

Ealing Community Strategy 2006-16: Refresh 2011

Foreword

At the heart of West London, Ealing is a borough of contrasts. Our community of over 300,000 people is one of the most diverse in the country. Bridging central and outer London, our seven towns sit amongst areas of attractive open space. World-famous for our film and creative industry heritage, over 10,000 businesses form part of a varied economy.

Ealing's Local Strategic Partnership (LSP) brings together public, private and voluntary sector organisations to identify and take action on local issues in the borough. Ealing is a borough of potential and its LSP is ambitious. Since the Sustainable Community Strategy was first published in 2006, we have achieved a lot as a partnership: we have reduced the number of young people not in education, employment and training; people feel safer; and our voluntary sector is thriving. But we also know that there are still things we need to continue to improve. Health inequality across the borough remains, and we know that unemployment is a problem for some neighbourhoods and residents as well.

Nationally, the Coalition government has announced a number of policy initiatives that will impact on local public services. The Localism Bill sets out a number of ways in which residents and employees can have a greater say in the running of services; including bidding to take over services, running community buildings and creating neighbourhood plans. At the same time, public services are also having to deal with significant reductions in funding. All partners will have to consider how best to manage these reductions, while continuing to protect core services to vulnerable people as much as possible.

This Community Strategy sets out how we will tackle the challenges and maximise the opportunities we have in Ealing, and how we will set about achieving our vision for Ealing, which is that:

Ealing will be a borough of opportunity, where people enjoy living in clean, green and cohesive neighbourhoods, as part of a community where they are able to be safe, healthy and prosperous.

Most importantly, this strategy is about how we will tackle these problems together. The tough financial conditions we are in mean that now more than ever we need to think smarter about how we tackle problems. By working together we can reach more people and be more effective, while also being more efficient and delivering value for money. This drive to work better together as partners is reflected in the fact that for the first time the LSP has set out its shared values in the strategy document itself – the things we all believe in and will reflect in all of our work.

There is a lot of work to do to achieve our vision, but by continuing to focus on the things that matter, and work together to help residents, we are well on course.

Cllr Julian Bell
Leader of the Council

Martin Smith
Chief Executive
London Borough of Ealing

Andy Rowell
Borough Commander
Ealing Police

Ursula Gallagher
Borough Director
NHS Ealing

Julie Lowe
Chief Executive
Ealing Hospital

Peter Cubbon
Chief Executive
West London Mental
Health Trust

Andy Roper
Chief Executive
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Involvement
Dominion Housing Group

Liz Cierebiej
Integrated District
Operations Manager
JobCentre Plus

Sian Vasey
Manager
Ealing Centre for
Integrated Living

Paula Whittle
Principal
Ealing, Hammersmith and
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Ricky Singh
Director
Ealing Race and Equality
Council

Steve Hench
Borough Commander
Ealing Fire and Rescue
Service

Peter John
Chancellor
University of West London

Matthew Sims
Ealing Chamber of
Commerce

Mohini Parmar
Chair
Ealing GP Commissioning
Consortium

Introduction to the borough

Ealing is an extremely diverse borough in the west of the world's greatest capital city. It is home to over 300,000 people, the third largest borough population in London. Like much of London, it is densely populated and busy.

Ealing has characteristics of both inner and outer London. Its identity is built around its seven town centres, some of which have a green and suburban feel, and some of which are more characteristic of the inner city.

Ealing is a strong economic centre. Over ten thousand businesses are based in the borough and nearly 150,000 people work here – including 56,000 people who travel from outside the borough. Although the area has seen the impact of the recession, skills levels amongst adults and household income levels are above London averages. Ealing is in a good position for economic growth, especially given its transport links, which by 2018 will include Crossrail.

Over 40 per cent of residents come from ethnic minorities, making Ealing the fourth most ethnically diverse borough in the country. This includes significant numbers of refugees and asylum seekers, a large Polish community and the largest Sikh population outside of India. Over 100 languages are spoken in our schools. Some people will have lived locally for their entire lives; some only live here for a few months before moving on.

This diversity also extends much further than ethnicity and covers ages, family types, faiths, languages, cultures and traditions, and come together in a unique mix that makes the borough, for many, a very special place to live. However we recognise that this is not felt by all, and will continue to work as a partnership to make sure everyone feels part of the Ealing community.

The general prosperity of the borough is not shared by all of our communities. Poor standards of health and education, low household incomes and high benefits dependency are concentrated in pockets of deprivation.

This Community Strategy aims to address these inequalities and improve quality of life for all residents. This most recent refresh aims to address the issues that continue to affect our communities, and will bring a renewed focus to our activities as a partnership.

Vision

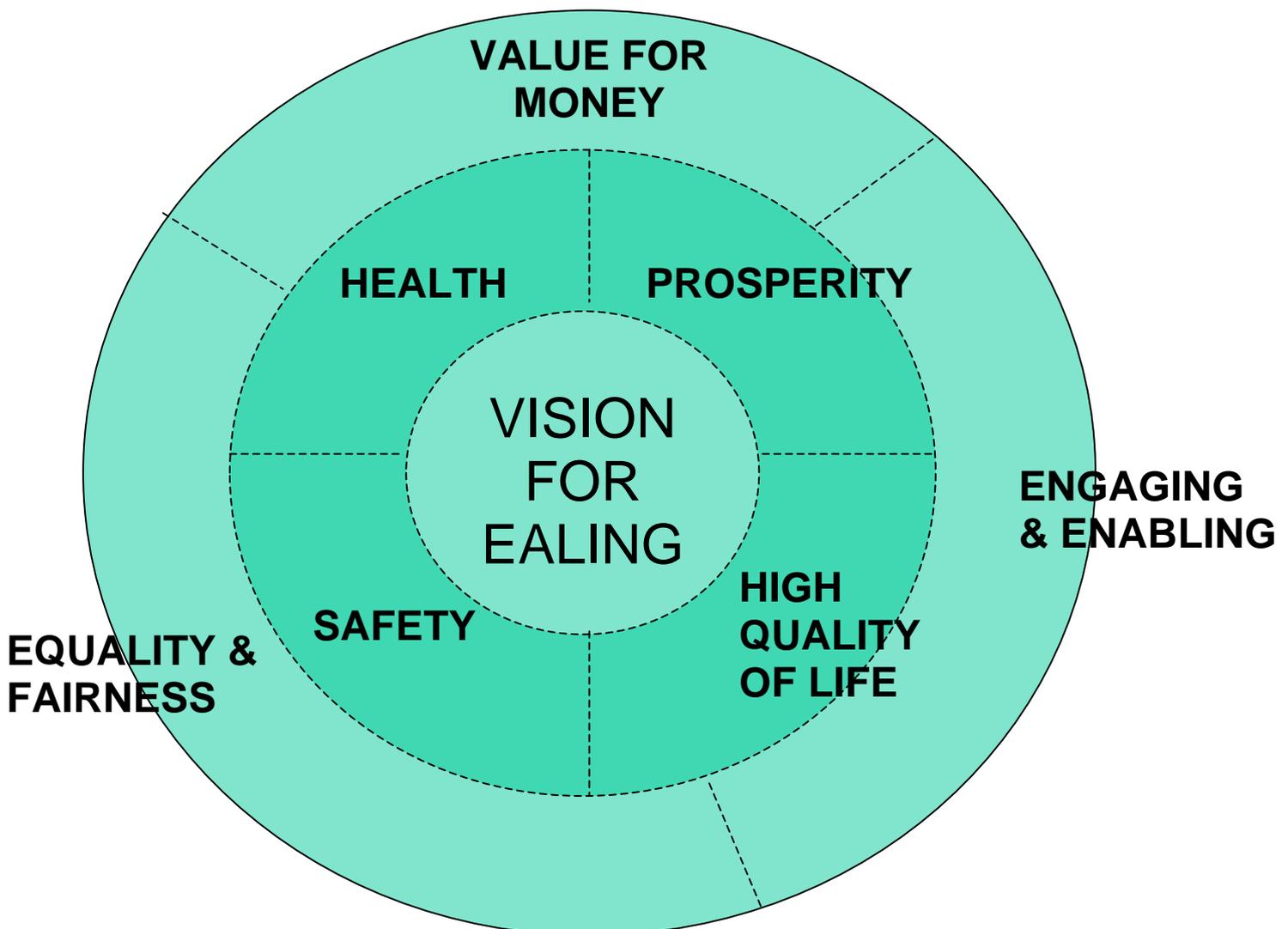
Our vision is that:

