

Values in action

Council plan 2026-30



London Borough of
Ealing

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Leader's foreword

Spending quality time with your family and friends. Having a network of people in your neighbourhood who love, care for and support you. Not having to worry about paying the bills and providing for your family. Having control over your own life and the future of your community.

These are the 3 core foundations of a decent life, and they are at the centre of what we know you want us to deliver on your behalf. Clean and safe streets. Decent jobs that pay a living wage. Affordable homes. Great schools and opportunities for young people. Control over the care you need. These and so much more of what the council does make those foundations come to life.

This council plan sets out how we are going to deliver on the promises we made to you, our residents. It sets out the things that we are trying to achieve and, importantly in making these commitments, we know you will want to hold us to account for achieving them.

When we stood for re-election earlier this year, we made promises about what we would do. And this is our plan for making them happen.

The priorities in the council plan are there because of the thousands of conversations we have had with you as your councillors. The missions we have set out were chosen to reflect the things that you told us matter most to you. We are always driven by the things that matter to you as residents and the things that will make a difference to your life.

This new council plan sets out the values that guide our administration, these are the things that drive us. They are the 'how' and 'why' to go alongside the 'what' we intend to deliver.

Over the last 4 years, we've made huge strides. We delivered thousands of new genuinely affordable homes. we secured pay rises for thousands of workers who are now paid at least the living wage. We opened more parks, planted more trees and took more action on the climate emergency than ever before. We did all of that while maintaining our good and outstanding schools, investing in early help for our youngest children. filling in thousands of potholes and maintaining one of the best recycling rates in London. All of that achieved while being ruthlessly efficient with taxpayer money, investing wisely, and balancing the books.

This plan sets out how we intend to go even further, and we look forward to continuing to deliver for you in the years ahead.



Peter Mason
Leader, Ealing Council



The guiding values

Values in action is the name for Ealing Council's new council plan for 2026-2030. It sets out the council's ambitions for the borough for the next 4 years and beyond, and its commitments to residents, communities, businesses and towns. It is a high-level, strategic response to building on the strengths and opportunities across our borough.

All available evidence tells us that connected communities are healthier, happier and more resilient. Building this connection, by fostering a sense of belonging and strengthening relationships between groups, sits at the heart of how the council believes it should operate. Rather than acting as a collection of services that people access only in times of need, the council will work proactively to strengthen the bonds between people, communities and towns, so that they are better able to support one another. The council's aim is to make sure residents can rely on each other and on strong local networks, alongside the council.

The council wants everyone in the borough to share in the benefits of growth. This means securing good jobs and opportunities and genuinely affordable homes in each of our 7 towns. It involves building stronger relationships with local businesses to support investment and inclusive growth. And it involves pushing for a fairer distribution of wealth and opportunity for all. Growth is about more than jobs; it is also about quality of life, and making sure everyone has access to green spaces, nature and places to rest, play and thrive.

Restoring trust in democracy must start locally, by giving people greater confidence that they have control over their lives and their futures. The council's role is to create the conditions for people to come together, take part in decisions and agree the changes that are required to live well alongside one another. This demands openness about the challenges we all face, transparency about the choices we make and a genuinely inclusive approach to how decisions are shaped. It does not mean avoiding difficult decisions, but approaching any disagreements with honesty and humility. It means knowing when the council should step back and share power – and enable communities to organise and lead where they are best placed to do so.

These beliefs are why the council has the following 3 guiding values to shape how it will work.



Community for everyone

Every resident should feel connected, supported and able to belong. Everyone should have loving relationships, trusted friends and neighbours who care for one another, so people can rely on strong communities as well as public services to live well and thrive.

Growth across all 7 towns

Every resident should have the chance to earn a decent living, live in a good home and live in a town with identity, pride and purpose — with opportunity shared fairly across all of the borough's 7 towns.

Power in your hands

Every resident should have real control over their own lives and the future of their neighbourhoods. Everyone should be able to take part fully in community life and local decision making, working together to make the compromises needed for an open, inclusive and transparent democracy.

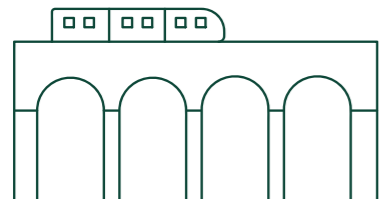


The borough

Each of the borough's 7 towns are home to some of the most diverse communities in the UK, where more than 170 languages are spoken and people from across the world have chosen to build their lives. The borough is rich not only in culture and heritage, but also in some of the finest parks and open spaces in London. Each town has its own distinct character, shaped by generations of people whose work, creativity and commitment have defined places where people are proud to call them 'home'.

