things already going on in communities and identify opportunities for new things that could be led locally. We may also see gaps in what is needed to support the conditions in communities.

Commitment: Turbocharge the creative spirit of the borough, by securing and investing at least £1million 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 set up a new performing arts centre within the borough

Cultural manifesto

The council created a [cultural manifesto 2023-2028](#), setting out the borough's cultural ambitions to optimise the contribution of arts and culture. An [action plan](#), was also published providing further information about the council activities that will deliver the ambitions set out in the manifesto.

A robust evidence-based approach was taken to develop the manifesto to ensure it reflected the views and needs of residents and businesses working in creative and digital industries. The council set up a cross-council working group and a culture task group in recognition of the manifesto's broad focus on business premises, community spaces, education and employment, and health and wellbeing. The council also carried out engagement activities with residents and businesses including an arts and culture survey.

Cultural infrastructure plan (also in good growth)

Following the development of the cultural

manifesto, the council commissioned a cultural infrastructure plan (CIP), to identify opportunities and demand for cultural infrastructure across the borough's 7 towns. To develop the CIP the council engaged with organisations working in the creative industries to undertake benchmarking and mapping exercises. The council also sought views from residents and community groups to identify potential sites for a new major cultural space in the borough. The [Cultural Infrastructure Plan](#) has been published and sets out the borough's blueprint for what cultural spaces are needed for its diverse communities over the short, medium and long term, directly relating to the priorities of the cultural manifesto.

£1 million investment in the borough's creative spirit

As of the end of the second quarter of 2025/26, the council had invested £996,000 in community and grassroots art music, dance. Part of this investment has been used to support an extensive and diverse festival and event programme, with music and arts playing a central role. In 2022 the council hosted its first youth festival, as part of the Ealing Summer Festival which was well received. The festival and events portfolio has since expanded bringing greater diversity. Some examples include the Ealing Library Festival and the LGBTQ+ festival.

Arts and culture network and website

Council investment has supported people working in the creative and digital industry in the borough. The council established the [Ealing arts and culture network](#) (EA and CN) in 2021. The first meeting of the EA and CN was held in 2022 and, since then, members have met regularly to share their skills and experiences in areas such as marketing. The council's arts and culture service also gives regular updates to network members on employment and funding opportunities.

Diversity of culture programmes

The council has successfully run several programmes to encourage and develop creative talent of younger residents living in

the borough, many of which were achieved with additional funding from successful grant applications.

In 2023/24 and 2024/25 the council delivered the New Gen programme for young people, providing workshops and events for young people to develop their confidence and cultural producing skills, culminating with the New Gen Festival for, and produced by, young people. In 2024, the council launched the [Martinware Collective Curatorship programme](#) with support from the Arts Council. The programme provided the opportunity for 5 young people aged 18 to 25 living in the borough to undertake a paid internship to develop their curatorial skills for museums and galleries. Arts Council funding also helped the council take part in the [Bradford/ Ealing Exchange programme](#) in 2024/25 for 8 young residents aged 18-25. The programme was in the form of a paid traineeship and a visit to Bradford Council which was the City of Culture for 2025.

London Borough of Culture bid

Since March 2022, the council has sought to secure its status as west London's leading borough of culture, and submitting a bid to be London Borough of Culture 2025 was a key part of this ambition.

Council teams worked with a range of community groups and local stakeholders to develop the bid and received support from local businesses. People were able to find out updates on the [London Borough of Culture 2025 bid](#) via the council's website. Although the council's bid to become a Borough of Culture was unsuccessful, activities linked to the preparation such as a dedicated arts and culture website, launched in May 2024, have been welcomed by residents and businesses alike. The council [arts and culture website](#) provides cultural news updates, project pages, information on venue hire, a directory of creative business based in the borough.

In 2024/25, council teams worked on several grant proposals to funding organisations to help deliver further cultural and creative resources and programmes. The Bradford/ Ealing Exchange Programme was an idea

developed from the London Borough of Culture bid, as was The Mauveine Line Heritage Lottery Fund bid currently in development, which is a 25km circular heritage and art trail along the Grand Union Canal and River Brent. The council instigated partnership led by the Young Ealing Foundation for £750,000 of grant funding from Arts Council England's Creative Place Partnership. Although this bid was not successful, a new partnership has been created, ready for the next round of applications in 2028.

New performing arts centre

Plans for a new state of the art performing arts centre in Southall are under way. The council is in discussions with Soho Theatre to co-create a new theatre and is working with the Greater London Authority to secure funding for the business case and development phase. The council is on-track to deliver the next phase of this project by summer 2026.

In addition to a new performing arts centre in Southall, we have completed the first stage of creating an events arena on Old Oak and Park Royal Development Corporation (OPDC) land in North Acton. The arena will have a minimum of 6,000 seats and be able to host a range of concerts and art performances. The development of the arena was agreed by cabinet in 2024 with a feasibility study and engagement activities carried out by the OPDC planned.

Commitment: Establish new town forums that have more power to set the spending priorities for local communities and set aside £2million we raise from the developer tax to be spent by communities on what they want, facilitating community initiatives and microfinancing

Your Voice, Your Town

[Your Voice, Your Town](#) (YVYT) is a platform that allows more residents to connect, influence decisions, direct resources and lead local initiatives. Replacing ward forums, residents now have the power to choose their town priority and can participate in problem-solving and change-making actions, in a space

that shares power across the community of their town. Our new approach has been designed directly with communities. Between 2022 and 2023, an extensive community mobilisation and engagement campaign was undertaken under YVYT to include 32 face-to-face, 18 outreach sessions and 17 workshops taking place at local settings across the borough in collaboration with local organisations and community groups.