Ealing will be a borough of opportunity, where people enjoy living in clean, green and cohesive neighbourhoods, as part of a community where they are able to be safe, healthy and prosperous.

To achieve this vision we have set ourselves 4 key priorities: **health, safety, prosperity, and high quality of life**. Within each of these priorities we have agreed objectives – the key areas that we need to focus on to improve Ealing and achieve our vision. What we are going to do to achieve these things as partners is set out in the Action Plan at the end of the strategy. Each organisation delivering services in Ealing will contribute to wider priorities through its own business plans and activities.

Alongside our priorities and objectives, we have also agreed 3 values that will underpin everything that we do as a partnership: **equality and fairness, engaging and enabling, and value for money**.

This diagram shows how all of these things fit together:



Values

We believe that there are 3 values that should underpin **everything** that we do as a partnership, and that all our work should evidence improvements in these areas as a key part of its aims. These values are **EQUALITY AND FAIRNESS, ENGAGING AND ENABLING** and **VALUE FOR MONEY**.

Our values are about more than having ideals, however. There are practical steps that we need to take to make sure that we fully embed these values in every decision we take and activity we do.

Equality and fairness: reducing inequalities in access to services and opportunities and reducing discrimination and harassment.

We will:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equalities Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Ensure we have a robust and accurate evidence base of equalities information relating to our workforce and the community.
- Ensure equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for our strategy and project development and delivery.

Engaging and enabling: Making sure everyone feels involved in their community and is empowered to help develop solutions to issues they face, and has the opportunity to be involved in decisions about the services they receive wherever possible.

We will:

- Agree as partners how and when we will consult our communities about decisions we make, and make sure we follow these principles.
- Have a clear and consistent approach to consultation and engagement and ensure we use each other's knowledge, networks and opportunities for involvement wherever possible.
- Ensure that success at involving local people, and services users' and residents' perceptions of services and organisations, are key measures of success in our work as partners.
- Work with residents to understand and set out the relationship between the citizen and the state, through exploring with residents what public services can and will deliver, and what residents can and are expected to contribute themselves, and by supporting local innovation and community organisers.
- Agree a partnership approach to key elements of the Localism Bill, including the Community Right to Buy, Right to Challenge and neighbourhood planning.

Value for Money: Making the best use of money to provide the high quality public services that local people deserve.

We will:

- Deliver value for money through a shared approach to assets and data.
- Focus on early intervention work and those families with the highest needs, to ensure that our approach suits the needs of these people as well as reducing long-term costs across partners.
- Explore co-location of partners and services so that physical location is aligned with the access needs of residents and supports better joined-up working for service staff.
- Make the impact on the efficient use of resources (including money, energy and time) a key factor in decisions we make about work to be done by the partnership, and ensure that all our work is assessed for its impact on value for money for local people.
- Learn from other areas and share the good practice going on within Ealing so that we become a recognised leader in efficiency and positive change in public services.

Priorities and Objectives

Health: Improve public health and support those with specific needs to achieve well-being and independence.

In particular, we will focus on doing the following:

- Work together to ensure successful changes in the **public health** agenda and effective commissioning and new delivery arrangements.
- Ensure support for people with **mental health** needs is better joined-up, and increase the take-up of the mental health and well-being service.
- Improve **tobacco control** measures to reduce the smoking rate (including chewing tobacco).
- Improve **child health** outcomes, with particular focus on reducing **obesity** and **tooth decay**.
- Reduce **alcohol**-related hospital admissions.
- Provide support for **carers**.
- Ensure that older people, people with long-term health conditions and people with a disability are supported to remain **independent** and receive **personalised** services.
- Promote **active lifestyles**, including greater use of the borough's parks and leisure facilities and greater use of sustainable transport.
- Improve the support for young people making the transition from child to adult health services.

Safety: Work with communities to ensure that everyone is safe and has the support they need.

In particular, we will focus on doing the following:

- Prevent and reduce crime, including **youth crime**.
- Reduce the rate and concerns about **anti-social behaviour**.
- Develop a **neighbourhood** approach to crime reduction and enforcement
- Improve the support available for victims of **domestic violence**, including young people.
- Ensure **offenders** receive appropriate support and training, with a particular focus on **young offenders**, to reduce the risk of re-offending.
- Improve the reporting of **hate crime** with the aim of reducing it in future.
- Ensure that work to **safeguard** children and vulnerable adults is joined-up and effective and continues to improve to meet new challenges.

Prosperity: Secure Ealing as a place where people are able, and want, to live and work.

In particular, we will focus on doing the following:

- Reduce **child poverty**.
- Increase employment levels by working with businesses and partners to increase local **training and employment opportunities**.
- Encourage more employers to move into the borough.
- Increase the **skills** levels of the borough, with a particular focus on those facing specific barriers to training and employment.

