

Council Plan 2022-2026



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Leader's Foreword

Our Mission...

The mission of Ealing's new administration is simple: we want nothing more radical than to ensure every family has a decent living income and can afford a genuinely affordable home. That everyone can live a long, happy and healthy life, in communities full of pride and identity. Where every child can reach their potential and achieve their dreams.

We are humbled, and dedicated in equal measure to have once again been asked by the people of our borough to translate this political vision into meaningful action.

The challenges...

We have developed this Plan against the backdrop of unprecedented local and global challenges.

Our recovery from the COVID-19 pandemic and the disproportionate impact it has had on our communities.

The cost of living crisis, growing inflation, the consequences of Brexit and the devastating impact of the climate crisis. We continue to grapple with the entrenched racisms and structural inequalities that hold too many people back.

But amongst the challenges, there are also opportunities – Ealing has seven vibrant towns and an economy that can support digital and creative jobs.

But when faced with adversity, people can be resilient and brilliant in equal measure. Our seven vibrant towns each contain communities with a strong sense of identity and pride, each with its own sense of history, culture and economic power.

During the COVID-19 lockdowns we saw the best of that collective spirit. The coming together of neighbours and perfect strangers was repeated again during the street celebrations for the Queen's platinum jubilee. In a borough growing bigger and more complex by the day, communities came together to foster new connections and new relationships with each other and the places and spaces they love.

A new economy and a new relationship...

Ealing is amazing, but we know it can change for the better too. Bringing good, well paid jobs back to the borough; real climate action; and relentlessly tackling the inequalities that hold people back from achieving their aspirations are our priorities.

We want to secure a new economy for, and a new relationship with the people of the borough, to unlock the potential and the creativity of our communities and our towns. To foster, support, facilitate and broker. To collaborate with people and to enable communities. To push power into the hands of people who seldom have it, and when they ask us to do so, get out of the way of communities organised for change when they can do it better.

A new culture...

Meeting our ambitions calls for a new culture.

In order to change our bit of West London for the better, first we will require the council to change too. To be more open, transparent and inclusive. Being very clear and honest about the challenges we face. Shunning the pitfalls of bad local government that can all too quickly exhibit the worst form of patriarchy and paternalism. That infantilises people with the

lived experience of hardship and adversity. That all too quickly tells others what is good for them.

That approach cannot be sustained, and we are committing to removing the last vestiges of it from how we work.

This change cannot be achieved alone and will require our staff and all our voluntary, public and private sector partners to exhibit the kind of collaboration and partnerships of trust that are demanded of us.

We believe in public services. Relentlessly efficient. Never asking for more than we should and can reasonably ask from taxpayers, and always delivering effectively the best value for their money.

How we get there...

The Plan sets out how over the next four years we expect to meet our commitments, as well as our goals for the immediate year ahead. Each summer we will publish an annual update, setting out our progress and the priorities for the next year.

We will demonstrate through words and deeds the work we have been able to deliver and be accountable for the impact we have made.

Ealing is changing. As a place and as a council. We have a plan and we're clear where we need to get to. What can you do to help us?



"Ealing is changing. As a place and as a council. We have a plan and we're clear where we need to get to. What can you do to help us?"



Cllr Peter Mason
Leader – London Borough of Ealing

Introduction

Ealing's Council Plan 2022-26 ('Plan') sets our vision and strategy for the next four years and our commitments to focus on the priorities of our residents, businesses, and other stakeholders. It is our high-level strategic response to the opportunities and challenges facing us now and in the future.

Our response is framed around our priorities, working with communities. The Plan does not cover everything we do but focuses on where we will be challenging ourselves to deliver real change at pace. We want the cumulative impact of this work to be a step change in meeting our vision to be a sustainable borough of growth with a ruthless focus on tackling inequalities that still exist.

We also set out our organisational priorities to ensure we are a council that can deliver on its promises and use our resources effectively. Underpinning all of this is the approach that will shape our behaviour and the way we relate to our colleagues, partners and, above all, our residents. We will report back to residents and stakeholders annually.

Ealing has much to be proud of. Our diverse communities, vibrant town centres, excellent schools, transport links, parks and open spaces make it a great place to live, work and visit. We want to build on these strengths as we move into the future, based on creating a new economy and a new relationship with communities.

Ealing has much to be proud of. Our diverse communities, vibrant town centres, excellent schools, transport links, parks and open spaces make it a great place to live, work and visit

Creating a new economy

We have developed this Plan against the backdrop of unprecedented local and global challenges especially recovering from the COVID-19 pandemic and the most challenging economic conditions for a generation. The pandemic has hit hard, particularly amongst our black, Asian and minority ethnic communities. The cost of living crisis is also impacting on residents – a quarter of whom earn less than the London Living Wage.

The pandemic has also changed the nature of London's economy – and Ealing's place within it. With flexible working here to stay, economic activity in central London is unlikely to ever return to its previous levels. London's economic success will be defined by the success of outer London boroughs like Ealing.

Ealing already has its own economy and unique economic advantages: Park Royal, Southall, film, and creative industries. Our opportunity is to use those strengths along with our assets, like great transport links, to drive new and inclusive growth that creates well-paying jobs and enables local people to thrive. In doing so we must strive not just to share growth more evenly but deliver more sustainable outcomes. By using every lever we have, we must meet the ambitious goal of greening our economy and making the borough carbon neutral by 2030.

New relationships with communities

To meet our challenges we must transform ourselves. We have listened to residents and know we need to do more to be a listening council that effectively engages with residents. We need you to inform our service design and delivery in neighbourhoods. By understanding residents' issues better, we can focus on the root causes of inequality and disadvantage including tackling the issues that Ealing's independent race equality commission highlighted, which continue for too many in our borough.

The change we need is not just about more effective engagement. The most important thing the council can do is to foster a vibrant, resilient and rich community life. Residents know their communities and what they need better than anyone else. The council must have the confidence to trust residents and facilitate activity that enables communities to take control in their neighbourhoods, as we saw through the amazing response to protect the vulnerable during lockdown and through the work of communities looking out for each other.

After 10 years of austerity, which removed £168m from Ealing's government grant, and with rising need amongst some of the most vulnerable in society like the elderly, children with special educational needs and disabilities (SEND), and those made homeless through the housing crisis, finding new ways of working is not only the right thing to do it is essential for the council's continued ability to provide the support so many rely on.

We know we need to do more to build confidence and trust by being open, transparent and inclusive. This will be a focus for us in the years ahead and will be reflected across all our priority areas. We set out later in this document the steps we are taking to drive that change and create a new culture of public service.