Nearly 1,000 responses were gathered from face-to-face engagement and an online survey. More than 160 students aged 16-18 took part in workshops held in Southall's Featherstone and Villiers high schools. This included talking to residents who do not usually engage with the council, such as parents and carers, people who do not speak English as a first language and 18 to 25 years olds was an important part of the engagement.

Councillor briefing sessions and sessions with voluntary and community service organisations were held, supported by extensive communications via the council's website, Around Ealing magazine and social media channels. Using the insight from local areas we aimed to co-design different town forum models which would need to be tested and piloted in partnership with earlier attendees, as well as new participants. Multiple co-design sessions were planned for the upcoming months across the 7 towns.

There was boroughwide support for residents to be able to connect with the council in lots of different ways, and based on the feedback and the [insight received from local areas](#), we introduced Your Voice, Your Town events in each of the borough's 7 towns. During these meetings, residents were asked to look at information gathered through previous engagement and prioritise projects to work on with the council. Our engagement also highlighted how much community activity was already taking place in each of the 7 towns, and residents shared more ideas and suggestions for what they would like to see more of in their community and how they can help to make it happen. It was felt that our towns will benefit from the richness of ideas and solutions to the

local issues and challenges so that the sum of our collective input is better than our individual actions.

Local projects in response to priorities residents voted for

Your Voice, Your Town engagement events have been successfully held across all 7 towns, giving residents the opportunity to share their ideas and aspirations for community improvements. More than 1,000 face to face conversations held and 1,575 votes collated, and hundreds of people from across the towns have indicated they want to participate in Town Teams. Following these events, community members voted on a shortlist of top priorities generated through local input, ensuring that the projects chosen reflect the needs and interests of each town. Themes voted for by towns were 'feeling safe' in Acton and Hanwell, and 'clean and pleasant' in Ealing, Greenford, Northolt, Perivale and Southall. Town teams, established in each of the 7 towns, are now actively reviewing the community's priorities and are designing fair and inclusive processes for allocating funds, with a strong emphasis on continued resident involvement and transparent voting on project proposals. More residents are also connecting with local groups, and many have offered their skills to help deliver solutions. Acton's town team is due to be the first to award money to local projects in February and March, empowering the community to bring chosen projects to life.

Town teams

Town teams have now been set up in the borough's towns. Each team includes up to 20 members, made up of 6 to 10 residents from diverse areas and backgrounds, as well as representatives from community groups, faith leaders, local businesses, and between 2 to 5 councillors depending on town size. Town teams vary in size and composition, typically between 9 and up to 24. In Southall, more than 100 people have participated in town team meetings, so we have chosen to open the town team to further applications. Town teams have several functions and roles,

servicing as local decision-makers, setting priorities and objectives for funding allocation and encouraging inclusivity. Town teams are responsible for managing a community fund and deciding how best to allocate resources to local priorities. Teams are committed to reflecting the local population and will continually work to ensure inclusivity and representation.

Town teams have been working hard on developing a community-led fund – a pot of money to support projects and ideas (big or small) that reflect the town's priorities chosen by local people through extensive engagement, conversations and voting. The funds for each town will also demonstrate how Ealing Council and local people can work together to support community-led change.

£2million neighbourhood community infrastructure levy (also in good growth)

The community infrastructure levy (CIL) is a charge that can be imposed by the council on new commercial, residential and other development in the borough, to help fund infrastructure including schools, health and community facilities. Following consultation on the draft charging schedule and an examination in public with an independent examiner, CIL was adopted at full council in December 2025 and will come into force on 1 March 2026. Once adopted, CIL will be charged on each relevant new development as it receives planning permission and the fee will be paid on commencement of work. This means it will be some time before the money is collected and, for the initial years of CIL, the income will be relatively low but will increase over time.

We committed to set aside £2million we raise from the developer tax to be spent by communities on what they want, facilitating community initiatives and microfinancing. Your Voice, Your Town – a new organising approach in our 7 towns to support community powered change, has been designed with the intention of being a vehicle to support the distribution of Neighbourhood CIL. The town teams are now in place, and as NCIL progresses, is a key vehicle that could be used to support us to



distribute funding in line with communities' priorities. We intend to review the learning from the first year of Your Voice, Your Town and will need to agree how this structure will be used in line with NCIL plans and the new council plan.

Commitment: Continue to explore new ways of delivering vital community assets in our 7 towns, ensuring every town has access to libraries, community centres, public toilets, and places to meet, eat and be together

Transfer of Greenford library to a community-managed library

We have ensured that a comprehensive library provision has been achieved with libraries and community centres available in each of the borough's towns. Several of these have received funding through the UK Shared Prosperity Fund, to create cultural and community hubs.

A key part of our vision for connected communities is to give more power and control to our community partners and step back, to let communities and the voluntary and community sector provide support where needed. Our commitment is demonstrated in the transfer of management of our 13 libraries to the community. In 2020, we successfully transferred management of 4 libraries to the community groups – Hanwell, Perivale, Northfields and West Ealing. In this model, the council maintains the council building, and supplies books, computers, online resources, IT equipment and training. Community groups are provided with start-up funding and run the library with their volunteers.