- Improve post-16 education and training, and continue to reduce the number of young people who are **NEET**.
- Ensure that people are encouraged and enabled to **volunteer**, including by developing new volunteering opportunities in local libraries, parks and open spaces, with the Police and in local health services.
- Reduce **fuel poverty**.
- Support the development and growth of small and medium sized enterprises, including **social enterprises**.
- Improve **financial capability** of residents, with a particular focus on those who are in or are at risk of being in poverty.
- Continue work to **revitalise Ealing's town centres**.

<p>High quality of life: Make Ealing a place where people enjoy a high quality of life.</p>
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In particular, we will focus on doing the following:

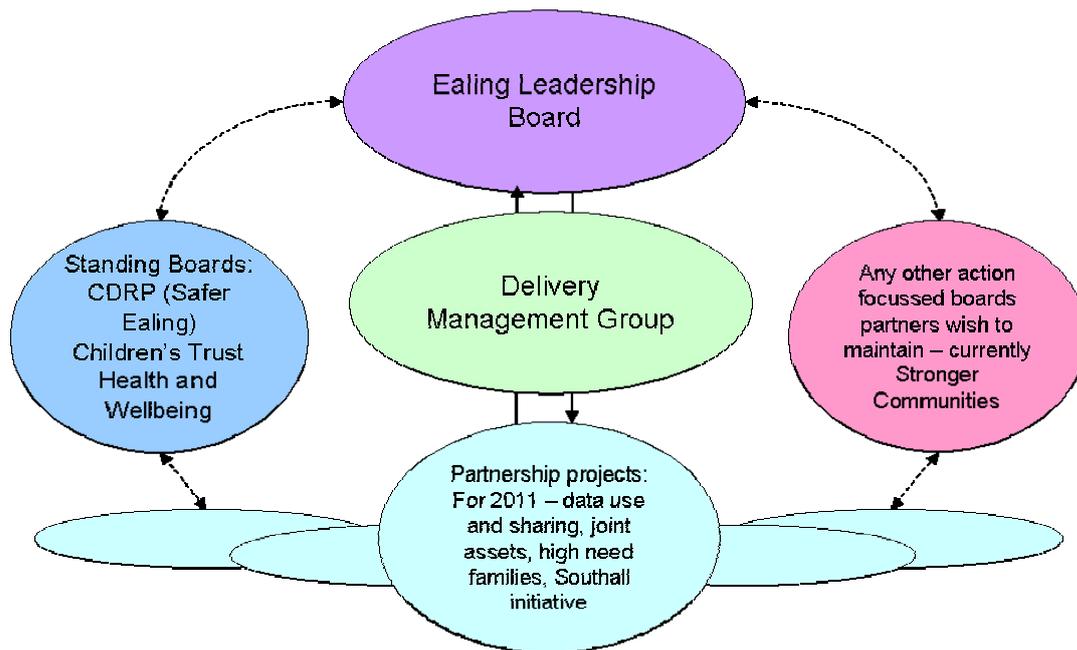
- Support and promote the borough's **leisure** and **cultural** offerings, including through making the most of the opportunities offered by the 2012 Olympics.
- Promote Ealing as an **attractive** borough to live and work, through providing clean and green neighbourhoods and affordable **places to live**.
- Promote **community cohesion** to increase the number of people who believe people from different ethnic backgrounds get on well together.
- Improve the **quality and safety of homes** across the borough.
- Make public sector operations environmentally **sustainable**, including reducing CO₂ emissions from public sector operations.
- Support residents to make "**green**" lifestyle choices.

Governance

The Action Plan at the end of this strategy sets out what we will do as partners to make sure that we achieve the objectives, and ultimately our vision for Ealing.

The Performance Management table shows the measures we will use to judge our overall progress against each of the objectives.

As the diagram below shows, the Ealing Leadership Board (the Executive) will have an overview of performance against these objectives, with specific updates on projects and actions being reported to the Delivery Management Group (DMG). The DMG will refer any serious concerns they have about progress to the Executive.



The standing partnership boards – Health and Well-being; Children and Young People; Safer Ealing; and Stronger Communities – will have responsibility for overseeing the delivery of their own specific plans, and will report into the Executive on how their progress is contributing to the delivery of the wider objectives in the Community Strategy.

Performance Management

The table below sets out how we will measure our overall performance against our objectives. Some of the objectives can be measured quantitatively, using national and local performance indicators. Other objectives will be measured using more qualitative information, such as what people tell us, as well as data from other sources such as the Residents' Survey.

Health

Objective	Performance Indicator	Collected by
Work together to ensure successful changes in the public health agenda and effective commissioning and new delivery arrangements.	Narrative - project milestones	
Ensure support for people with mental health needs is better joined-up, and increase the take-up of the mental health and well-being service.	No. of clients accessing services <i>(to be confirmed)</i>	WLMHT
Improve tobacco control measures to reduce the smoking rate (including chewing tobacco).	NI 123 - Stopping smoking	LBE
Improve child health outcomes, with particular focus on reducing obesity and tooth decay .	Decrease in percentage of Year 6 children classed as obese. Decrease in percentage of under 5s experiencing tooth decay. <i>(to be confirmed)</i>	Public Health
Reduce alcohol -related hospital admissions.	Reduction in number of alcohol-related hospital admissions <i>(to be confirmed)</i>	Public Health

<p>Provide support for carers.</p>	<p>NI 130 - Number of adults (aged 18+), older people and carers (aged 16+ but caring for an adult 18+) receiving self-directed support in the year to 31st March as a percentage of clients receiving community based services and carers receiving carer's specific service.</p> <p>NI 135 - Number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the same year.</p>	<p>LBE</p>
<p>Ensure that older people, people with long-term health conditions and people with a disability are supported to remain independent and receive personalised services.</p>	<p>NI 124 - People with a long-term condition supported to be independent and in control of their condition.</p> <p>NI 142 - Percentage of vulnerable people who are supported to maintain independent living.</p> <p>Local 1 - People aged 65 and over admitted on a permanent basis to residential or nursing home care.</p> <p>Local 2 - People aged 18-64 admitted on a permanent basis to residential or nursing home care.</p>	<p>LBE</p>
<p>Promote active lifestyles, including greater use of the borough's parks and leisure facilities and greater use of sustainable transport.</p>	<p>Narrative, to include updates from annual travel survey and residents' survey.</p>	
<p>Improve the support for young people making the transition from child to adult health services.</p>	<p>Narrative, to include report on percentage of young people with agreed transition plans in place.</p>	

Safety

Objective	Performance Indicator	Collected by
Prevent and reduce crime, including youth crime .	NI 15 - Serious violent crime rate NI 16 - Serious acquisitive crime rate	LBE
Reduce the rate and concerns about anti-social behaviour .	ASB incidents reported; supplemented by Residents' Survey perception data (to be confirmed)	Safer Ealing Partnership
Develop a neighbourhood approach to crime reduction and enforcement	Narrative - to include information from Residents' Survey and Police surveys.	
Improve the support available for victims of domestic violence , including young people.	To be confirmed - advice to be sought from police/community safety - may be narrative?	
Ensure offenders receive appropriate support and training, with a particular focus on young offenders , to reduce the risk of re-offending.	NI 45 - Young offenders engagement in suitable education, employment or training.	LBE
Improve the reporting of hate crime with the aim of reducing it in future.	To be confirmed - Advice to be sought from Police.	