However, alongside these strengths, many people are also facing pressures that are increasingly linked to, and reinforcing, one another. Insecure or low paid work, rising living costs and limited access to genuinely affordable housing make it harder for some people to feel financially secure and to plan for the future.

These challenges are made worse by environmental pressures, including poorer air quality and rising energy costs. Persistent inequalities in health mean where people live, work and grow up influences how long, and how well, they live. Together, these factors can reduce resilience, limit opportunity and make it harder for individuals, families and communities to thrive.



The council's shared missions

Over the last 4 years, a lot has been achieved across the borough. The council has been listening to residents, communities, businesses and local partners. It has reflected on what has worked well, and how far things have progressed – but also on where work could have been even more impactful. The council now intends to build on these strengths, and on what it has heard and learned, and seize the opportunities available in the years ahead.

To make sure the council works in a joined-up way and focuses on what matters most to residents, it has organised its work around 3 strategic themes. Within these are contained 9 missions with specific targets, reflecting the changes local people most want to see. Everything the council does – how it works and the services it provides – will be aligned to achieving these 9 missions.



1 Theme 1: our towns and communities are places of lifelong opportunities for all residents



Mission 1:

ensure every child has the best start in life and tackle the barriers that hold young people back from fulfilling their dreams.

The council is:

- ensuring that every child and family receives the support they need at the right time while expanding opportunities for young people through a network of youth, play and adventure activities
- continuing to work with local care experienced young people to ensure that the council has an excellent offer for care leavers
- enhancing the opportunities for young people to participate in informing and making decisions that shape the future of the borough



Mission 2:

enable every person to live a healthy and happy life and end the unfair inequalities that hold too many people back.

The council is:

- building integrated neighbourhood health teams with NHS partners in every town, delivering joined-up care closer to home
- making Ealing a welcoming borough for all, making sure people seeking sanctuary can access the support they need to live well and thrive
- implementing the Health and Wellbeing Strategy so that, through universal and targeted place-based action with partners, health inequalities are reduced across our communities
- enabling more people to live independently at home, supported by strong community-based services and enhanced support for unpaid carers.



Mission 3:

secure a safe and genuinely affordable home for every family and work to end homelessness and rough sleeping.

The council is:

- regenerating neighbourhoods and increasing the supply of genuinely affordable homes, ensuring more residents can access high-quality, sustainable housing and benefit from improvements that make existing homes warmer, greener and cheaper to run
- implementing the homelessness strategy and helping people to stay in safe and stable homes. And working with partners to provide early support to help prevent homelessness
- working closely with the private rental sector to make renting safer and fairer by improving standards in HMOs and private rentals, and by supporting residents to understand their rights and get help quickly.

2 Theme 2: our towns and communities are places where people feel safe and a sense of pride and belonging



Mission 4:

crack down on crime and antisocial behaviour and tackle its root causes.

The council is:

- creating safer communities by improving public spaces through investment in CCTV, alley gates and street lighting
- helping people feel safer in their communities by creating a unified street enforcement team to address antisocial behaviour
- bringing together teams, partners, and local people to identify local priorities and take coordinated action quickly to address them.



Mission 5:

take decisive action to tackle the climate emergency and keep our streets clean and our roads clear.

The council is:

- creating more opportunities for people to walk, cycle and use public transport for everyday journeys
- working in partnership to deliver the climate resilience strategy and enhance the borough's natural habitats – creating better living opportunities and strengthening energy security for people and communities
- ensuring that streets are kept clean and safe, and that there are more opportunities to reduce, reuse, and recycle waste and unwanted goods.



Mission 6:

strengthen pride in our neighbourhoods, providing identity and purpose in every community.

The council is:

- continuing to deepen and strengthen engagement and relationships with communities across the borough, making it easier for people to get involved in issues that matter to them
- investing in the health of towns and neighbourhoods by providing refreshed leisure and outdoor opportunities
- investing in the cultural growth of all towns, ensuring that all 7 towns benefit from cultural events.



3 Theme 3: an economy that enables all towns and communities to thrive



Mission 7:

make our economy inclusive, bring down the cost of living and generate the best value for residents with taxpayers' money.