The library community model has proved successful and, in September 2025, we transferred management of Greenford Library to the Young Ealing Foundation. We will continue to work with the community to identify partners for managing library services at Wood End, Jubilee Gardens, and Northolt Leisure Centre libraries.

Culture hubs

Three culture hubs were opened in Acton

Town Hall Library, Northolt Library and Southall Dominion Centre and Library in April 2025. These hubs have incorporated culture and arts spaces within library premises to host exhibitions and cultural events. In 2025 the council carried out further engagement activities with residents and are planning to pilot an 'Out of Hours' programme of cultural events on Friday and Saturday evenings.

Community spaces

A [single online place](#) is available to help residents find available places to meet, work and run activities. Officers continue to develop action plans on running community centres with community groups across Acton, Ealing and Northolt, and are engaging with the community on improving spaces. The property services team has been leading the programme of work to refurbish Perceval House for council staff and for use by members of the community. Another milestone was completed recently with improvements to the meeting rooms, ICT equipment, and communal areas. A contractor has been commissioned to provide final costings for the refurbishment of the ground floor. This will include opening the south atrium to the community, with works scheduled for completion in spring 2026.

20-minute neighbourhoods

The council has established a community-led placemaking approach to regeneration and planning. The [new Local Plan](#), expected to be adopted in 2026, includes spatial and infrastructure plans for the borough's 7 towns. The plan was founded on [evidence based studies](#) as well as [Shaping Ealing consultation](#) where residents advised on what they like or what they are missing in their towns. Community-led regeneration programmes in each town have been published and projects are under way. The development of the regeneration frameworks has helped inform the vision and priorities for each of the borough's towns, seeking to build on the town's unique character, to better serve local people, enable job creation, and support healthier lifestyles. [Our 7 Towns: guidance on 20-minute neighbourhoods](#) published

in 2024/25 expands on the vision of the 20-minute neighbourhood concept where residents can access services and community spaces such as pharmacies, doctors' surgeries, shops and parks within a short walk or bike ride. The guidance incorporates local feedback recognising that each of our 7 towns is unique and has different business, workforce, and amenity needs. This new strategic approach to planning is being applied across the regeneration, economy and skills department, ensuring consolidated comments are submitted across the department, framed by 20-minute neighbourhood principles.

Visions for Northolt

In 2021, we worked with local people to develop Visions for Northolt, which is a community-led vision for the future of the area. It was set up to ensure that future investment in Northolt reflects the priorities, needs and aspirations of people who live there. We engaged residents in a new way to ensure that the vision was community-led. We connected with 385 people in a series of diverse engagement activity, including online surveys, digital and in-person walkabouts, workshops, school visits and business interviews. After residents told us that transport issues were important, we secured more than £7.2million to deliver Connected Northolt – a series of public realm, highways and active travel projects to help increase connection. Visions for Northolt has also fed into the development of a community-led 20-minute neighbourhood framework – which sets out a 15-year plan to unlock wider opportunities to establish Northolt as a 20-minute neighbourhood with job opportunities, everyday services and amenities within walking distance of our homes.

Community land trust

We are working to pilot a new community land trust (CLT) within the borough, with several sites under consideration. All council-owned sites suitable for residential accommodation are now automatically considered and assessed for possible CLT opportunities. This approach is being formally adopted into development

site assessment procedures and governance. The council continues collaborating with the community land trusts and Ealing Citizens to identify a site and terms for a community-led development by March 2026. A number of sites have been shared with Ealing Citizens for their assessment. We anticipate that a frontrunner site will be identified from this process, which we can then take forward. 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. Funding has now been secured from the GLA for small site due diligence.

Commitment: 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

The Borough Frontline

The Borough Frontline, a new collaborative network led by Ealing and Hounslow Community Voluntary Service (EHCVS) and Ealing Council, has been established. The network is designed to connect, support, and empower those working directly with residents in Ealing, breaking down barriers between statutory services, and community and faith organisations so that we can all better understand the needs of communities and how to help them.

Webinars have been hosted by the cost-of-living team and Ealing and Hounslow Community Voluntary Service with council staff, key partners and voluntary and community sector organisations attending. Information was collated from different services and organisations so that everyone was aware of the support available in the borough. Webinar themes have included support for refugees and asylum seekers, help with getting extra money into people's pockets and support for older adults with presentations on numerous aspects of each of these themes. Facilitating opportunities for multiple services, agencies and organisations to work together, share and develop solutions and share with others what is on offer means



we can provide a better support to those who need it. Residents can benefit from a more holistic approach to resolving the issue or crisis they may be facing. Culturally this approach will build relationships, develop trust between organisations, encourage transparency and create a more efficient way to communicate information to ensure our vital frontline workers feel supported and empowered.

Faith forum and partnerships

Faith plays a huge role in our communities, so this is reflected in the relationships that the council has with faith leaders and institutions across the borough. We engage proactively and have generally positive relationships with faith leaders and places of worship.