<p>Ensure that work to safeguard children and vulnerable adults is joined-up and effective and continues to improve to meet new challenges.</p>	<p>NI 131 - Delayed transfer of care from hospitals</p> <p>NI 59 - Initial assessments for children's social care that were carried out within 10 working days of referral</p> <p>NI 60 - Core assessments for Children's social care that were carried out within 35 working days of their commencement</p> <p>NI 62 - Stability of placements of looked after children: number of moves</p> <p>NI 66 - Looked after children cases which were reviewed within required timescales</p> <p>NI 67 - Child protection cases which were reviewed within required timescales</p>	<p>LBE</p>
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Prosperity

Objective	Performance Indicator	Collected by
Reduce child poverty .	Indicator <i>to be confirmed</i> .	LBE
Increase employment levels by working with businesses and partners to increase local training and employment opportunities .	Local - Number of out of work residents supported to gain work or work based qualifications (outside mandatory government schemes)	LBE
Encourage more employers to move into the borough.	New VAT registrations	LBE
Increase the skills levels of the borough, with a particular focus on those facing specific barriers to training and employment.	Local - Number of out of work residents supported to gain work or work based qualifications (outside mandatory government schemes)	LBE
Improve post-16 education and training, and reduce the number of young people who are NEET .	NI 177 - Percentage of 16-18 year olds not in education, employment or training	LBE
Ensure that people are encouraged and enabled to volunteer , including by developing new volunteering opportunities in local libraries, parks and open spaces, with the Police and in local health services.	Narrative - to include Ealing Volunteer Centre records	Ealing Volunteer Centre
Reduce fuel poverty .	Narrative - with reference to Strategic Needs Assessment data	
Support the development and growth of small and medium sized enterprises, including social enterprises .	Narrative	

<p>Improve financial capability of residents, with a particular focus on those who are in or are at risk of being in poverty.</p>	<p>Narrative - with reference to Strategic Needs Assessment data</p>	
<p>Continue work to revitalise Ealing's town centres.</p>	<p>Narrative - to include satisfaction levels as recorded by Residents' Survey</p>	

High quality of life

Objective	Performance Indicator	Collected by
Support and promote the borough's leisure and cultural offerings, including through making the most of the opportunities offered by the 2012 Olympics.	Narrative	
Promote Ealing as an attractive borough to live and work, through providing clean and green neighbourhoods and affordable places to live .	NI 154 - Net additional homes provided NI 155 - Number of affordable homes delivered (gross) NI 156 - Number of households living in temporary accommodation NI 195(a-d) - Improved street and environmental cleanliness	LBE
Promote community cohesion to increase the number of people who believe people from different ethnic backgrounds get on well together.	Narrative - to include Residents' Survey data	
Improve the quality and safety of homes across the borough.	Narrative - to include Residents' Survey data	
Make public sector operations environmentally sustainable , including reducing CO ₂ emissions from public sector operations.	NI 185 - CO2 reduction from local authority operations	LBE
Support residents to make " green " lifestyle choices.	NI 192 - Household waste composting and recycling	LBE

Action Plan: Year 1 (2011 – 2012)

Equality and Fairness

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
A1	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equalities Act 2010.	Consult and engage partners on the development of objectives, including consultation with Ealing Race and Equality Council and the Equalities Reference Group.	Prepare partnership based Equalities objectives by April 2012	P&P (LBE)	April 2012	
A2	Advance equality of opportunity between people who share a protected characteristic and those who do not.	Consult and engage partners on the development of objectives, including consultation with Ealing Race and Equality Council and the Equalities Reference Group.	Prepare partnership based Equalities objectives by April 2012	P&P (LBE)	April 2012	
A3	Foster good relations between people who share a protected characteristic and those who do not.	Consult and engage partners on the development of objectives, including consultation with Ealing Race and Equality Council and the Equalities Reference Group.	Prepare partnership based Equalities objectives by April 2012	P&P (LBE)	April 2012	
A4	Ensure we have a robust and accurate evidence base of equalities information relating to our workforce and the community.	Assess all equalities related information currently held and identify any gaps in this information in line with the Equalities Act 2010.	Publish equalities related information	P&P (LBE)	December 2011	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop an action plan to address these equalities gaps.	and action plans online by December 2011. The process for publication is aligned with the LSP Local Information Systems Project.			
A5	Ensure equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for our strategy and project development and delivery.	<p>Review and refresh EIA guidance and template in line with the new equalities duties as specified by the Equalities Act 2010.</p> <p>Establish effective peer support and training for the EIA process, working with Ealing Race and Equality Council.</p> <p>Develop the role of the VCS equalities reference group as a more high profile means through which Council Officers can seek independent input and comment on their EIA development.</p>	<p>New guidance published by Summer 2011 alongside information on training and support for conducting EIAs.</p> <p>Regular meetings of the equalities reference group</p>	<p>P&P (LBE)</p> <p>ECN</p>	<p>September 2011</p> <p>March 2012</p>	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Review membership of the Equalities Reference Group.	established and information on meetings published as part of the equalities guidance.			
		Provide training and encourage VCS take-up of the ECN VCS Equalities Toolkit.	Min 30 VCS groups trained to improve equalities policies.			
		Implement a regular rolling programme of reviewing major strategies to ensure that the EIAs on these are up-to-date, and that they are regularly reviewed.	As part of the production of EIAs for Cabinet decisions, all EIAs will be saved and uploaded online by December 2011.	P&P (LBE)	December 2011	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop a partnership approach to tackling multiple disadvantage.	Delivery of the High Need Families LSP Project.	P&P (LBE)	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop and deliver an area-based approach to Southall.	<p>Reduction in all crime, notably robbery and violent crime</p> <p>Increase public confidence in Southall based wards</p> <p>Increase in employment.</p> <p>Increase in no. of people qualified to Level 3 or above.</p> <p>Reduction in health inequality gap between Southall and other wards.</p>	Police LBE Southall Community Alliance	December 2012	