The activities that will be delivered this year are set out in 2022-2023 delivery plan




Our borough at a glance



Total Population
367,100




3rd largest in London



62.2%
of journeys
by cycling
or walking




47.4%
of waste
recycled




93.1%
micro
businesses

Above London (90.9%)
and England (89.8%)




160
languages
spoken



12%
over 65
population



93.2%
schools rated good
or outstanding



54%
population
from ethnic
minorities



26%

jobs paying below the
London Living Wage

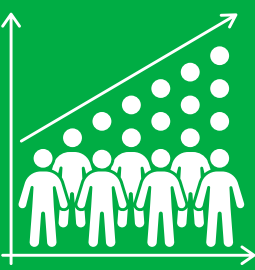


£34,190
gross
annual pay
of full time
employees

Below London (£37,500)



£525,000
Average
house
price in
Ealing

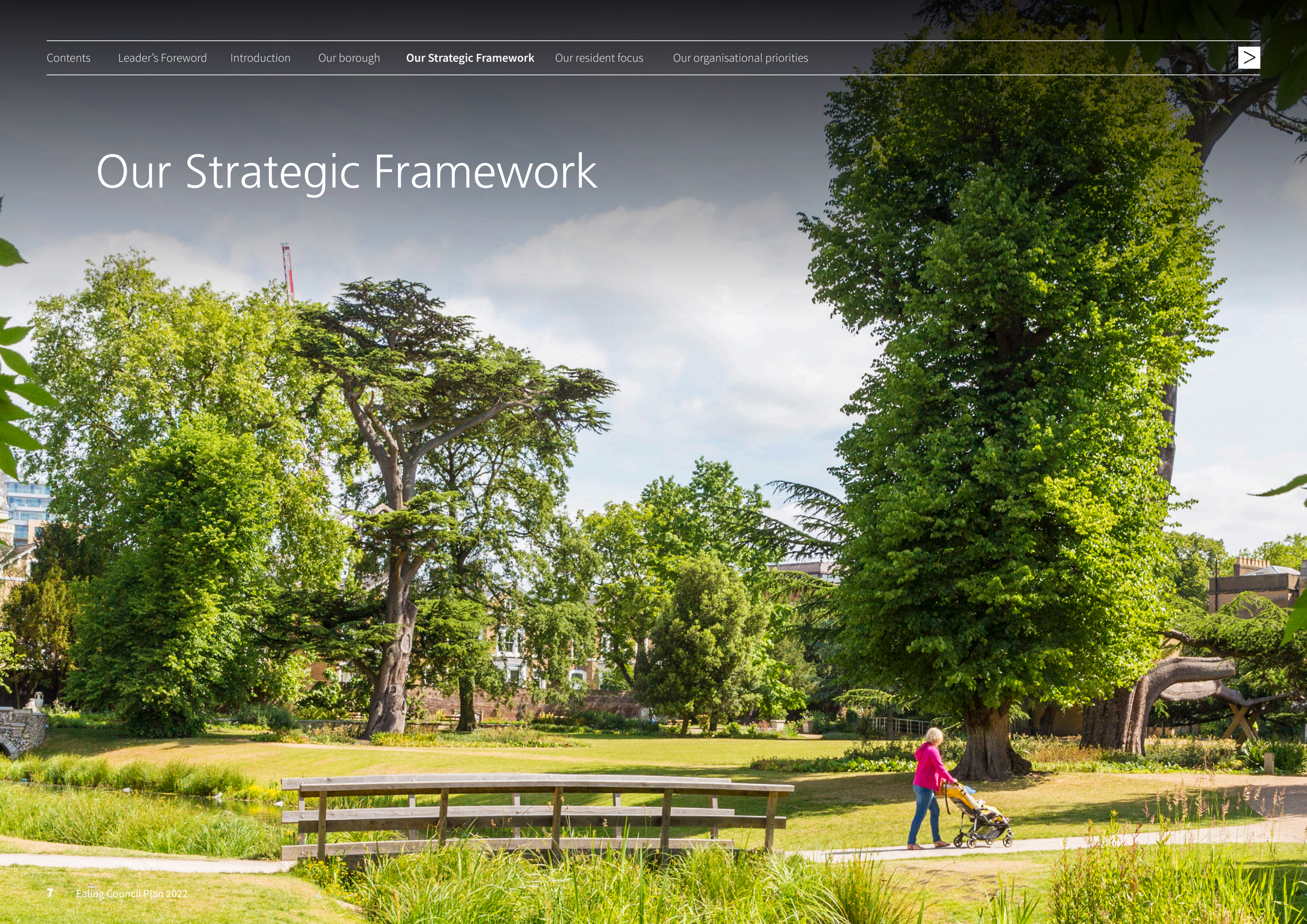


Overcrowding
14.2%

3rd highest in London



Our Strategic Framework



Strategic objectives

The council will focus on three cross cutting strategic objectives over the next four years to realise our vision for the borough:



CREATING GOOD JOBS

We want growth in Ealing to be inclusive, where people can both contribute to and benefit from growth and economic development. We want to create good quality jobs in our borough and deliver an ambitious programme of building more genuinely affordable homes.



TACKLING THE CLIMATE CRISIS

We will work to keep Ealing clean and green and take leadership in ensuring the borough we build is sustainable. We will take leadership on tackling the ramifications of the climate crisis, by aiming for the highest environmental standards as we grow new jobs and homes.



FIGHTING INEQUALITY

We want to create a borough where we work hard to address inequalities in all its forms, to ensure that no-one is left behind in achieving their potential. Crime and antisocial behaviour is dealt with effectively so residents feel safe.