Following a meeting held in the atrium Perceval House on 28 February 2023, representatives among Ealing Faith leaders agreed that the group would work together to create a boroughwide multi-faith forum, with the council providing secretariat. There were 38 representatives from 29 faith organisations, representing the following faiths: Buddhism, Christianity, Hinduism, Islam, Judaism and Sikhism. Engagement highlighted ongoing leadership particularly in the areas of food and warm spaces, poverty, as well as safety, ageing, wellbeing, and identifying vulnerable people and providing suitable support, consultation, and providing contact points. These areas have been grouped into themes: education and social justice, health and wellbeing, support and empowerment, and environment. A steering group was established through a series of workshops to develop a vision and governance structures for the Faith Forum and additional faith leaders were recruited to ensure it is representative and reflective of all the main faiths in the borough as well as from places of worship across the borough.

Many faith organisations supported the council's work to become accredited as a Borough of Sanctuary in April 2025. Some have become more actively involved with the council's Your Voice, Your Town programme with their local presence and leadership within

communities bringing residents together to select the top priority for each town. Other notable mutual aid and community action has been through contributing to a resource booklet for those supporting refugees, asylum seekers and those with no recourse to public funds, being active in community resilience training with the council's emergency management service, EHCVS and the London Boroughs Faith Network. Leaders have been active in raising awareness about fostering and climate change initiatives, housing strategy and making trusted connections to Black communities across the borough through the Ealing Wings and Roots programme.

A review of feedback collected through the various faith forum workshops has highlighted the need for a dedicated space for faith leaders to connect with both internal and external services. To address this, in September 2025, a Neighbourly Faith Fair was organised, bringing together council and partner organisations whose services align with the issues raised by faith leaders, such as parking, highways, climate change and drug or alcohol addictions. This approach proved successful with the faith communities welcoming having a space to connect with each other.

The predominant feedback from this event has emphasised the need for building partnerships with organisations to realise new aspirations and for a platform where they could learn about available resources in their local community, for potential collaborations with other faith leaders and voluntary groups. In addition, faith leaders have been supported with an annual invitation by the leader that provides a space for faith leaders to come together and discuss issues in a safe, respectful and collaborative environment.

We also engaged with local Islamic faith communities to develop a sustainable burial service model, recognising the need to supply appropriate burial space and deliver a service which meets the needs of the borough's diverse communities.

Planning permission was granted and work carried out in 2024 to extend the existing

Greenford Cemetery to increase burial capacity, and Carter Jonas was commissioned to undertake a search for out-of-borough burial space as part of a longer term strategy.

Strategic review of voluntary, community and social enterprise (VCSE) grants programme: an asset-based commissioning approach

The council and NHS North West London Integrated Care Board (Ealing Borough) jointly fund the voluntary and community sector (VCS) to deliver health and wellbeing priorities for Ealing residents. This funding is managed through the health and social care grant, hosted by Ealing Council as lead commissioner, with pooled contributions for adults' and children's services and governance oversight by both partners. While other VCSE services are commissioned separately, this review focuses exclusively on the grant-funded programme.

The asset-based commissioning approach review began in May 2025, shifting from deficit-driven models to strategies that leverage local strengths, community networks, and lived experience. The aim is to ensure that grant-funded activities deliver best value, measurable outcomes, and social impact aligned with statutory duties and strategic priorities.

We are identifying opportunities to maximise local capacity, relationships, and infrastructure, enabling sustainable, community-led solutions and drawing on additional funding streams. We are working to ensure that all grants align with prevention, early help, inclusion, and resilience priorities, reallocating resources toward interventions with the greatest impact. Performance and delivery models are analysed with the aim to remove duplication, streamline services, improve coordination, and enhance quality. Findings will be used to target investment where unmet needs and disparities persist, ensuring equitable access and outcomes.

We are working to strengthen performance management, quality assurance, and outcome reporting. This means looking at the costs and what each project delivers, so we can see

which providers are doing well and set KPIs that show real, measurable improvements. This is a shift from activity-based funding to results-driven grants focused on clear, measurable outcomes. Gaps and strengths identified will inform investment in sector development and strategic collaboration.

Our aspiration is to maximise engagement with VCSE partners and residents in shaping priorities and solutions, fostering shared ownership and sustainability. This approach ensures that commissioning decisions are grounded in evidence, aligned with community assets, and focused on delivering sustainable improvements in health and wellbeing outcomes.

Partnerships with voluntary and community sector

In recent years, Ealing Council has strengthened its partnerships with local stakeholders, community organisations and the voluntary sector. A key part of our vision for connected communities is to give more power and control to our community partners and step back to let communities and the voluntary and community sector (VCS) provide support where needed. In recent years this has been happening at pace. Community partners, such as the Ealing Community and Voluntary Service (ECVS) have stated that there has been a notable positive change in the relationship between the Council and the VCS. The Partnership with the Voice Network through EHCVS (Ealing and Hounslow community voluntary service), continues to be a strong one and as a result has enabled further collaborations which has a direct impact for residents, often the most vulnerable and disadvantaged. EHCVS are a key partner in the Health Determinants Research Collaboration programme serving both as a strategic and operational partner; as well as a delivery partner for the public health inequalities fund to grow local capacity and develop black-led organisations. This was a recommendation of the Race Equality Commission report. Supporting more than 100 smaller groups, EHCVS are also delivering the Homes for Ukraine initiative providing support and

wraparound services to Ukrainians living in the borough.