Engaging and Enabling

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
B1	Agree as partners how and when we will consult our communities about decisions we make, and make sure we follow these principles.	Council community engagement toolkit developed into broader partnership-based approach	Partnership toolkit developed and measures of success agreed	P&P (LBE)	April 2012	
		Develop partnership consultation strategy	Strategy agreed	P&P (LBE)	April 2012	
		Maintain quarterly meetings of Joint LBE and ECN Planning and the Community Working Group.	Community groups able to input early views on major planning issues.	Planning (LBE) ECN	Quarterly	
		Establish and train new Shaping Communities Panels in Southall and West Ealing.			January 2012	
B2	Have a clear and consistent approach to consultation and engagement and ensure we use each other's knowledge, networks and opportunities for involvement wherever possible.	Review current and future LSP projects to ensure there are opportunities for involvement.	Consultation plans developed for each project	P&P (LBE)	Ongoing	
		Develop and maintain shared partnership consultation database, building on existing ECN web portal.	Database developed and used	P&P (LBE) ECN	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Continue to review effectiveness of LSP as a whole to ensure it is focussed on the right issues and engaging with the right organisations and individuals.	Annual review completed.	P&P (LBE)	Annual?	
		Maintain links between partnership boards.	Annual report to LSP Executive by each Board, highlighting key achievements and challenges for the partnership.	P&P (LBE)	Annual – first reports April 2012?	
B3	Ensure that success at involving local people, and services users' and residents' perceptions of services and organisations, are key measures of success in our work as partners.	Develop partnership approach to customer insight.	Increase in number of people who feel they can influence decisions in their area (residents' survey)	P&P (LBE)	March 2012	
		Project start-up identifies these opportunities and measures this throughout.		P&P (LBE)	Ongoing	
		Influencing partners so that this becomes a key part of individual organisation's projects.		P&P (LBE)	Ongoing	
		Support transition from LINKS to Local HealthWatch.		Adults' Services (LBE) Ealing LINK	2012-2013	
B4	Work with residents to understand and set out the relationship between the citizen and the state, through	Develop a partnership approach to supporting local social enterprise.	Increase in number of local social	LBE ECN	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
	exploring with residents what public services can and will deliver, and what residents can and are expected to contribute themselves, and by supporting local innovation and community organisers.	Continue to develop VCS Transition Support Programme.	enterprises.			
		Explore opportunities for External Funding e.g. through Big Society Bank.				
		Engage with businesses in the LSP.	Business representatives attend and contribute to LSP.	P&P (LBE)	September 2011	
		Explore alternative models of delivery as appropriate, including greater links with the local community and the council's value for money programme.	Diversified delivery of public services	P&P (LBE)	Ongoing	
B5	Agree a partnership approach to key elements of the Localism Bill / Act, including the Community Right to Buy,	All partners nominate assets of community value.	Assets of community value placed on list.	LBE	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
	Right to Challenge and neighbourhood planning.	Promote Community Right to Buy to residents.	No. of residents nominating assets of community value No. of groups expressing interest to bid when assets up for disposal	LBE	April 2012	
		Develop programme of awareness raising and training for groups interested in Right to Challenge.	No. of people reporting awareness of right to challenge	LBE VCS	April 2012	
		Publicise neighbourhood planning process.	No. of people reporting awareness of neighbourhood planning.	LBE	April 2012	
		Signpost residents to support for developing neighbourhood plans.	No. of neighbourhood plans developed.	LBE VCS	April 2012	

Value for Money

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
C1	Deliver value for money through a shared approach to assets and data.	Map assets owned and used by partners across Ealing.	Asset map produced	P&P (LBE) Property Team (LBE) VCS	September 2011	
		Develop protocol for asset sharing.	Protocol produced and agreed.		September 2011	
		Consider opportunities for management of community premises by VCS groups.	Opportunities identified / increase in no. of community premises being managed by VCS groups where appropriate.		September 2011	
		Identify leases near end-date and match with vacant space / other organisations.	Reduction in spend on leases?		September 2011 / ongoing	
		Develop links to West London Alliance property project.	Information from LSP project feeds into WLA project		June 2011	
		Complete data audit – gather information on data held by partners.	Spreadsheet of all known data sources	P&P (LBE)	May 2011	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop or procure information system.	System in place		Jan 2012	
		Import data into information system.	System in place		Feb 2012	
		Deliver programme of training and promotion so that information system is used and embedded across the partnership.	Usage of LIS high and sustained.		June 2012 onwards	
C2	Focus on early intervention work and those families with the highest needs, to ensure that our approach suits the needs of these people as well as reducing long-term costs across partners.	Carry out a project looking at the value of early intervention work for those individuals and families with the highest needs	Project delivered.	P&P (LBE)	December 2011	
		Data exercise where partners identify highest needs families	Highest needs families identified		June 2011	
		Research into most effective types of intervention	Research informs decisions		June 2011	
		Setting up high needs families project group with partners	Project group meeting and developing and testing approaches		May 2011	
C3	Explore co-location of partners and services so that physical location is aligned with the access needs of	See C1.	Asset map and asset sharing protocol produced.	P&P (LBE) Property team (LBE)	September 2011	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
	residents and supports better joined-up working for service staff.	Map physical customer journey – mapping customer insight information against location of assets/ point of delivery of services.	Map of physical customer journey for key services produced and used to inform development of Property Strategy.		September 2011	
		Pursue discussions across partnership at a senior level	Services co-located; decrease in assets owned / costs of asset management	LBE PCT Police ECN	Ongoing	
C4	Make the impact on the efficient use of resources (including money, energy and time) a key factor in decisions we make about work to be done by the partnership, and ensure that all our work is assessed for its impact on value for money for local people.	Build into project initiation process.	Business case template developed and used across partnership	P&P (LBE)	September 2011	
		Develop partnership business case template.		P&P (LBE)	September 2011	
C5	Learn from other areas and share the good practice going on within Ealing so that we become a recognised leader in efficiency and positive	Attend and contribute to discussions and events at a regional and national level.	Ealing referenced as best practice in national reports	P&P (LBE)	Ongoing	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
	change in public services.	Seek out opportunities to participate in central government consultations and events.	and case studies.	P&P (LBE)	Ongoing	
		Maintain a programme of horizon scanning and best practice research and use this to shape future partnership projects	Projects scoped and developed.	P&P (LBE)	Ongoing	
		Expand use of technology and social media to share Ealing's experiences, ideas and achievements.	New models and pilots developed. Additional external funding secured.	LBE ECN	March 2012	

Health: Improve public health and support those with specific needs to achieve well-being and independence