The council is:

- helping residents have more money in their pockets by making it easier to access advice and support that helps them maximise their income
- continuing to support local businesses to bid for work, grow and create more local jobs for residents
- maximising the social value of the council as a significant local employer and investor. And ensuring its spending supports local communities, attracts investment to the borough, and creates more volunteering, work experience and jobs for residents.



Mission 8:

bring good well-paid jobs back to the borough and breathe new life into our high streets.

The council is:

- continuing to implement the Ealing Jobs and Skills Strategy, growing prosperity across our 7 towns and unlocking the potential of residents, businesses and our workforce.
- increasing access to work experience, apprenticeships and internships through local businesses to support more young people into training and employment
- developing inclusive pathways into employment with employers, creating more good jobs and opportunities for residents.



Mission 9:

good, sustainable growth for every town, with investment in any communities that have been left behind.

The council is:

- making sure that significant investments in the borough – including those led by partners – provide real benefits for residents and businesses first
- investing in all our towns and high streets using financial contributions from development to strengthen local communities and places
- investing in a strong, green infrastructure across the borough, including creating a new regional park to support healthier communities.



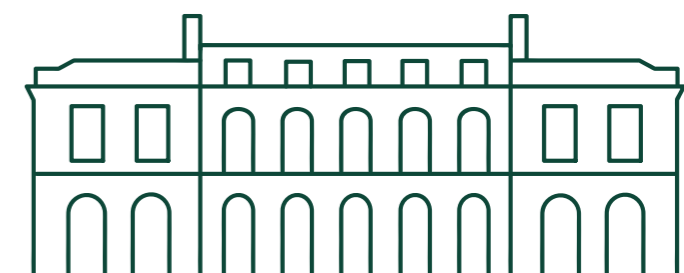
Community and cultural heritage

Our borough's 7 towns are shaped by a rich mix of cultures, histories and community traditions, which, together, form a powerful foundation for tackling inequality and ensuring everyone has the opportunity to thrive.

Residents, community groups, faith organisations, cultural institutions and volunteers all play a vital role in supporting one another. They share skills and create opportunities for people of all ages and backgrounds. These local networks and leaders help strengthen social connections, build people's confidence and provide routes into learning, work and wellbeing – including for those who might otherwise be left behind.

Many members of the council's workforce live in the borough and plough their experience, passion and pride for the community into the work they do every day.

By bringing together this community strength, we can all help make sure opportunity is more equally spread, enable voices that are too often unheard to be amplified, and work on making sure pride in place is sustained across every town. Building on the deep roots, creativity and solidarity that already exist in local communities will be essential to reducing inequalities and enabling people and places across the borough to thrive.



The council's approach to change

Connected Communities is central to the council's approach to responding to the challenges facing the borough and embedding the guiding values of: **community for all; growth across our 7 towns; and power in your hands.**

It represents a shift away from reactive, service led responses to solving issues towards a more preventative and place based approach. It means working with local people: harnessing and building on, the existing strengths of residents, communities and local networks.

At the heart of Connected Communities is a desire to strengthen community 'anchors' and neighbourhood networks, such as trusted local organisations, groups and spaces that already support people day to day.

By strengthening them, and connecting these anchors more effectively to residents, community groups and partners, people should get support earlier. Not only that, the support should become closer to home, and provided in ways that build independence rather than dependence.

This approach also involves more localised, joined up working across towns and neighbourhoods. Where it is the right thing to do, services will increasingly show up differently in towns and neighbourhoods. It will mean using local insight to prioritise what action to take on the things that matter most to people. Residents' voices, lived experiences and community knowledge will all play a central role in shaping decisions. This way, investment and support should respond to what matters most in each area.

Connected Communities is underpinned by a clear set of fundamental principles. These include:

- focusing on social connection
- sharing power and choice with residents
- working collaboratively across the council and with partners
- testing new approaches and learning along the way
- and making best use of available resources so any change can be sustainable.



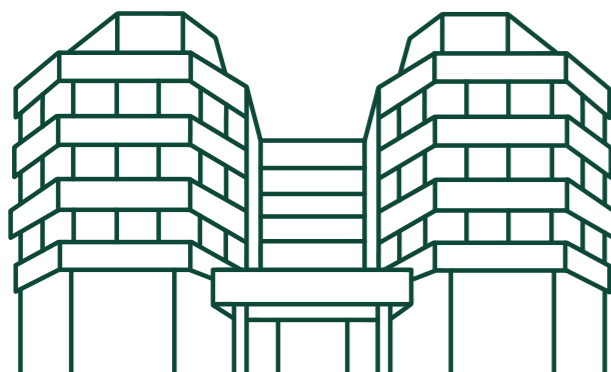
Together, these fundamentals ensure that Connected Communities is not a stand-alone programme, but the framework that shapes how the council works at every level.