HDRC

Winning funding from the National Institute of Health and Care Research, we have become a [Health Determinants Research Collaboration](#) (HDRC) – a centre of research excellence working with a number of community and academic partners. HDRC Ealing is 1 of 4 such centres in London and 1 of 30 across the country. The programme is building sustainable research capacity within our communities as well as the council, to better understand and address deep-rooted inequalities in the building blocks of health such as housing, employment, and education. As part of the programme, we have trained 22 local residents as 'community researchers' to take part in participatory action research that will feed into the council's work and link it to residents' lived experience and community-generated data.

Commitment: 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 a festival to celebrate the Queen's Platinum Jubilee

Diversity to festivals and events

The borough has made significant strides in diversifying its festivals and events, with a strong focus on inclusion, youth engagement, and community partnership. The programme now features a range of cultural, community, and inclusive events, with ongoing plans to further broaden participation and representation. We have a clear commitment to making festivals and events in the borough more diverse and inclusive, ensuring there is 'something for everyone' and that communities from all backgrounds are brought together. This is achieved by working with residents and community organisations to deliver major festivals and a broad range of cultural community events.

New Gen Festival

The [New Gen Festival](#), which began in 2022,

stands out as a youth-led initiative designed to provide a vibrant platform for young artists and audiences within the borough. Its development has been shaped by significant input from young people, ensuring that the festival authentically reflects their interests and creative aspirations. Held annually in Ealing's Walpole Park, the festival features a diverse program including dance workshops, live music acts, storytelling, writing sessions, and interactive activities such as film shoots and virtual reality experiences. It is a space for youth audiences to meet, enjoy themselves, and get creative. The festival also fosters professional development through workshops on business-to-business marketing and networking. With affordable ticketing and volunteer opportunities for those aged 16 and over, the New Gen Festival is recognised as a key element in the borough's strategy to diversify its cultural offer, amplify youth voices, and encourage participation from a wide range of backgrounds. Its ongoing evolution demonstrates a commitment to inclusion, creative empowerment, and community partnership, making it a cornerstone of the borough's efforts to ensure that festivals and events are accessible and meaningful for everyone.

Latino Life Festival

The [Latino Life Festival](#), recognised as Britain's 'Most Inclusive Festival' and featured in the European 'Inclusive Festival Guide', stands as the UK's largest celebration of Latin music and culture. A new addition to our festive programme in 2023, it returned for its ninth year to Ealing's Walpole Park in July 2025. The festival showcases an impressive array of Latin-Caribbean genres, headlined by internationally acclaimed acts such as Tromboranga and Rene Alvarez/ Tribute to Hector Lavoe, alongside immersive experiences that transported attendees to the golden era of salsa in New York and the rich traditions of Andean South America. The event not only highlighted the enduring popularity of salsa, but also embraces the diversity of Latin music with performances from artists like Nova Lima and Montanera, and features unique showcases

such as the Urban Music Showcase, which spotlights the British-Latin urban scene. With dedicated spaces for family activities, authentic Latino street food, and cultural parades, the festival emphasised inclusivity and community. Through its commitment to high-quality, diverse experiences, LatinoLife continues to bring the vibrancy of Latin culture to west London, fostering unity and celebration among attendees of all backgrounds.

LGBTQ+ Festival

Since 2024, the borough's cultural scene was notably enriched by the introduction of a dedicated LGBTQ+ festival, further broadening the inclusivity and vibrancy of local events. The festival, known as [As One In The Park](#), has been held in Walpole Park, and quickly established itself as a major celebration of LGBTQ+ culture. Featuring 5 stages with a diverse programme of DJ sets, drag performances, comedy, dance, and live music, the event welcomed attendees from all backgrounds and emphasised a spirit of community and acceptance. The 2025 edition built on the success of its debut, offering a star-studded lineup including renowned acts such as Bimini and DJ Fat Tony, as well as performances from stars of RuPaul's Drag Race. The festival also maintained a strong community focus, with organisers providing special ticket discounts for residents and highlighting the importance of togetherness and visibility for LGBTQ+ people. As One In The Park has become a shining example of the borough's commitment to equality, joy, and cultural celebration, drawing praise from local leaders and fostering a welcoming environment for all participants.

Acton Carnival

Acton Carnival is a vibrant annual celebration of culture, creativity, and community, held in Acton Park and organised by Artification in partnership with the Acton Community Forum and Ealing Council. The event features a lively procession that begins in Crown Street and travels along Acton High Street to East Churchfield Road, culminating in Acton Park, where festivities run from midday to 7pm.

Attendees enjoy a diverse programme of live music, DJs, dance performances, arts and crafts, and a dedicated children's zone, as well as a wide variety of cultural food and stalls. The carnival, which has been a fixture for more than 2 decades, is recognised for its inclusive spirit, bringing together hundreds of artists, performers, and local groups, and engaging diverse communities across the borough. Entry is affordably priced, with special rates for families and free admission for children under 12, reinforcing the carnival's commitment to accessibility and community participation. Following financial adjustments in 2025, the carnival is set to return in 2026.