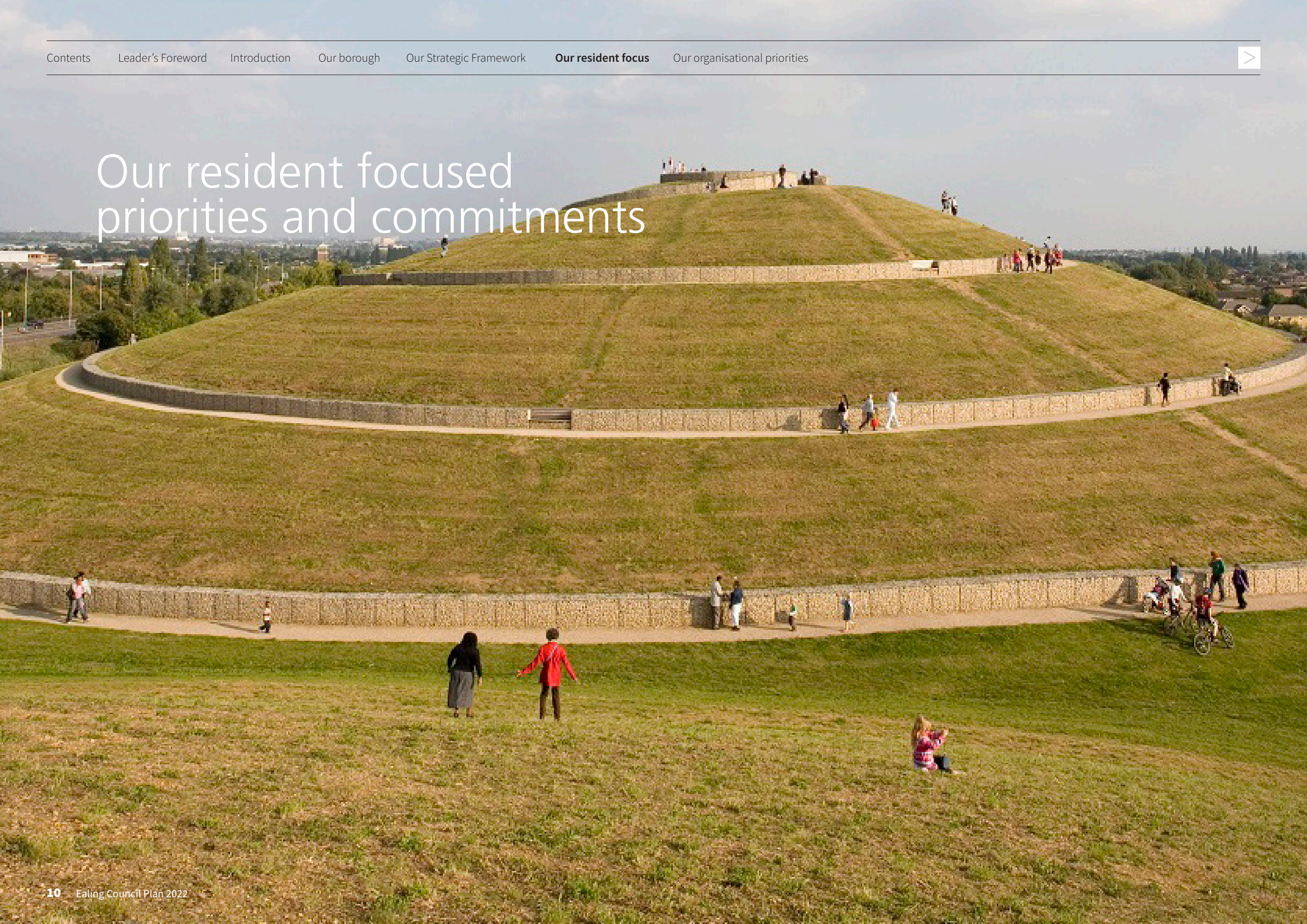
Our priorities

To meet the cross-cutting strategic objectives across a range of council activity, the Plan sets out the priority areas that are directly overseen by members of the council's Cabinet to ensure these are delivered, bringing the entire organisation together to focus on the things that matter most to our residents. For each priority area we set out the key promises and activities that will be delivered over the next four years by the council, its services and arm's length organisations, and in our work with partners. We also set out an additional priority which is to make sure that Ealing is a well-run council that works with communities.

 <p>Tackling inequality and crime</p>	<p>Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.</p>	 <p>Inclusive economy</p>	<p>Building wealth within the community by ensuring everything the council does increases social value and contributes to making Ealing a fairer place to live and work.</p>
 <p>Climate Action</p>	<p>Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced.</p>	 <p>Genuinely affordable homes</p>	<p>Delivering our radical programme of social rent council house building, affordable homes and ensuring our tenants are empowered and have ownership of their communities.</p>
 <p>Healthy lives</p>	<p>Protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient and dealing with the ongoing impact of COVID-19.</p>	 <p>Good growth</p>	<p>Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes a great place, where people want to live.</p>
 <p>A fairer start</p>	<p>Ensuring all our children and young people get the best start in life, from their earliest years through to a great education.</p>	 <p>Thriving communities</p>	<p>Bringing people together to build strong neighbourhoods, empowering volunteers, encouraging community activism, engaging civic and faith leaders, and delivering well-loved community facilities and services.</p>
 <p>Decent living incomes</p>	<p>Bringing new and well-paid jobs back to Ealing and ensuring good businesses can thrive.</p>	 <p>Organisational priorities</p>	<p>Focusing relentlessly on getting the basics right, ensuring we are well run and make best use of resources. We will also drive change to deliver a new culture of public service where we engage and work in partnership with our communities.</p>



Our resident focused priorities and commitments



Tackling inequality and crime

The infographic consists of three vertical panels within a larger rounded rectangular frame. The first panel on the left is green with a white icon of scales of justice and contains the text 'TACKLE RACE INEQUALITY AND LAUNCH THE INDEPENDENT CITIZENS' TRIBUNAL'. The middle panel is white with a grey icon of a money bag labeled '£13M' and contains the text 'INVEST £13M IN FIGHTING ANTISOCIAL BEHAVIOUR, BURGLARY AND VIOLENT CRIME'. The third panel on the right is green with a white icon of a hand and contains the text 'CONTINUE TO TAKE TOUGH ACTION TO PREVENT VIOLENCE AGAINST WOMEN AND GIRLS'. A thin grey line with green circular accents connects the three panels.

TACKLE RACE INEQUALITY AND LAUNCH THE INDEPENDENT CITIZENS' TRIBUNAL

INVEST £13M IN FIGHTING ANTISOCIAL BEHAVIOUR, BURGLARY AND VIOLENT CRIME

CONTINUE TO TAKE TOUGH ACTION TO PREVENT VIOLENCE AGAINST WOMEN AND GIRLS

Tackling inequality and crime

Our greatest strength is our diverse community, with people of different backgrounds living side by side. We want a strong cohesive community, where diversity is celebrated, and everyone has equal opportunity regardless of their background. We can only do this by forging a new relationship with residents, listening to our communities and reflecting their views in the design, commissioning and delivery of services.

We will do everything we can to reduce crime and make our residents feel safe through continued investment in street lighting and improving the street environment. We will maintain our focus on reducing anti-social behaviour and crime and continue to work with the police and other partners on all aspects of crime and community safety.

We will act on our listening to women and girls' consultation to ensure their voice is heard, and to ensure they can live freely and safely without prejudice or discrimination, as well as working with schools and young people to raise awareness of, and respect of women's rights.

Through our independent Race Equality Commission (REC), our borough-wide response to entrenched racism and injustice, we have clear areas where we know we need to do more to improve life chances and outcomes. We are committed to working with our communities, from partners to faith groups to charities and voluntary organisations, to challenge ourselves and others to be better at every opportunity.

Although the council has a specific outcome to tackle inequality this is also a key theme that runs through all the Plan priorities. We are refreshing our equalities approach in service delivery, and we will work to ensure that equality considerations are built into everything we do and support the resilience and cohesion of Ealing's communities. This includes ensuring children have the best start in life, work on building an inclusive economy, creating jobs with fair and decent pay and reducing health inequalities across our communities.

4 year commitments

- Tackle race inequality in our borough and launch the independent citizens' tribunal to hold the council, police and other organisations accountable for the promises we make to end it.
- Reduce the inequalities faced by people and communities who face continued discrimination and inequality
- Look to establish a dedicated transit site for the Gypsy, Roma, and Traveller community, as well as additional permanent pitches, ensuring the GRT community are able to travel through the Borough safely, free from discrimination, with viable alternatives to unauthorised encampments on private land and open spaces
- Invest £13m in fighting antisocial behaviour (ASB), burglary, violent crime, and violence against women, ensuring a greater uniformed presence on our streets, and that community safety remains central to what we do. Keep the pressure on the Government to give the Metropolitan Police funding they need to keep our streets safe and increase police numbers, and work to deliver a permanent police presence in our major town centres
- Invest £15m alongside the NHS in drug and alcohol treatment services ensuring that people have the support they need in the community to make positive changes in their lives
- Continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough. We will also remain committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and we will also invest more than £1m in making public spaces safer and well lit
- Maintain our borough wide prohibition against antisocial behaviour like street drinking
- Ensure refugees fleeing conflict and the climate crisis find a welcome home in Ealing by becoming a borough of sanctuary, and we will campaign to ensure every local authority across the country steps up to take their fair share of refugees
- Reduce the number of young people's lives being ruined through entering the criminal justice system, investing £2m in preventing youth violence, rapidly reduce fixed and permanent school exclusions through a new mentoring network and establish a dedicated gangs and violence unit within the council, focusing our resources to prevent and disrupt crime that ruins lives

Climate action

**CREATE
10 NEW
PARKS
AND OPEN
SPACES**

LAUNCH OUR
**ACTIVE
TRAVEL
CHARTER**

**RAPIDLY
EXPAND**
OUR POPULAR
SCHOOL STREETS
PROGRAMME TO 50
OF OUR SCHOOLS

PLANT ANOTHER
**50,000
TREES**

**RETROFIT
750
HOMES
IN EALING**

Climate action

We want to keep Ealing clean and green, achieve net zero carbon, and ensure our parks, open spaces and nature are protected and enhanced.