The strength of relationships that exist within the borough give the council a unique opportunity to achieve the missions in the plan and build a borough of communities that thrive together.

The council is committed to building a braver, bolder relationship with the borough's communities, and this is changing how its staff work every day. They are focusing on strengthening connections between people and communities, listening more deeply to local experiences and supporting residents to take the lead on solutions that work for them. It is seeing services become joined up around individuals, families and communities. And this means people can experience simpler, more co-ordinated support rather than having to make sense of multiple systems.

By recognising and building on people's strengths, residents can be helped to feel more confident, independent and able to shape their own lives. At the same time, services and support are becoming closer to where people live and can be better tailored to the unique character of each neighbourhood. Together, this means residents should experience more personal, responsive and joined up support, and greater influence over the decisions that affect their lives.

Alongside this, the council is transforming how people access and experience local services. It is working on making it easier for people to get help, navigate information and receive consistent support. Services will be designed around residents' lives, not organisational boundaries, with clearer routes into support and simpler processes. By making better use of technology, digital tools and data, the council will provide more accessible, responsive and personalised support. This will help people to self-serve where appropriate, while making sure tailored help is available when needed. Together, this will create services that are easier to use, more joined up and, most of all, centred on residents' needs.





Appendix: delivery plan 2026-27

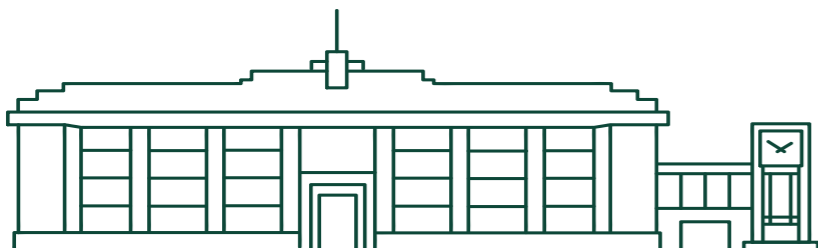
How you will know the council is making a difference

The council will know its work is successful when the priorities in the plan lead to real, lasting improvements in people's lives and in our communities. But how will progress be measured in a way that helps the council understand what is changing, who it is helping, and why?

A simple and clear method of tracking progress against each of the shared missions will be used, with a set of measures focused on what matters most to residents. This includes monitoring whether improvements are being felt fairly across different communities and places.

The council will use different types of evidence to understand what impact is being made, including data, service information, lived experience and feedback from residents. It will focus less on what activity has taken place and more on whether it is making life better and helping reduce inequality over time.

Learning and improvement are central to this approach. The council will regularly review what is working, adjust where needed, and respond to changing needs. The council will also be open with residents about what progress has been made, share what has been learned, and be honest about where more improvement is needed. In this way, you can hold the council to account.



Delivery plan 2026-27

Introduction

This Year 1 Delivery Plan outlines the priority actions for the first year, setting the council on course to complete the wider plan. It does not capture everything the council does. Instead, it highlights the key activities that will demonstrate early, visible progress against the council plan's missions and priorities.

Our towns and communities are places of lifelong opportunities for all residents

Mission 1



Ensure every child has the best start in life and tackle the barriers that hold young people back from fulfilling their dreams.

Ref. 2026-27 Deliverables

1.1	Increase uptake of evidence-based parenting and Home Learning Environment (HLE) interventions for families with 3–4 year-olds
1.2	Establish one fully operational, accessible and multi-agency Family Hub with integrated services
1.3	Deliver evidence-based resources and programmes to improve children's early language, literacy and development, with monitored uptake
1.4	Target Family Hub outreach to underserved communities, focussing on increasing the future attainment of good level of development and reducing gaps
1.5	Deliver careers events for Year 10 pupils focused on vocational pathways and launch a Post-16 Route Planner, with usage tracked
1.6	Increase employer participation in Ealing Borough Apprenticeship Scheme and grow apprenticeship opportunities for Ealing residents year on year
1.7	Deliver additional in-borough specialist education placements by September 2026 with further places delivered annually to 2030.
1.8	Deliver the Summer Reading Challenge across all libraries, increasing participation year on year
1.9	Increase engagement of children in care, care leavers and children with a social worker in enrichment and support activities
1.10	Deliver regular co-production workshops to inform Special Educational Needs and Disabilities (SEND) reform, with feedback reflected in service design
1.11	Implement an 'Ealing-first' approach to apprenticeships and graduate schemes and increase supported work experience for young people with SEND and/or care experience

Mission 2



Enable every person to live a healthy and happy life and end the unfair inequalities that hold too many people back.