Ealing Book Festival

The Ealing Book Festival has rapidly established itself as a major cultural event, celebrating literature and the written word through an ambitious and diverse programme. Following its successful inaugural edition in April 2024, which attracted more than 1,300 attendees, the festival returned in April 2025 at Pitzhanger Manor and Gallery and the University of West London, drawing more than 1,900 participants across 4 days. The festival featured talks, workshops, performances, and showcases, welcoming world-renowned authors such as Hanif Kureishi, Elif Shafak, Andrew O'Hagan, Tracy Chevalier, Abi Daré, and Natasha Brown, as well as acclaimed non-fiction writers and poets. Highlights included creative writing workshops, poetry recitals, walking tours, a local authors' showcase, and a children's poetry and illustration competition, reflecting the festival's commitment to inclusivity and community engagement. The event also fosters partnerships with local schools and community groups, ensuring broad participation and accessibility. Praised by both authors and audiences, the Ealing Book Festival is a volunteer-led initiative that exemplifies the borough's rich literary heritage and its ongoing commitment to fostering a vibrant, diverse, and welcoming cultural landscape for readers and writers of all ages. [The festival will return in 2026.](#)



Comedy, jazz and blues festivals

The [Ealing comedy, blues, and jazz festivals](#), produced by The Event Umbrella on behalf of Ealing Council, are key events in the borough's cultural calendar, reflecting the rich musical and comedic heritage of the area. The Ealing Comedy Festival, hosted in a single big top main stage with seating, has brought together some of the most acclaimed comedians in the UK, such as Omid Djalili, Paul Chowdhry, Stephen K Amos, Nina Conti, and Alan Davies, alongside special guests, ensuring an atmosphere of laughter and entertainment in Walpole Park. The Ealing Blues Festival, in partnership with Ealing Blues Club, is London's longest-running blues event, and has featured a diverse line-up such as The Manfreds, Los Pacaminos, The Terraplane Blues Band, The Vampirettes, and Jo Carley and the Old Dry Skulls, celebrating the area's blues and rock legacy. The Jazz Festival, one of London's longest-running jazz events, tends to boast a stellar line-up, including the festival's first all-female day of programming and performances by leading acts like Mica Millar, Cherise, Jasmine Myra, Steam Down, and Soweto Kinch. These festivals not only provide high-quality entertainment but also foster community engagement, offering opportunities for local traders, businesses, and charities to participate, and ensuring a welcoming environment for audiences of all ages and backgrounds.

Queen's Platinum Jubilee

The Queen's Platinum Jubilee celebration in the borough was a highly successful and inclusive community event, marking Her Majesty's 70 years on the throne with a diverse programme of activities across the extended bank holiday weekend in June 2022. The festivities began with the lighting of beacons in Walpole Park and Northala Fields, drawing residents together for a symbolic start to the celebrations. The highlight of the weekend was the Big Jubilee Lunch in Walpole Park, which featured a vibrant array of music and dance performances, a funfair, bouncy castle, and activities for all ages, reflecting the rich diversity of west London's communities. The afternoon showcased local talent, including

South Asian and Afro-Caribbean performers, and young artists from the borough, fostering a strong sense of community pride and cultural exchange. The evening Prom in the Park, performed by the Ealing Symphony Orchestra and guest artists, culminated in a spectacular fireworks display, providing a memorable finale. The council's support enabled nearly 150 street parties across the borough, and the event was recognised for its high satisfaction levels among attendees, effective use of media coverage, and strengthened relationships with community arts organisations, thereby building capacity for future cultural activities in the borough. Overall, the Platinum Jubilee celebrations were evaluated as highly diverse, well-attended, and impactful in uniting the community and celebrating the borough's cultural richness.

Community events

More than 160 community events now take place across the borough, including Nagar Kirtan, Eid and Mela events, Kenyan, Thai, Chariots, Shobha Yatra, Irish festivals, Hanwell Hootie music festival, Out of Sri Lanka and the Ealing Half Marathon. [Ealing Council's culture news and events website](#) went 'live' in May 2024 with local events listed. It allows [locating events by town and category](#), showcases the wide [range of creative business and services](#) offered in the borough, includes a [venue directory and spaces list](#), as well as [jobs and work experience opportunities](#). There is a strategic focus on using parks and venues across the borough to showcase diverse communities, with collaborative planning with community and increased partnerships.

Commitment: Ensure refugees fleeing conflict and the climate crisis find a welcome home in the borough 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

Borough of Sanctuary accreditation

In 2025, we were accredited with 'Borough of Sanctuary' status by the UK charity, City of Sanctuary. This recognises that the borough is

a place of welcome and safety for sanctuary seekers fleeing war and persecution around the world. Many refugees and asylum seekers (R&AS) are housed in Ealing and majority will be our residents in the longer-term. We want to support them to contribute to our community and ensure they feel welcome. The diversity of the borough has always been a source of pride for both the council and its residents, and we have a strong tradition of welcoming individuals seeking safety in our borough. The VCS is already well able to meet many of the needs of R&AS residents, so our approach aims to give more space to those already doing this work. In our journey towards accreditation, we have increased our engagement with the voluntary, community and faith organisations supporting sanctuary-seeking residents. This included an exercise in October 2023 to identify current support providers, a stakeholder event in April 2024 to connect these providers, and an information event in July 2024 for sanctuary residents to learn about available services. During the July event, for instance, we held an advice and information day for 120 R&AS residents that was codesigned with EASE Ealing, a local community group of volunteers supporting R&AS residents. The event had 24 information stalls covering 14 council services and statutory partners like the NHS, as well as 10 stalls from VCS partners. As a Borough of Sanctuary, we will work with existing community groups to welcome our newest citizens and offer the appropriate support and signposting they need to thrive.