Ealing declared a Climate Emergency in 2019 as this is one of the biggest issues affecting our borough and beyond. We have already taken action but want to do more, putting sustainability at the heart of everything we do.

We have published our ambitious Climate Strategy, setting out how we will work towards making Ealing carbon neutral by 2030. We have installed 233 on-street electric vehicle (EV) charging points with hundreds more planned. This will contribute towards the target of 2,000 EV charging points in the borough. There are also another 85 EV charging points on private land and Transport for London (TfL) roads, many of which are rapid chargers to help residents and businesses make the switch towards electric vehicles.

We will build on positive changes introduced during the pandemic to enable residents to walk and cycle safely by creating more space for active travel and improving air quality. We will invest in our council homes to make them more energy efficient, and we will ensure new homes built meet the highest environmental standards.

Our environmental services keep Ealing an attractive place to work and visit. We will increase our levels of household waste recycled, will pilot ultra-low waste neighbourhoods in Acton and improve the removal of fly tips and graffiti.

We also want to have best in class parks and open spaces which make Ealing a green and family friendly borough, whilst improving biodiversity and air quality. We have seen during the pandemic that access to green space is critical for residents' health and wellbeing and want to increase access to open and green space. We are committed to planting 50,000 trees across Ealing and will continue to protect Ealing's biodiversity, for all residents and visitors to enjoy. We want to ensure integration of open spaces into our physical environment in designing and developing new infrastructure and invest in existing facilities.

4 year commitments

- Create 10 new parks and open spaces, give back to nature 800,000 m² (the same as 130 football pitches) through re-wilding and re-introducing wildlife, and pioneer 10 new community growing spaces in our housing estates and new developments
- End the need to send any of Ealing's waste to landfill through increasing reuse and recycling and reducing unnecessary waste, deliver the borough's first ultra-low waste zone trial, its first Library of Things, work to end our use of single-use non-recyclable plastics and work with communities to deliver new surplus food projects to reduce the amount of perfectly good food going in the bin
- Launch our Active Travel Charter setting out how we will deliver active travel in the borough and invest at least £10m to increase cycling, walking, running, and scooting and reduce polluting vehicles through active travel schemes, rapidly expand our popular School Streets programme to 50 of our schools, delivering schemes only where we have the support of residents
- Make our streets and open spaces beautiful and resilient through planting another 50,000 trees, work towards increasing the proportion of the borough covered by tree canopies to 25% by doubling the number of trees we plant each year, ensuring every town has access to wild fruit, and keeping them clean and clear of fly tips and graffiti.
- Rapidly expand the number of bike hangers to at least 150 where communities want them, and electric vehicle charging points to at least 2,000 across the borough, invest £35m in improving our roads, tracks and pavements, and continue to implement controlled parking zones where a clear majority of residents want them
- Retrofit 750 homes in Ealing, supporting residents to insulate, power, heat and cool their homes sustainably, reduce energy bills and harmful emissions produced from gas boilers and combustion fuelled power stations through supporting 20 new community led energy projects
- Campaign for greater powers to regulate polluting industries, and for a Clean Air Act that gives us the tools we need to tackle poor air quality, smells and pollutants
- Campaign to win the powers we need off the Government to enforce 20mph speed limits and ramp up fines for idling vehicles to the maximum.
- Work proactively with our own pension fund, and pension funds across London to decarbonise our investments, by developing and demonstrating that alternative, sustainable investments can both sustain pensions and decarbonise the economy at the same time

Healthy lives



**ENSURE EVERY
CARE WORKER
IN EALING IS PAID
THE LONDON
LIVING WAGE**

**DELIVER
300**
NEW STATE OF
THE ART SUPPORTED
ACCOMMODATION
HOMES



**SUPPORT
3,000**
OF THE MOST
VULNERABLE
RESIDENTS TO GET
THE CARE IN THEIR
OWN HOMES



**TACKLE HEALTH
INEQUALITIES**
HIGHLIGHTED BY
COVID-19, INVESTING
£100M IN THE NEXT
FOUR YEARS

Healthy lives

We are committed to reducing health inequality and want to ensure that people from all backgrounds can have a healthy life. This priority focuses on protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient and dealing with the ongoing impact of COVID-19.

We will continue to support and protect our most vulnerable residents to help people live independent, healthy lives in Ealing. For people who may need additional care and support, we will always work with them to maintain their strengths and stay as independent as possible, ensuring people get personalised care and support.

We want to address the social and economic impacts of the COVID-19 pandemic in our communities and support individuals, families and communities to recover. We saw a disproportionate impact of COVID-19 linked to entrenched health inequalities particularly in our black, Asian and ethnic minority communities. We will continue to deliver an effective public health response and address emerging impacts such as increased mental health needs and feelings of isolation. Our community champions will tap into their local networks to provide advice about COVID-19, including vaccines and wider health issues. Champions also work with us to identify barriers to accessing accurate information and to provide tailored support, such as phone calls for people who are digitally excluded, helplines, and linking to GP surgeries.

The Better Lives programme promotes the independence and well-being of local people in line with best practice within social care. As a by-product of this approach we have been able to support individuals maximise their independence. The reinvigoration of the Better Lives model will be a key focus for the service as we move into recovery. A new Adult Social Care Transformation programme is being established to further embed Better Lives and spearhead tactical responses to the new challenges of demand, rising costs of care, statutory reform and a focus on equalities and engagement.

Under the new Health and Care Act, Integrated Care systems will comprise an NHS Integrated Care Board (ICB) at a sub regional (North West London) level, and a Borough Based Partnership (BBP). The council is a key partner in the Ealing Borough Based Partnership which brings together NHS organisations, the council, HealthWatch and Voluntary, Community and Faith Sector (VCFS) representatives. The goal of the partnership is to improve the health and wellbeing of Ealing residents, so that they live healthier lives. The BBP reports to the Health and Wellbeing Board. Over the coming year, our priorities areas are to build the enabling systems required of the new partnerships and coordinate efforts to improve services in the following priority areas