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
1.1	Work together to ensure successful changes in the public health agenda and effective commissioning and new delivery arrangements.	Develop and implement plans for transition of Health and Wellbeing Board.	New Health and Wellbeing Board operational	LBE	April 2013	
		Develop and implement plans for transition of public health responsibilities to local authority.	Public Health part of local authority.	LBE Health	April 2013	
		Support the development of Ealing's GP Commissioning Consortium, including through considering how best to include GP representatives on the Executive.	GP Commissioning Consortium operational. GP Representative on LSP Executive.	LBE Health	April 2013	
1.2	Ensure support for people with mental health needs is better joined-up, and increase the take-up of the mental health and well-being service.	Develop clear referral pathway, linking up health practitioners with specialist services, including employment support.	No. of mental health users referred to specialist support services	WLMHT	April 2012	
		Develop and deliver a marketing campaign for services targeted at particularly vulnerable and/or underrepresented groups.	Increase in take-up / awareness of mental health services.	WLMHT	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
1.3	Improve tobacco control measures to reduce the smoking rate (including chewing tobacco).	Develop and deliver an education / awareness campaign through Registered Social Landlords and education providers.	Increase in no. of successful quitters / reduction in smoker numbers	Public Health RSLs EHWLC / WLU	April 2012	Tobacco control strategy.
		Develop and deliver programmes to assist smokers to quit.		Public Health	April 2012	Health and Wellbeing Strategy
		Work with dental staff to give advice on smokeless tobacco products and signpost to quitting programmes.		Public Health	April 2012	
1.4	Improve child health outcomes, with particular focus on reducing obesity and tooth decay .	Evaluate current obesity programme and commission further programme of weight management and obesity prevention services based on evaluation.	Reduction in childhood obesity	Public Health	April 2012	Healthy Weight, Healthy Lives

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop parenting support programmes directly linked to child health and promote through Children's Centres, GPs, dentists.	No. of parents attending support programmes Reduction in childhood obesity Reduction in child tooth decay - % of children aged 5 years with decayed, missing or filled teeth reported in the biennial BASCD survey	Public Health VCS (Ealing Pre-School Learning Alliance)	April 2012	
		Work with schools to deliver Healthy Schools programme	All schools signed up to Healthy Schools.	Children's Services (LBE) Public Health	September 2011 / ongoing?	Healthy Weight. Healthy Lives

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop child-friendly public spaces	% of children and young people satisfied with playgrounds (Residents' Survey)	LBE	Ongoing – next measured 2013	Play Strategy
		Seek dentist representative on Health and Wellbeing Board.	Dentist representative attends and contributes to Board.	Public Health	September 2011	
1.5	Reduce alcohol -related hospital admissions.	Develop, implement and evaluate education awareness campaign through RSLs and education providers.	Reduction in no. of alcohol-related hospital admissions	Public Health RSLs EHWLC / WLU	April 2012	Health and Wellbeing strategy
1.6	Provide support for carers .	Carry out a review of carers' information systems	Review complete and recommendations implemented	Adults' Services (LBE) Public Health Ealing Carers' Consortium	April 2012	Carers' strategy
		Develop joint Health and Social Services training/carers awareness strategy involving carers in its development and delivery	Strategy developed	Adults' Services (LBE) Public Health Ealing Carers' Consortium	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
1.7	Ensure that older people, people with long-term health conditions and people with a disability are supported to remain independent and receive personalised services.	Social care customers offered a choice of a Council Managed Service Route or a Cash Budget Service Route, with each option explained in appropriate Plain English-style format.	Customers report understanding options available to them.	Adults' Services (LBE)	Ongoing	Health and Wellbeing strategy
		Update Health and Wellbeing strategy, ensuring that it includes the needs of older people.	Strategy updated.	Adults' Services (LBE) Public Health	April 2013	
		Develop third sector organisations to respond to personalisation agenda.	6 VCS groups to offer independent support brokerage in partnership with Adults' Services.	Adults' Services (LBE) ECN	March 2012	
		Promote welfare benefits to increase take-up	Increase in £ secured in additional benefit take-up.	JCP LBE VCS groups (Ealing Advice Forum; Ealing Older People's Forum; Ealing Disability Connect)	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
1.8	Promote active lifestyles , including greater use of the borough's parks and leisure facilities and greater use of sustainable transport.	Create referral pathways from GPs to leisure services.	Increase in no. of people accessing leisure services as a result of GP referral	Public Health	April 2012	Healthy Weight, Healthy Lives strategy LDF Core Strategy LDF Local Implementation Plan (transport strategy)
		Develop a network of "green ways" for walking, running and cycling.	Annual travel survey shows increase in walking and cycling mode share	LBE	April 2013	
		Promote sustainable/active transport options through workplace and school travel plans, by improving infrastructure and by Direct Support for Cycling programme.	Improvement in air quality. No. of schools with school travel plans in place.	Transport Planning Service (LBE)	Ongoing	
		Protect and enhance existing green areas through the development of appropriate policies as part of the Local Development Framework.	Annual travel survey and London Travel Demand survey shows increase in walking and cycling mode share.	Planning Policy (LBE)	Ongoing	
		Work with Council planning department to ensure open space and transport requirements are factored in to planning decisions.		Planning Policy (LBE)	Ongoing	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
1.9	Improve the support for young people making the transition from children's to adult's health services.	Develop clear guides for young people explaining the changes to their services.	Increase in young people reporting understanding of health services. % of young people with agreed transition plans in place.	Children's Services (LBE) Public Health VCS EHWLC / WLU	April 2012	
Plan and deliver awareness raising workshops through further / higher education providers and VCS groups.						

Safety: Work with communities to ensure that everyone is safe and has the support they need

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
2.1	Prevent and reduce crime, including youth crime .	High visibility patrols of town centre areas and crime "hot spots" (places and times).	Reduction in overall crime and an increase in confidence	Police	March 2012	Safer Ealing strategy
		Deliver education programmes in schools / colleges and through VCS groups on the impact and consequences of knife crime.	Reduction in youth crime and knife enabled crime.	YOS Police Schools / colleges VCS	March 2012	
		Continue proactive operations to address high crime areas and link into the local Safer Neighbourhood Teams.	Reduction in no. of young people saying they carry a knife.	Police	March 2012	
		Continue and increase closure of crack houses, addressing drug supply in hotspot areas.	Reduction in drug related crime.	Police	March 2012	
2.2	Reduce the rate and concerns about anti-social behaviour .	Carry out LEAN review of anti-social behaviour team processes.	Improved system in place for residents to report their concerns.	LBE	September 2011	Safer Ealing strategy

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Carry out a programme of engagement with residents to identify ASB hotspots (<i>link to 2.3</i>)	Reduction in reports of anti-social behaviour.	Community Safety (LBE)	March 2012	
2.3	Develop a neighbourhood approach to crime reduction and enforcement	Complete Police neighbourhood review.	Neighbourhood teams staffing and locations reviewed.	Police Community Safety (LBE)	Summer 2011	
		Development of joint working between Police and Safer Neighbourhoods teams, ASB, noise control teams etc.	Coordinated meeting process across the agencies to bring all parties into the problem-solving arena.	Police Community Safety (LBE)	Summer 2011	
2.4	Improve the support available for victims of domestic violence , including young people.	Plan and deliver awareness-raising campaign, delivered through higher education providers and VCS groups.	Increase in reported understanding of domestic violence	Community Safety (LBE) EHWLC / WLU VCS groups (Southall Black Sisters, ACORN DV Consortia)	March 2012	Safer Ealing strategy