We will ensure the funding provided by central government is used over the next 3 years to set up and adapt services that our sanctuary residents need in the borough. The [Borough of Sanctuary strategy and action plan](#) will build on ongoing efforts by council departments, external stakeholders, and voluntary, community and faith sector (VCFS) groups. It includes commitments from each council directorate for the next 3 years to improve accessibility and services, include sharing resources, better use of data, delivering better joined up services and effective referrals, ensuring that we meet the needs of refugees and asylum seekers. The governance structure

and framework have been collaboratively developed with our partners to include a Sanctuary Oversight Board and The Ealing Sanctuary Forum (ESF). Internally, a Sanctuary Oversight Board convene quarterly to manage performance and monitor the progress of the Sanctuary Internal Action Plan. The Ealing Sanctuary Forum serves as another essential governance structure, providing a platform for VCFS groups to co-ordinate, build capacity, and hold the council accountable.

Support for refugees

The borough was awarded Borough of Sanctuary status for the [support it gives to asylum seekers and refugees](#). We have completed a mapping exercise of VCS organisations and services provided to refugees and asylum seekers. Interviews with more than 20 VCS organisations have been conducted to collate experience, data and insights that then informed a co-design offer for refugee and asylum seekers in collaboration with stakeholders from the voluntary, community and faith organisations. We worked with Homes for Ukraine and Hong Kong Welcome project to ensure good practice and learning were embedded, shared and captured in our Borough of Sanctuary application. The learnings used from the exploratory work inform the project plan, methodologies, and platforms for deployment so that council services and departments work collaboratively to maximise support to those in most need. A core working group was identified within the council across housing, communities, education and customer service teams, who meet on a regular basis to co-ordinate activities. We developed a tiered offer to new arrivals based on levels of need, with the first step offer which covers signposting to housing, health and education services already in place. A further tiered offer includes community support and signposting to a wider range of public sector services. Over 40 organisations have come forward offering their contribution in supporting people, signposting and joining up services

[The Sanctuary Strategy](#) sets out the council's commitment to fairness, equality, and the



fight against inequality. It complements the vital work of the Race Equality Commission, reinforcing our promise to be an anti-racist borough and to tackle disparities head-on. Our approach is underpinned by a communications campaign to raise awareness and foster a shared understanding of the Sanctuary Strategy both within the council and among partners and residents.

A number of key resources have been mobilised to ensure the success and sustainability of our Borough of Sanctuary work. A community fund will be launched in early 2026 with the aim to empower grassroots voluntary groups to deliver tailored support for sanctuary-seekers, building local capacity and resilience. A community worker grant fund is available for VCFS organisations to apply for targeted resources, enabling them to deliver additional, focused support and ensure effective, co-ordinated services for asylum seekers.

Campaign to ensure every local authority across the country steps up to take their fair share of refugees

Through the work on our sanctuary strategy, the council's approach is to highlight that supporting refugees and asylum seekers is not a burden, but a transformative opportunity that strengthens the fabric of our community. We continue to work with national government on ensuring that our resources reflect the demand that we see for public services in our borough. Representations have been made to different governments over the past 4 years about the borough's capacity to support refugees and the resources we need to ensure our residents have access to for the support they need.

Commitment: Establish new community hubs, located within our 7 towns, supporting residents to access council services at a one-stop place that can support those most impacted by the cost of living crisis

Community hubs (also in inclusive economy)

Over the last 4 years, we have opened [7 community hubs](#) in 5 of our towns, including Acton, Ealing, Northolt, Southall and Perivale,

offering vital information and advice to residents who find it difficult to access the support they need. Trial of delivering services in Hanwell foodbank started in January 2024 and the pilot has continued due to positive feedback from users. We are currently exploring possible locations for an additional community hub in Greenford.

The hubs are a quick and convenient way to access in-person help and support there and then. This could include completing an online council application, receiving advice on council matters or setting up My Account on Ealing Council's website. Some residents who visit the hubs face language barriers, do not own a smartphone or have internet access, or are not able to make online payments. Having this localised support means any resident who is struggling to access council services can get help and advice at their local community hub. It is a lifeline for a lot of people, particularly those who are more vulnerable, need that face-to-face communication and support. We can also help residents gain access to courses that would benefit them, such as English courses for speakers of other languages. We are also making sure that a face-to-face service run by experienced and professional staff is always available for those who want to use it, in our libraries. We want our services to be easy to access for everyone.

Regular meetings continue to take place with the voluntary sector to assess the work of the hubs, and an ongoing customer satisfaction survey is run to collect feedback and further inform and develop the model. Feedback received has been positive and we continue to incorporate further improvements into the wider community hubs programme. Resourcing is continually adjusted to meet the increasing demand and further opportunities are considered for static and mobile drop-in services.

On average, more than 1,000 residents visit the hubs every month. During the period from October to December 2024 community hub staff engaged with 3,716 residents across all the locations, including Hanwell Food Bank. Between April and September 2025,

staff engaged with 10,016 residents across 7 locations, with Ealing Central handling 62% of visits. Of all contacts, 2,461 (25%) were about housing or cost-of-living issues, such as homelessness, welfare assistance, temporary accommodation, foodbanks, or mobile data requests. Ealing Central Library continues to see the most visits, mainly for housing and cost-of-living services. We are looking at why residents prefer Ealing over their local hubs.