Ref. 2026-27 Deliverables

2.1	Agree local priorities, governance and delivery arrangements for integrated neighbourhood teams with partners
2.2	Co-develop a Neighbourhood Health Plan for 2027–28 aligned to the Health and Wellbeing Strategy, working with the NHS to shift care from treatment to prevention
2.3	Strengthen prevention through the Health Determinants Research Collaboration by setting research priorities, testing community-led models and developing data linkage use cases
2.4	Refresh and launch the Mental Health Strategy (2026–31) and agree Year 1 priorities with NHS, housing and voluntary and community sector (VCS) partners, to strengthen our action on rising mental health needs across services
2.5	Launch a healthy weight service for adolescents and adults, and a programme to improve oral health for children and families
2.6	Strengthen the Health in All Policies approach by launching a staff e-learning module and beginning development of a Natural and Built Environment joint strategic needs assessment, to support embedding health within decision-making.
2.7	Review the mental health step-down pathway and develop accommodation-based solutions to reduce delayed discharges and readmissions
2.8	Scale technology-enabled care to move from traditional telecare to a broader digital solutions
2.9	Open a 15-bed residential reablement facility at Sycamore Lodge
2.10	Design and implement a new carers advice and assessment model, to support unpaid carers in the borough.
2.11	Evaluate the Community Champions programme and plan for developing the next phase to sharpen our focus on prevention, local leadership and strengthening the connection between residents and the council.

Our towns and communities are places where people feel safe and a sense of pride and belonging

Mission 3



Secure a safe and genuinely affordable home for every family and work to end homelessness and rough sleeping.

Ref. 2026-27 Deliverables

3.1	Publish an annual report setting out Private Sector Housing interventions, enforcement activity and outcomes to demonstrate how the council is delivering the Renters' Rights Act, improving standards in the private rented sector and supporting tenants to access safe, secure and well managed homes
3.2	Increase enforcement activity in private sector housing to tackle non-compliant landlords and Houses of Multiple Occupation, improving conditions and reducing illegal accommodation
3.3	Agree Asset Management Strategy to guide our investment so that every council home meets the Decent Homes Standard
3.4	Implement an action plan to ensure council tenant and leaseholder engagement is representative of the wider community
3.5	Progress a prioritised pipeline of stalled housing sites, unlocking barriers and positioning schemes to secure affordable housing funding
3.6	Maximise delivery of viable affordable housing through the planning system
3.7	Increase delivery of genuinely affordable homes by enabling starts on site, completions, and progression of schemes through key delivery milestones (including funding and partnership agreements)
3.8	Progress housing schemes and partnerships that meet the needs of priority groups, informed by policy and evidence
3.9	Enable 30 care-experienced young people to access social housing tenancies

Mission 4



Crackdown on crime and antisocial behaviour and tackle its root causes.

Ref. 2026-27 Deliverables

4.1	Deploy 10 new CCTV cameras
4.2	Develop a Community Gating policy to enable fair and consistent assessment of alley gating applications
4.3	Upgrade lighting in targeted areas of South Acton and Southall to improve visibility, accessibility and public safety
4.4	Increase deployment of uniformed street enforcement officers
4.5	Review and update the Male Violence Against Women and Girls (MVAWG) Strategy and Action Plan (2022-2027) to ensure that women's and girls' safety remains an ongoing priority for the council
4.6	Enable communities to safely deliver a range of local events

Mission 5



Take decisive action to tackle the climate emergency and keep our streets clean and our roads clear.