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop services specifically targeted at the needs of ethnic minorities.	Increase in ethnic minorities accessing service (proportionate to population levels)	Community Safety (LBE) VCS (Southall Black Sisters, ACORN DV Consortia)	March 2012	
		Provide services of Independent Domestic Violence Advocate in Community Safety Team to increase victim support and build confidence.	Victims report increased confidence.	Community Safety (LBE)	Ongoing	
		Develop referral pathways between GPs, Police and DV support services.	Increase in no of victims referred to additional support services.	Community Safety (LBE)	March 2012	
		Continue with specialised domestic violence court.	No of cases heard?	Community Safety (LBE)	Ongoing	
2.5	Ensure offenders receive appropriate support and training, with a particular focus on young offenders , to reduce the risk of re-offending.	Build on the findings and recommendations of the Community Safety Scrutiny Review Panel to develop and embed an Integrated Offender Management approach.	Reduction in reoffending rates	Community Safety (LBE) Police	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Build on existing education programmes (such as Fire Service "Life" programme) to deliver targeted interventions for young people.	No of people judge "at risk" of offending diverted from crime. Funding for new / continued programmes.	Community Safety (LBE) Fire Service	Ongoing	
		Develop community payback schemes that help offenders develop useful skills in addition to making reparation with areas	Increase in no of offenders with Level 3+ skills.	Community Safety (LBE) Police	Ongoing	
		Map local VCS work with ex-offenders.	Information contributes to Offender Management work	ECN	September 2011	
		Develop integrated work by Offender Management and local VCS groups.	New partnerships developed leading to a reduction in reoffending.	Police ECN	March 2012	
2.6	Improve the reporting of hate crime with the aim of reducing it in future.	Develop and deliver a targeted campaign highlighting what hate crime is and how to report it.	Increased reporting of hate crime.	Police ECVS	March 2012	Safer Ealing strategy

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Deliver the LGBT Hate Crime Project and recruit and train LGBT advocates to liaise with the Police.	Increased reporting of LGBT hate crime.	Police ECVS	March 2012	
2.7	Ensure that work to safeguard children and vulnerable adults is joined-up and effective and continues to improve to meet new challenges.	Carry out review of transport for vulnerable adults and children, in partnership with West London Alliance.	Review completed and recommendations implemented.	Adult Social Care (LBE)	Ongoing	Children and Young People's Plan
		Continue implementation of Safeguarding Improvement Plan.	100% of actions completed	Adults' Services & Children's Social Care (LBE)	Ongoing	
		Develop a programme of early intervention for the most vulnerable families in the borough.	Delivery of High Needs Families project	LBE	December 2011	

Prosperity: Secure Ealing as a place where people are able, and want, to live and work.

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
3.1	Reduce child poverty .	Develop and implement strategy and action plan.	Reduction in child poverty. (fewer children in poverty or fewer families in poverty – tbc)	Early Years (LBE)	2011	Child Poverty strategy (<i>in development</i>)
3.2	Work with businesses and partners to increase local training and employment opportunities .	Engage representatives from local business as part of LSP membership review.	Business representative attending and contributing to meetings	P&P / Economic Development (LBE)	September 2011	Work and Skills strategy
		More employers offering more quality work or volunteering placements to out of work residents	Increase in no of out of work people accessing volunteer opportunities and placements	Ealing Volunteer Centre Jobcentre Plus	March 2012	
		More employment and apprenticeship opportunities to local people via regeneration developments and council contracts	Increase in residents accessing opportunities on developments	Economic Development (LBE)	March 2012	Work & Skills Strategy

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Improve information resources available to employers, jobseekers and frontline services.	Increase in jobseekers and employers accessing local services / increase in referrals to services by frontline officers	Economic Development (LBE)	March 2012	Work and Skills Strategy
3.3	Encourage more employers to move into the borough.	Maintain “Ealing In London” web presence / develop “Jobs Ealing” website for employers and job-seekers Provide opportunities for developments in major town centres Improve the public realm in key areas of the borough Develop an empty premises strategy working with landlords	Increase in businesses in Ealing	Economic Development (LBE) VCS (Action Acton) Jobcentre Plus	March 2012	Work and Skills strategy
3.4	Increase the skills levels of the borough, with a particular focus on those facing specific barriers to training and employment.	Carry out skills audit gap analysis and map against existing provision.	Increase in Level 3+ skills levels	LBE Ealing Training and Learning Network EHWLC / WLC	March 2012	Work and Skills strategy