Customer connections

A customer connections project is under way to transform current community hubs into more multi-disciplinary teams delivering services locally jointly with partners and the voluntary sector. We are working on finding suitable locations for new hubs. We are also developing training so we can resolve queries at the first point of contact and provide more in-depth support to prevent crisis.

Cost of living

Since the cost of living team was established in November 2022, the mission has been to enable residents to lead financially independent lives. To achieve this, the focus is on activities which fall into 6 priority areas. These are outlined below alongside examples of some of the work that has been undertaken.

Early intervention

the contact centre called more than 3,000 older residents receiving disability benefits and wrote to almost 1,500 more people to check in and offer support.

trained council staff and voluntary organisations now carry out regular online benefits checks, which have grown from almost none to more than 1,000 checks a month.

the council worked with Policy in Practice to run GLA-funded campaigns using LIFT (Low Income Family Tracker) data to boost take-up of key benefits such as pension credit and attendance allowance.

These campaigns have been highly successful, resulting in:

- £2.5million more being claimed each year by pensioners in Ealing

A 4.9% increase in attendance allowance applications, worth £216,000 a year, and £1.2million over a lifetime, boroughwide

In January 2025, the free school meal auto-enrolment project:

- supported 219 families, saving each an average of £695 per year.
- generated £500,000 per year in additional funding for local schools (from the 2026/27 financial year)

The LIFT platform

Ealing Council has now purchased the LIFT platform to enable us to plan and set up our own proactive campaigns. LIFT provides a powerful data dashboard, which consolidates monthly updates from key benefit and council data sources to identify residents on low incomes. A cross-council working group has been established to develop a programme of co-ordinated activity which will target appropriate support to those who need it. Examples of future campaigns include promoting employment support to unemployed residents who are experiencing barriers to work in partnership with the West London Alliance and Shaw Trust and contacting those who could benefit from energy efficiency advice in the home via our partners Groundwork. LIFT also informs broader council strategies on poverty reduction, financial resilience and health inequality. It contains its own benefits calculator which is being integrated into key frontline services.

Making life easier

The council issued more than 100,000 household support fund payments totalling over £4 million in 2024/25. Alongside this £500,000 of household support fund grants were provided to voluntary sector organisations to enable them to help vulnerable residents in their communities. In addition, the benefits team has made over 1,800 local welfare assistance payments to residents in crisis in 24/25. The cost of living team supported all schools to access free sanitary products and reduce period poverty for young people and their families. We have also co-ordinated the borough wide 'warm and welcome spaces'

programme for 3 winters. In 2025, 22 voluntary and faith organisations opened up their spaces and welcomed more than 23,000 residents through their doors.

Getting more people online

Tackling digital exclusion is also a key priority. Working alongside Learn Ealing, the cost of living team handed out 240 laptops to digitally excluded, unemployed residents to support them back into work.

83% of respondents said the laptop helped them to find employment. Figures show that unemployment reduced from 69% to 26% within the cohort at the time of the survey. We also collected over 500 devices from staff and residents to be recycled and redistributed salvageable devices to digitally excluded families via the Family Support Network. To tackle data poverty, the council gave out more than 300 free SIM cards at community hubs and provided free data to all 339 care leavers, worth more than £30,000.

Getting the message out

Ensuring there is wide awareness of the support available to residents is a consistent area of focus. An on-going multi-channel communications campaign has been developed to promote the financial and welfare support available. This includes a dedicated [online space](#) to hold all cost-of-living information. We have developed a short [information film](#) and printed materials for residents as well as issue regular news features in Around Ealing magazine and website and Around Ealing Extra subscriber email. The cost of living team has led the development of 'The Borough Frontline', a multi-agency network which brings together customer facing staff across both the council and voluntary, community, faith and partner organisations to share information and resources that will support residents. We are also a key part of the School Family Support Network ensuring cost of living messages are reaching the right people in the school environment to help families.

Working with the VCS and others

Since 2024, £800,000 of Household Support fund grants has been provided to selected voluntary sector organisations to ensure practical support can reach the right people within communities. We have also worked alongside local debt organisations to jointly design a debt campaign to encourage residents to reach out and ask for support. Winter always sees a big collaboration effort on the warm and welcome spaces programme and a specific focus around staying warm, and also support available over Christmas.

Learning zones (also in decent living incomes)

Between 2022 and 2024, we successfully launched learning zones in Northolt, Southall, Acton and Hanwell, integrating training and employment services within the community hubs. This widens our reach within communities and the ability to deliver face to face courses with embedded financial literacy, digital skills for work and ESOL to support residents with skills development. The hybrid learning zones in the libraries help promote digital inclusion and community-based education and training to support residents with skills development and employability support.

Learning zones opened at West Ealing Community Library, Greenford and Perivale last year. This now means there are 7 learning zones in the borough, with the sites already in Northolt, Southall, Hanwell and Acton.

Tailored IT training programmes

In 2024/25 Learn Ealing ran training programmes in digital literacy, IT for employment, personal finance, and progression on to maths qualification courses. Case studies highlight learners gaining confidence, securing employment, and progressing to further qualifications.