Programme 1: Integrated Network Teams

Programme 2: Population Health and Inequalities

Programme 3: Children and Young People

Programme 4: Urgent and Emergency Care

Programme 5: Older Care and Care Homes

4 year commitments

- Ensure every care worker in Ealing is paid the London living wage, and work with homecare and care home providers to increase standards and quality
- Empower people and families who receive financial support for social care to have greater freedom, control and power over how that money is spent, bringing people, families and communities together through a mutual and cooperative approach to commissioning care.
- Establish a new community-based support network to deal with social isolation and improve mental health resilience, ensuring that anyone on the edge of mental crisis, suffering from loneliness and still recovering from the impact of pandemic lockdowns has the support they need.
- Deliver 300 new state of the art, purpose built supported accommodation homes, to enable older people to lead independent lives, and meet the need for affordable homes that also provide additional support.
- Work to prevent older people needing to go into care homes, supporting 3,000 of the most vulnerable residents get the care they need in their own homes, and invest at least £20m in home adaptations
- Take on the huge health inequalities within our communities that the pandemic has highlighted, and ensure that we learn the lessons from COVID-19, investing £100m in the next four years to enable people to live healthy, active and independent lives from day one, and publish an annual 'Health of the Borough' report setting out how every part of the council contributes to reducing health inequality
- Continue to defend Ealing Hospital, our Accident and Emergency department, oppose further cuts and closures of acute services and demand the Government gives the NHS the resources it needs to clear the huge record waiting lists dating from before the pandemic and timely access to GP appointments
- Work even harder to ensure people don't have to spend a day longer than necessary in hospital and are enabled and empowered to recover quickly and effectively at home
- COVID-19 has shown clearly that the government should fix social care, so it is not left to council taxpayers, or families forced to sell their homes to afford to pay. We will campaign for a long-term settlement and a national care service that ensures everyone has the care they need

A fairer start

The infographic consists of three vertical panels within a larger rounded rectangular frame. The left panel is a solid green rounded rectangle containing a white icon of two figures holding hands inside a dotted circle, and the text 'DELIVER A NEW STATE OF THE ART YOUTH CENTRE IN SOUTHALL'. The middle panel is a white rounded rectangle containing the text 'ENSURE EVERY CHILD CAN ACCESS GOOD AND SUSTAINABLE SCHOOLS IN THEIR LOCAL COMMUNITY' and a white icon of an apple on top of a stack of books inside a dotted circle. The right panel is a solid green rounded rectangle containing a white icon of two figures holding hands above a hand holding a coin inside a dotted circle, and the text 'INVEST £1.5M TO STOP CHILDREN AND YOUNG PEOPLE FALLING INTO CARE'. A thin grey line with green circular accents connects the three panels.

DELIVER A NEW STATE OF THE ART YOUTH CENTRE IN SOUTHALL

ENSURE EVERY CHILD CAN ACCESS **GOOD AND SUSTAINABLE SCHOOLS** IN THEIR LOCAL COMMUNITY

INVEST £1.5M TO STOP CHILDREN AND YOUNG PEOPLE FALLING INTO CARE

A fairer start

We want to ensure all our children and young people of all backgrounds get the best start in life, that they can receive the right support at the right time, have a great education and are supported to become successful young adults. We want all Ealing's children and young people to grow up safe from harm and to be supported to achieve their full potential. We are ambitious to harness the community to support opportunities for children and young people to develop the social, cultural and learning opportunities.

As corporate parents, we are ambitious for the children and young people in our care and will work alongside our young people to ensure that they are equipped to lead happy, successful and fulfilled lives.

Key to a fairer start is supporting excellent educational outcomes and ensuring children and young people are successful in life. We want to continue to ensure there are sufficient high-quality school places available and will work closely with partners to do so.

We want all children and young people with special educational needs and disabilities (SEND) to achieve well, be confident individuals, live fulfilling lives and successfully transition to adulthood. We will ensure the provision of high-quality local specialist and mainstream placements and support for children and young people with SEND.

We aim to return to our excellent pre-pandemic educational outcomes for pupils and focus our efforts on improving the progress and achievements of our most underserved groups of young people. The council has given considerable support to schools before, during and after the school closure period and will continue to do so. Schools in Ealing have gone above and beyond during the pandemic. We will support schools to ensure that children achieve their potential, regain ground lost through the impact of COVID-19, and to close the attainment gap between the most and least advantaged pupils. Through the Ealing Learning Partnership, we will also have a particular focus on improving the educational experience and outcomes of our black Caribbean pupils.

Families with children, are facing considerable cost of living and wellbeing challenges. 14/23 (61%) of Ealing Wards have a higher percentage of children living in absolute poverty than the London average. Children's Centre's and Ealing Early Start are well placed to offer support for vulnerable families in seeking to alleviate the short- and long-term effects of child poverty, through a programme of enhanced health and early educational activities, parental training and employment development and access to nutritional guidance and fresh food through partnerships with local providers.

We will plan to implement legislative changes arising from the Schools Bill and prepare for changes arising from the SEND Green Paper and Care review.

4 year commitments

- Launch "Ealing: It Takes a Town", bringing the entire borough together and build up towards ensuring every child from whatever background, by the time they have left education has had the opportunity to expand their horizons and experience new social, cultural, and learning opportunities.
- Deliver a new state of the art youth centre in Southall, putting it into the hands of young people, amplify the voices of young people who are underrepresented, and expand our youth service to enable at least 300 more young people to access the specialist support they need, and increase the number of young people involved by 10% year on year
- Do everything we can to help children catch up on their education in every school, campaign for the money and resources schools need, and continue to expand our Breakfast and After Schools Clubs to ensure every child is supported
- Ensure every child in Ealing continues to have access to good and sustainable schools in their local community. We will continue to invest in schools so every child can learn in a modern and fit for purpose building and expand special educational needs places by at least 70.
- Extend our support for children and young people with additional education needs, acting quickly to ensure families are supported to identify at the earliest possible age the support they need, and empower every child to feel safe and welcome within the community as they grow into adulthood
- Bring the entire community of Ealing alongside the whole of the public sector together as 'Our Horizons', ensuring that every child in, or leaving care can fulfil their dreams and their potential, by guaranteeing their access to education, training, jobs as well as social networks to lead independent, happy and fulfilled lives as adults
- Work even harder to support families, prevent breakdowns, reduce the number of children and young people who need to be taken into care, and invest £1.5m in working with families to prevent those on the edge, falling into care
- Combat the rise on online bullying, harassment, and harm by campaigning for greater protections on the internet, promoting online safety and support the campaign for an independent schools-based counselling service for young people, and push the NHS harder to expand provision for Child & Adolescent Mental Health.
- Fight against any attempt by the government to force our schools to become academies, which put profit making ahead of young people's education, and instead bring our local authority schools closer together, through our mutual learning partnership alongside pupils, parents, teachers, and the local community.

Decent living incomes

The infographic consists of four vertical panels, each with a distinct icon and text. The first panel features an icon of two people at computers and the goal of securing 10,000 new jobs. The second panel features a lightbulb icon and the goal of securing 2,000 new apprenticeships. The third panel features a graduation cap icon and the goal of delivering at least 12,000 new qualifications and training programme graduations. The fourth panel features an icon of a group of people around a table and the goal of establishing new community hubs. The panels are connected by a thin line with green circular accents.

**SECURE
10,000
NEW JOBS
IN OUR
BOROUGH**

**SECURE
2,000
NEW
APPRENTICESHIPS**

**DELIVER AT LEAST
12,000
NEW
QUALIFICATIONS
AND TRAINING
PROGRAMME
GRADUATIONS**

**ESTABLISH NEW
COMMUNITY HUBS,
LOCATED WITHIN
OUR SEVEN TOWNS**

Decent living incomes

Ealing has a thriving local economy which makes it a great place to live and work.