Ref. 2026-27 Deliverables

5.1	Make it easier and safer to travel in the borough, delivering active and sustainable travel schemes such as cycle routes, bike hangars, EV charging points and micromobility bays, to enable residents to live well in Ealing.
5.2	Develop and adopt a new kerbside strategy focused on reclaiming and repurposing street space to improve traffic management, promote sustainable transport, and enhance public safety.
5.3	Develop plans for the Ealing Broadway Safer Streets scheme to improve safety and accessibility, boosting shopping experience and footfall on our high streets
5.4	Provide a 24/7 abandoned vehicle service to improve neighbourhood cleanliness
5.5	Deliver a borough-wide rewilding plan to increase meadow and green space
5.6	Adopt a borough-wide climate adaptation and resilience plan tackling heat, flooding and poor housing and protect high-risk streets and vulnerable residents
5.7	Deliver Climate Week 2026, building on Better Living – Climate Action Week 2025
5.8	Launch the borough's first bulk solar scheme to reduce energy costs and carbon emissions
5.9	Launch the Learn Ealing programme to support businesses and residents to develop green economy skills

Mission 6



Strengthen pride in our neighbourhoods, providing identity and purpose in every community.

Ref.	2026-27 Deliverables
6.1	Deliver 10 playground improvement projects
6.2	Commence delivery of the West London Regional Park walking and cycling trail linking parks, waterways, art and landmarks across the boroughs of Hounslow and Ealing
6.3	Secure a viable delivery route for Gurnell Sports and Leisure Centre and begin main construction works
6.4	Enter into agreements to enable delivery of sports provision at Warren Farm
6.5	Open the ground floor of Perceval House for community use, including opening of Learning and Skills Hub
6.6	Expand and deliver the Your Voice Your Town model, including renewed Town Teams and a further round of funding for community-led action
6.7	Develop the role of Your Voice Your Town in supporting community governance, leadership and local action
6.8	Refresh the Culture Plan and expand the New Gen Festival across the borough, prioritising grassroots culture, supporting young people in culture opportunities, and helping bring people together through arts and culture
6.9	Deliver a programme of community events, including cultural activities and festivals
6.10	Commence delivery of the Pride in Place programme, investing in our high streets mixing jobs, services, culture and safe streets to make them places people want to visit

Mission 7



Make our economy inclusive, bring down the cost of living and be ruthlessly efficient with taxpayers' money.

Ref.	2026-27 Deliverables
7.1	Review the Council Tax Reduction scheme to align with Universal Credit, welfare reform and available financial support
7.2	Increase awareness and access to financial support in partnership with VCS
7.3	Develop and implement an integrated crisis and financial resilience system linking crisis payments to tailored support
7.4	Pilot translation tools in community hubs to improve service accessibility
7.5	Pilot AI-assisted webchat in high-volume services to improve first-time resolution while maintaining assisted and non-digital access
7.6	Open a Community Hub in Greenford Library to provide accessible, face-to-face advice and support

Mission 8



Bring good well-paid jobs back to our borough and breathe new life into our high streets.

Ref.	2026-27 Deliverables
8.1	Open the West Tech Skills Hub at North Acton to support the life sciences sector
8.2	Complete the Screen Industries Revealed commission to support the creative and digital sector
8.3	Establish the West London Data Centre Skills Forum to support green economy skills
8.4	Secure external recognition for the council's Living Wage Campaign to promote fair work
8.5	Establish a Living Wage Zone in North Acton
8.6	Embed London Living Wage requirements within Old Oak and Park Royal Development Corporation (OPDC) master developer procurement
8.7	Create an affordable workspace directory to support local businesses
8.8	Establish a Civic Agreement with the University of West London to align programmes and resources, helping residents get the skills they need
8.9	Commence development of a NEET reduction plan to support young people not in employment, education or training (NEET)

Mission 9



Deliver good sustainable growth for every town with investment in any communities that have been left behind.

Ref.	2026-27 Deliverables
9.1	Adopt the new Local Plan to support growth that benefits everyone across the borough's seven towns
9.2	Publish the Community-led Regeneration Charter (CRC) Toolkit to guide delivery of social infrastructure, jobs and public spaces alongside new homes
9.3	Ensure planning decisions align with 20-minute neighbourhood guidance across all seven towns
9.4	Complete the West Ealing Placemaking Delivery Plan and commence year 1 delivery, to make West Ealing a vibrant high street
9.5	Continue to implement and monitor the Ealing Economy after 6pm Strategy, to promote Ealing as a destination with a strong after 6pm offer
9.6	Simplify access to council contracts to increase small and medium enterprises (SME) participation through social value procurement
9.7	Deliver SME engagement programmes, co-design approaches and inclusive employment pathways to retain local spend
9.8	Attract inward investment, including attending the UK Real Estate Investment and Infrastructure Forum (UKREiIF) 2026 and London Real Estate Forum (LREF) 2026
9.9	Secure affordable workspace provision in Southall through section 106 agreements