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Establish consortium of partners who can pool resources and work jointly to tackle basic skills (including ESOL) needs	Increase in no of people accessing basic skills or ESOL training	LBE ECVS Ealing Training and Learning Network EHWLC / WLC	March 2012	
3.5	Improve post-16 education and training, and continue to reduce the number of young people who are NEET .	Raise awareness among all agencies of where to direct young people at risk of becoming NEET.	Reduction in no. of NEETs	Connexions (LBE)	April 2012	Work and Skills Strategy
		All partners sign up to apprenticeships programme and offer apprenticeships. Do we want to increase no of local employers offering as well?	Increase in no. of apprenticeships	Economic Development (LBE)	April 2012	
		Extend Ealing Pathways programme across all partners.	60 new volunteer opportunities created for young people each year	Economic Development / Connexions (LBE) Ealing Volunteer Centre	April 2012 (60 by then?)	
3.6	Ensure that people are encouraged and enabled to volunteer .	Developing new volunteering opportunities in local libraries, parks and open spaces, with the Police and in local health services.	100 new volunteers given opportunities	Ealing Volunteer Centre LBE Police Health	Summer 2012	
		Support volunteering in the community by local companies	3 employer volunteer initiatives per year	Ealing Volunteer Centre	April 2012 (annual)	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop / maintain database of volunteering opportunities.	4000 Ealing residents receive volunteer advice per year	Ealing Volunteer Centre	Ongoing	
		Maintain and expand online 'Ealing Volunteering Map' so that local people can volunteer close to where they live.	Overall increase in no. of people volunteering	Ealing Volunteer Centre	March 2012	
		Link voluntary opportunities to development of identified skills needs (<i>link to 3.5</i>)	Increase in no. of volunteering opportunities that develop identified skills needs.	Economic Development (LBE) Ealing Volunteer Centre	April 2012	
		Provide advice on how volunteering can affect benefits and what happens when volunteers receiving benefits have to attend mandatory provision.	Jobseekers and partners report knowing how volunteering affects benefits.	Jobcentre Plus		
3.7	Reduce fuel poverty .	Signpost residents to: <ul style="list-style-type: none"> energy advice and price comparison tools (<i>link to 3.9</i>) Benefit entitlement checks Heating and insulation programmes for private sector tenure (until end 2012) Green Deal providers (after 2012) 	Reduction in fuel poverty	Housing (LBE) RSLs	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Support residents to improve the energy efficiency of their home through the roll out of a PV Panel programme to suitable council homes.	Increase in no. of council homes and RSL Homes with PV Panels	Housing (LBE) RSLs	April 2012	
		Support residents to improve the energy efficiency of their home through provision of energy efficiency measures and advice to all residents in 2 selected wards through the RE:NEW home energy efficiency programme.	No. of homes given energy advice and efficiency measures installed.	Housing (LBE) RSLs	April 2012	
		Investigate accessing CESP and CERT funding to increase energy efficiency of council housing stock.	No. of homes with energy efficiency measures installed.	Housing (LBE) RSLs	December 2012	
3.8	Support the development and growth of small and medium sized enterprises, including social enterprises (<i>link to B5</i>)	Review procurement frameworks with a view to increasing use of “social value” clauses.	Increase in SMEs in Ealing	LBE	April 2012	
		Develop business support signposting website / tools.	Increase in SMEs in Ealing	Economic Development (LBE)	April 2012	
3.9	Improve financial capability of residents, with a particular focus on those who are in or are at risk of being in poverty (<i>link to 3.1</i>).	Identify residents with highest need and types of interventions / education needed (<i>link to 3.1</i>)	Number of residents accessing advice.	Economic Development / Housing Benefit (LBE) Ealing Advice Forum	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop financial capability education programme, delivered to students through further education providers.	Students report feeling competent in financial matters.	EHWLC / WLU	April 2012	
		Develop package of financial capability sessions, including sessions in Children's Centres, libraries and area roadshows.	Number of residents accessing advice.	Economic Development / Housing Benefit (LBE) VCS (Ealing Advice Forum, Ealing Pre-School Learning Alliance)	Ongoing	
3.10	Continue work to revitalise Ealing's town centres.	Develop action plan to deliver the regeneration priorities and projects identified in LDF Core Strategy.	Delivery of key regeneration projects.	Regeneration (LBE)	Ongoing	LDF Core Strategy

High quality of life: Make Ealing a place where people enjoy a high quality of life

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
4.1	Support and promote the borough's leisure and cultural offerings, including through making the most of the opportunities offered by the 2012 Olympics.	Develop new cultural strategy.	Integrated approach to enabling cultural events and activity across the borough	Arts, Heritage and Libraries (LBE) in partnership with public, private and voluntary sector partners	November 2012	
		Facilitate a programme of events to celebrate Olympics and participation in sport, leisure volunteering and cultural activities.	No. of people participating in Olympic-related events.	Arts, Heritage and Libraries (LBE) Ealing Volunteer Centre	Summer 2012	
4.2	Promote Ealing as an attractive borough to live and work, through providing clean and green neighbourhoods and affordable places to live.	Hold an Ealing Housing Commission looking at housing issues in the borough, including housing allocation, affordable housing and homelessness.	Report produced with recommendations for future action.	Housing (LBE)	Autumn 2011	
		Develop and implement appropriate plans to protect and enhance green spaces and the environment.	Plan produced	Planning Policy (LBE)	April 2012	Local Development Framework
		Develop and implement appropriate plans for the development of new homes.	Plan produced	Planning Policy (LBE)	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop and implement appropriate plans to protect and enhance the borough's unique character.	Plan produced	Planning Policy (LBE)	April 2012	
		Ensure that the community facilities, transport infrastructure and services are provided in the borough where and when needed.	Road Safety Casualty Reduction	Planning Policy / Transport Planning Service (LBE)	Spring 2014	
		Work with Transport for London to ensure that Ealing benefits fully from Crossrail.	Crossrail in Ealing.	Planning Policy / Transport Planning Service (LBE)	Ongoing – delivered by 2018	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
4.3	Promote community cohesion to increase the number of people who believe people from different ethnic backgrounds get on well together.	Develop new programmes around community cohesion in each area of the borough through commissioning by LBE Grants Unit.	Specific local cohesion plans developed for Southall, Acton, Hanwell, Ealing and Greenford. Increase in the number of people who believe that people from different backgrounds get on well together.	VCS	January 2012	
4.4	Improve the quality and safety of homes across the borough.	Develop programme of home visits giving fire safety advice.	2734 home visits delivered 2011/12	Fire and Rescue	March 2012	
		Develop programme of home visits giving home security advice.	No. of visits made in 2011/12	Community Safety (LBE) Police	March 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Social care services, GPs and housing providers promote and refer residents to home fire safety and home security visits.	Increase in no. of visits made, measured through unique number for referral generation received through partners.	Fire and Rescue Police Community Safety (LBE)	March 2012	
		Deliver “serve and protect” scheme to fit locks and door chains for vulnerable people and introduce them to the local Safer Neighbourhood Police Team.	No. of locks and door chains fitted	Police Community Safety (LBE)	April 2012	
		Continue gating scheme to secure rear access alleyways.	Increase in no. of alleyways gated.	Community Safety (LBE) Police	Ongoing	
4.5	Make public sector operations environmentally sustainable , including reducing CO ₂ emissions from public sector operations.	All partners upgrade their fleet to meet required minimum European standards for lower and zero emission vehicles.	Increase in no. of employee journeys classed as sustainable	All (led by LBE?)	April 2013	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Develop employee travel plans.	Increase in no. of employee journeys classed as sustainable	WestTrans Transport Planning Service (LBE)	April 2012	
		Work with schools, business and other organisations to increase awareness and promote a shift towards sustainable travel through travel planning	Reduction in borough CO2 emissions. Increase walking and cycling mode share.	WestTrans Transport Planning Service (LBE) VCS	April 2012	Local Implementation Plan (Transport)
4.6	Support residents to make "green" lifestyle choices.	Develop project to engage residents, including an evaluation of projects in other areas.	Reduction in CO2 levels.	Sustainability Co-ordinator (LBE) VCS	September 2011	
		Implement project in target area and evaluate success.	Increase in recycling rates. Increase	Sustainability Co-ordinator (LBE) VCS	April 2012	

Ref	Objective	Actions	Measure of success	Lead organisation(s)	Timescale	Link to existing strategy
		Introduce electric car charging points and car club parking bays in car parks and key sites across the borough, and support increase in cycling via Direct Support for Cycling programme.	walking & cycling mode share. Increase number of electric car charging points and car club bays	Transport Planning Service (LBE)	April 2014	Local Implementation Plan (Transport)