This priority focuses on bringing new and well-paid jobs back to Ealing and ensuring good businesses can thrive.

We want to grow the local economy further by supporting local businesses and addressing obstacles for residents in securing good work. The economy has been hit hard by COVID-19 with a severe impact felt by some local businesses reflected in increasing unemployment rates. We know that the biggest challenge we will face over the next four years is building a new economy as we recover from the impact of the pandemic. London's new economy will be driven by the success of outer London and Ealing is at the forefront. We know that any economic recovery must be sustainable to tackle the Climate Emergency. We are committed to supporting local businesses through the recovery and we will also continue to support residents into work. We will focus on access to education, employment, training or volunteering for every school leaver.

We will expand our employment support services to help tackle barriers into work, providing targeted support to long term unemployed residents who find it harder to get work. We will provide dedicated help for young people including careers advice, work experience, and access to training and education.

We want Ealing's economy to recover from the pandemic and develop further, investing in our high streets and towns, supporting vital sectors such as construction and our unique cultural and creative industries to grow. We will also focus on attracting businesses to Ealing through a refreshed inward investment model and brand.

We are also focused on supporting residents through the greatest cost of living crisis for a generation by piloting new community hubs to help residents navigate and access the support they need. Over the life of this plan, we will be working with partners to help ease the pressure on residents facing financial challenges with increasing food and energy bills and rising inflation. Through our Community Hubs we will offer a 'one stop' co-ordinated response to the crisis and will ensure Government funding is combined with local support to deliver help to those most in need.

4 year commitments


- Secure 10,000 new jobs in our borough, ensuring that every resident in Ealing can access a well-paid job, local to them, in a growing economy that keeps more of our money local.
 - Enable more small and medium sized business to start up in our borough by securing more affordable workspace across our seven towns, launch a Creative Enterprise Zone for Acton, an Innovation District for Greenford, and launch Southall Manor House as a centre for business incubation.
 - Establish new community hubs, located within our seven towns, supporting residents to access council services at a one-stop place that can support those most impacted by the cost of living crisis with
 - Deliver our Plan For Good Jobs, achieve "Good Business Charter" accreditation; increase the number of accredited "Good Businesses", Living Wage Employers in Ealing to 200 and work to achieve our status as a Living Wage Place, and tackle the need for local people to have to rely on in-work benefits through increasing pay and deliver at least 12,000 new qualifications and training programme graduations for people looking to upskill
 - Secure 2,000 new diverse apprenticeships, supporting more alternative routes into good, well-paid work for our residents, including using our apprenticeship levy to support small and medium sized good employers, broker
- £200k of spending on top quality in work training, and set high standards to ensure no employer uses apprenticeships to bypass decent pay to exploit workers.
- Support Ealing's High Streets Taskforce and invest £1m as seed funding to help it coordinate enhancements to our high streets and local parades to change for the better, strengthen their revival in the wake of the pandemic, extending our "Love Ealing, Love Local" approach to growing local business, local culture, enabling our seven towns to have everything they need for residents within a 20-minute walk
 - Get tough on counterfeiters, fraudsters and bad businesses by stepping up our enforcement of those who break the rules and take advantage of consumers, and campaign to keep the money that is raised each year from fines and prosecutions to support our town centres.
 - Support 2,000 residents with the toughest barriers to employment like disability, young people with special educational needs, and recovery from long term health challenges get good quality work and regain their independence, investing £1m to train and support those excluded from the jobs market through no fault of their own.
 - Campaign to end holiday hunger, and get the Government to extend support for children on free school meals, getting the same financial support we secured for them during the pandemic all year round in future.

Inclusive economy



**OPEN,
TRANSPARENT,
AND INCLUSIVE
COUNCIL**
EXPAND SERVICES
AVAILABLE
INSTANTLY
AND 24/7

**PAY FAIR
SALARIES**
TO ALL OUR STAFF



**END PAY
GAPS THAT**
DISPROPORTIONATELY
IMPACT WOMEN AND
BLACK, ASIAN AND
MINORITY ETHNIC
COMMUNITIES



**EXPAND OUR
COUNCIL TAX
SUPPORT SCHEME**
TO PROTECT THOSE
WHO CANNOT
AFFORD TO PAY

Inclusive economy

We want to build wealth in the community by ensuring everything the council does makes Ealing a fairer place to live and work. This includes the running of Ealing Council itself but also championing decent incomes and ensuring new growth benefits every resident and part of Ealing.

We are writing this Plan against the backdrop of the sharpest inflation and cost of living hikes in decades and have set out some actions to ensure that more support is available to address this.

The council wants to make sure that new growth in our borough benefits every resident and every neighbourhood. We will ensure that residents can access council services when they need them taking advantage of new digital technologies.

We will also take action leadership to ensure better pay and representation in the council workforce and wider Ealing economy.

While we have ambitious plans for new growth in Ealing, we want to make sure that no one is left behind and will work with partners particularly the voluntary and community sector to ensure that residents are helped as much as possible with the cost of living crisis.

Through our ground-breaking Public Services Guarantee, we will curb the outsourcing of public services and look at new innovative models of delivery including resident control services to deliver value for money for residents.

We will also keep our council tax low and extend our Council Tax Support Scheme. To ease pressure on communities and residents we will maximise the use of council buildings and assets for the benefit of residents and voluntary and community groups in the borough.

4 year commitments

- Be an open, transparent, and inclusive council, expanding the range of services available instantly and around the clock by making them online, accessible and responding quickly and effectively when things go wrong.
- Lead London's return to a new, flexible, and agile way of working at the Council and within the wider public sector, encouraging collaboration, creativity, and work-life balance, whilst boosting morale and productivity as well as ensuring that we pay fair salaries to all our staff and end pay gaps that disproportionately impact women and black, Asian and minority ethnic communities.
- Work with credit unions to establish a West London Mutual Bank to support access to affordable credit, support social enterprise, and provide a route for every child turning 11 in the borough to have the opportunity to open a savings account, and campaigning for the powers we need to squeeze out high-cost credit and modern loan-sharks.
- Use our spending power in Ealing and beyond to encourage better pay, workplace representation, terms and conditions for workers, local small and medium sized businesses, black, Asian & minority ethnic owned businesses as well as supporting new social and cooperative enterprise.
- Maintain our support for the most vulnerable, expanding our Council Tax Support Scheme to ensure those who cannot afford to pay are protected from tax.
- Keep council tax low and help families with the cost of living
- Retain, use and take control of new council land and buildings, ensuring that we hold onto vital public assets and buildings, and use them for the maximum benefit for the residents of our borough, keeping them in public hands for public use.
- Introduce a Public Service Guarantee, curbing the wasteful outsourcing of vital public services to the private sector, and seek to bring more public services back under local authority control for the benefit of residents, delivering genuine value for taxpayer money.
- Campaign for reliable long-term funding for local government, fighting for money we need from central government to keep up with ever growing demand.

Genuinely affordable homes



**WE WILL WORK
TO END THE NEED
FOR FAMILIES
WHO FACE
EVICTION TO STAY
IN TEMPORARY
ACCOMMODATION**

INVEST £20M
IN 100 NEW
SAFE AND SECURE
PLACES FOR
PEOPLE TO STAY



**INVEST
£400M**
IN THE
COUNCIL'S
HOUSING



DELIVER 4,000
NEW **GENUINELY
AFFORDABLE
HOMES ACROSS
THE BOROUGH**

Genuinely affordable homes

In common with much of London, Ealing faces a shortage of affordable housing. We aim to deliver new secure and affordable homes that our residents need. We also want to improve the quality of existing homes, including council owned homes and those in the private rented sector, and ensuring our tenants are empowered and have ownership of their communities.

A secure and stable home is key to everything in life but we are seeing major disparities in affordability across Ealing. The average Ealing resident now needs almost 18 times their annual salary to buy a home* and private sector rents have also risen by more than the national average since 2018. Therefore, our new homes must be 'genuinely' affordable to make access to a decent home a reality for many people in Ealing.

We will continue our long-term homebuilding programme and improve our existing stock. When new homes are built in Ealing, we want them developed in low or zero carbon ways to support a sustainable economic recovery. We will also ensure that investment and maintenance of existing council stock minimises the carbon footprint, tackles damp conditions and helps residents efficiently heat their homes. As well as reducing carbon emissions, this helps people live more sustainably, be healthier and reduce growing levels of fuel poverty.

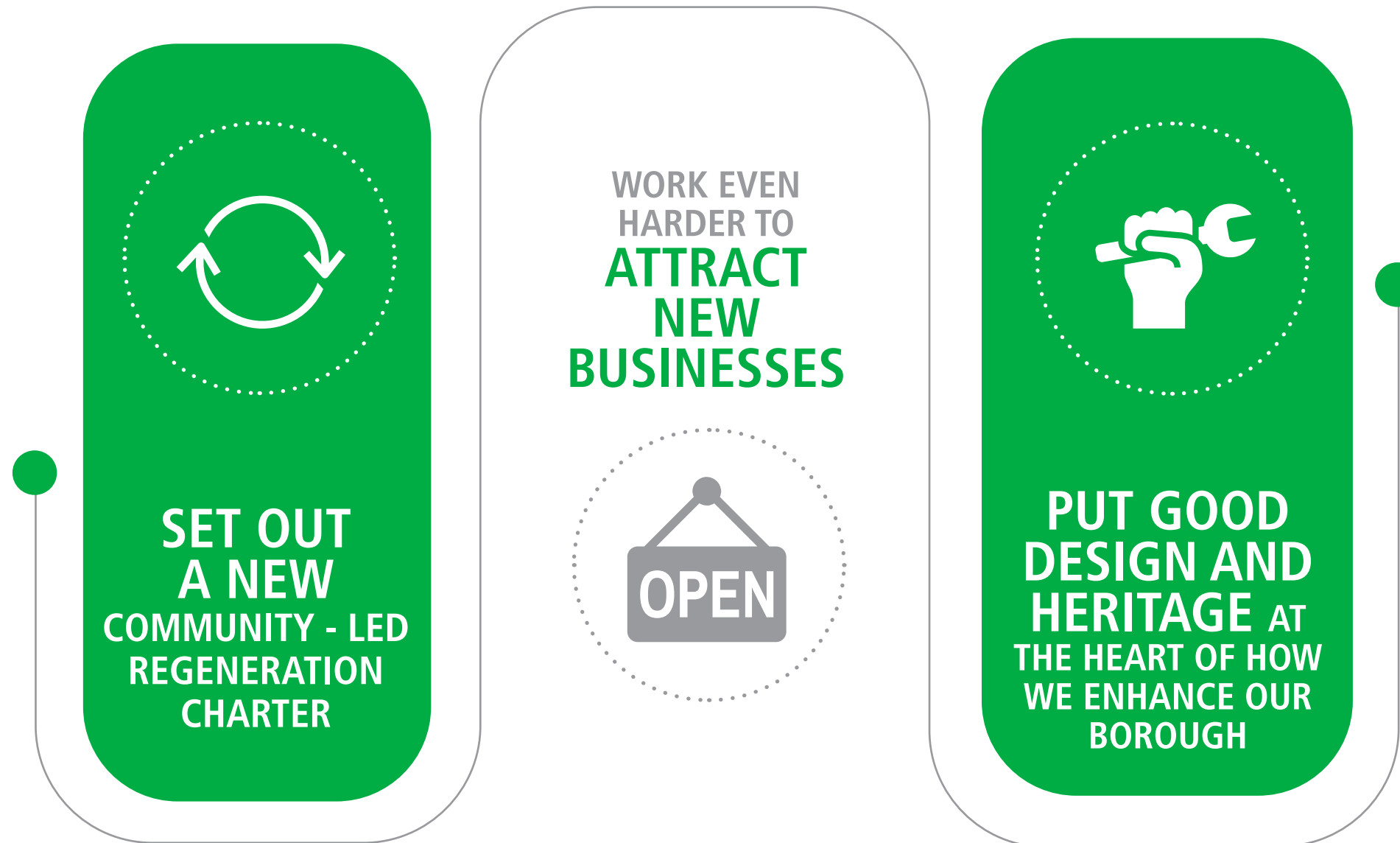
During COVID-19, Ealing acted quickly to get all rough sleepers off the streets and we will maintain a focus on ending homelessness in Ealing.

We will also work to improve conditions in the private rented sector and make sure that empty properties in that sector are brought back in to use. As we work to support older and more vulnerable people to remain as independent as possible within their communities, we will provide more supported and extra-care housing, offering a range of care options and solutions that support people to live fulfilling lives in their communities.

4 year commitments

- Establish a Private Renters Association, led by renters, to provide mutual support and advocacy for the 15,000 families that are renting privately within the borough.
- Work with residents to support the development of local community-led housing initiatives, including Community Land Trusts, to provide solutions to local housing issues, deliver genuinely affordable homes and build strong communities.
- Work to end the need for families who face eviction to stay in bed and breakfast temporary accommodation and invest £20m in 100 new safe and secure places for people to stay.
- Invest £400m in the council's housing, ensuring everyone can live in a safe, secure, and healthy home
- Push developers to deliver even more genuinely affordable homes in new developments and pushing the overall number of affordable homes built in the borough well above 35%.
- Deliver 4,000 new genuinely affordable homes across the borough and ensure Ealing residents and key workers have priority to access new affordable homes in the borough
- Campaign to end the pernicious no-recourse-to-public funds rule that forces rough-sleepers back out onto the streets and deliver 100 supported places where rough-sleepers can be helped back into homes, work and the mental and physical support they need.
- Continue the fight with government to give us the powers we need to extend our landlord licensing scheme across 100% of the borough, to ensure that we put an end to rogue slum landlords taking advantage of tenants.
- Defend the right of council tenants to have security in their homes by maintaining lifetime tenancies

Good growth



Good growth

We will focus on good growth which means promoting inclusive and sustainable growth, ensuring provision for homes, jobs, and quality places, improving connectivity, enhancing green spaces, and concentrating on ensuring all residents benefit from that growth. We will make sure the growth that takes place in Ealing enhances its character, conserves its future and makes great places people want to live.

As we work with partners to plan for future infrastructure, housing and employment needs, we will promote high quality developments, public realm and place making to encourage inclusive, sustainable economic growth and investment in Ealing. We will introduce a new tax on developers to pay for new infrastructure improvements for residents such as additional community facilities.

We will put good design and heritage at the heart of how we enhance our Borough, with an expanded Design Review Panel and expand the membership of Community Review Panels to better reflect our seven towns. We will also set out a new Regeneration Charter to increase resident rights to control decisions about new growth and infrastructure.

Through our Shaping Ealing programme we gathered the views of 10,600 residents to hear what matters to them locally and their views on what is working well in their areas and what needs to be improved. We will work with local people to agree a plan for each part of our borough, identifying the key things that the council and partners will do to improve life and reduce inequalities in their neighbourhood. We will build on existing community strengths and encourage the conditions that enable mutual support and connection for people to be involved in developing community assets and solving shared problems.

4 year commitments

- Launch a new tax on developers, and work toward raising at least £12m per year for new infrastructure, education, health, and community facilities.
- Set out a new Community-led Regeneration Charter that sets out clear rights for residents to shape and control the decisions being taken in their communities on housing and employment.
- Work even harder to attract new businesses, creative industries, and turbocharge the STEM, digital and food science sectors that are already working hard to make and create across the Borough.
- Deliver Shaping Ealing – our new Local Plan to give residents and businesses confidence that our borough can change for the better in the coming decades.
- Put good design and heritage at the heart of how we enhance our Borough, with an expanded Design Review Panel and expand the membership of Community Review Panels to better reflect our seven towns.
- Contain the spread of tall- buildings by getting tough with developers who bring forward schemes that don't fit in with the neighbourhood, and encourage greener buildings and greater levels of open green space and biodiversity.
- Campaign to scrap VAT on repair and reuse of existing buildings, institute a 'retrofit- first' principle for council buildings and deliver zero-carbon development as standard whilst ensuring any carbon offset payments that do occur are invested locally to make our Borough greener.
- Fight any attempt by the Tory government to remove the right of local residents to object to developments in local communities, or rip up the planning rules to benefit their Party donors.
- Greater transparency in planning, with a crackdown on lobbying, gifts and hospitality with new rules to prevent conflicts of interest in planning.

Thriving communities



**LAUNCH A
COMMUNITY
CHARTER:
YOUR RIGHTS AND
WHAT YOU CAN
EXPECT FROM THE
COUNCIL**

**SECURE AND
INVEST AT
LEAST £1M**
IN COMMUNITY AND
GRASSROOTS ART,
MUSIC, DANCE AND
CULTURE



**NEW TOWN
FORUMS WITH
MORE POWER
TO SET THE
SPENDING PRIORITIES
FOR LOCAL
COMMUNITIES**

Thriving communities

This priority focuses on bringing people together to build strong neighbourhoods, empowering volunteers, encouraging community activism, engaging civic and faith leaders, and delivering well-loved community facilities and services.

Ealing is made up of our neighbourhoods and distinctive seven towns each with their own character that makes Ealing what it is. We saw during the pandemic that people valued their local areas more than ever and we want to build prosperous, inclusive and sustainable neighbourhoods that each have the amenities needed for their community to thrive. We are committed to building a new relationship with residents and neighbourhoods and work with local communities and listen to residents about what matters to them.

We will support communities to support each other, building on the incredible community response to the pandemic to support a thriving voluntary and community sector, encouraging and supporting volunteering. We will build on the work we have already done and launch a new Community Charter to support communities take decisions about public assets that they value.

Through our new local plan, we will develop our long-term vision of how we will ensure new development and growth leads to better outcomes, reduced inequalities and greater opportunities to engage and have a say in local issues and development.

Ealing's voluntary community sector (VCS) not only played a vital role during the pandemic but it is also critical to aiding our recovery. We will continue to fund community-based organisations and local infrastructure to strengthen the role of VCS partners to build community capacity, support sustainability of their business models, and to enable equitable access to funding opportunities.

Our towns



4 year commitments

- Launch a Community Charter, setting out your rights as residents and what you can expect from the council in being open, inclusive, and transparent in everything we do, handing over power to communities and supporting residents to come together to take mutual ownership and management of the public assets you love, sustaining them well into the future.
- Expand our community sports facilities and pitches across the borough, ensuring that we deliver five new cricket pitches, four tennis courts, eight football pitches and finally bring Southall FC back to the town in supporting them to find a home, and rapidly expand our Let's Go Southall initiative, investing an extra £3.2m in Southall to make cycling more accessible and safer.
- Deliver new, state of the art leisure facilities at Gurnell and renew Dormers Wells, deliver a new outdoor swimming Lido in the borough, and invest £2m in new and renewed playgrounds.
- A new Community Access Guarantee for the council's buildings, ensuring that community groups, start-ups and social enterprises can easily find accessible and affordable space to meet, work and run activities in all parts of the borough.
- Turbocharge the creative spirit of Ealing, by securing and investing at least £1m in community and grassroots art, music, dance and culture, secure our status as west London's leading borough of culture and work with the community and creative industries to deliver a new state of the art performing arts centre within the borough.
- Establish new Town Forums that have more power to set the spending priorities for local communities and set aside £2m we raise from the developer tax to be spent by communities on what they want, facilitating community initiatives and microfinancing.
- Continue to explore new ways of delivering vital community assets in our seven towns, ensuring every town has access to libraries, community centres, public toilets, and places to meet, eat and be together.
- Embed the spirit of mutual aid and community action from voluntary, faith and charitable groups that took place during the pandemic and step up our support and facilitation of communities
- Bring even greater diversity to our festivals and events, ensuring that there is something for everyone in our borough, bringing communities from all backgrounds together, involving community organisations and deliver a major festival to celebrate the Queen's Platinum Jubilee.



Our organisational priorities



Our organisational priorities

The success of all activity associated with our priorities is dependent upon the capacity and capability of the council to work effectively and efficiently. This means focussing our limited resources on the right things and ensuring the council itself has the best staff and the right culture and approach to deliver. We will focus on getting the basics right, ensuring we are well run and make effective use of resources. We will also drive change to deliver a new culture of public service where we engage and work in partnership with communities.

We know that to deliver our ambitions we need to transform how we work with residents and ensure we are a high performing organisation. Underpinning all our work is the need to innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers priorities to high standards.

In the last few months we have run engagement with staff and councillors, residents, businesses and the voluntary sector asking what kind of council they want to see in the future and how Ealing needs to adapt to meet that vision.

The results were clear – all groups wanted to see an efficient and responsive council that does the basics of service delivery brilliantly and provides a high standard of service to the community. Staff told us that we can make it easier for them to do their jobs by removing unnecessary process. Staff and the community wanted to know that a resident focussed culture was at the heart of everything that we do and the decisions we make. Both staff and residents want to see an organisation that reflects Ealing's diversity and develops innovative policy to tackle inequalities.

Our mission is to embark on an ambitious, whole council programme to re-imagine and change the way the council works with residents of Ealing. In doing so, Ealing Council will become:

- an efficient, innovative and responsive organisation that provides great services and is trusted by and works with residents.
- a responsible and creative council that collaborates with our partners and the community in an open, transparent and inclusive way to make things better for local people - creating good jobs, tackling the climate crisis and fighting inequality.

In the coming months we will develop a change programme to ensure we are fit for purpose to deliver on that mission. This will be structured around four key domains; people, strategy, resources and process and will set out the standards we aspire to and the programmes of activity that will help us get there.

