

Corporate plan Update 2016–17

Making the **borough**

PROSPEROUS HEALTHIER SAFER CLEANER FAIRER ACCESSIBLE

EALING COUNCIL

Contents

Introduction.....	3
Achievements in 2015/16 and Priorities for 2016/17	5
Priority area 1: A Prosperous borough.....	5
Priority area 2: A Safer borough.....	9
Priority area 3: A Healthier borough.....	12
Priority area 4: A Cleaner borough.....	15
Priority area 5: A Fairer borough.....	17
Priority area 6: An Accessible borough	18
Appendix 1: Summary of Ealing Council’s Corporate Plan 2014-18	20
Appendix 2: Measuring our progress.....	21
Appendix 3: Resourcing our delivery	25

Introduction

The council's Corporate Plan is our key strategic document and sets out the contribution the council will make towards improving the borough and quality of life of Ealing residents between 2014 and 2018. It is framed by the six priorities of the elected administration: to make Ealing more prosperous, safer, healthier, cleaner, fairer and more accessible.

It is also underpinned by our core corporate values which guide every aspect of our work:

- Putting results for our residents first and above all else
- Offering world class customer service
- Securing value for money in everything we do
- Working as One Council

The purpose of this update is to show how we are progressing two years into delivery of the Plan, setting out key achievements and outlining the priorities we will focus on in the next twelve months.

Context: the Corporate Plan 2014-18

We want Ealing to be a thriving community with a growing economy, where people want to live and work, local people can access housing and put down roots, where the local environment is clean and green, existing and incoming businesses want to locate and operate and where there is a vibrant cultural offer reflecting the aspirations of our diverse community. Where needed we want there to be first class public services our residents can rely on. Our Corporate Plan frames everything we do and sets an ambitious vision to deliver those goals.

The Corporate Plan reflects our understanding that doing the same things in more efficient ways is not going to be enough and we need to prioritise effectively, fundamentally transform the way we work and continue to reduce and manage demand for services in a way that delivers the best possible outcomes for our residents. The role of the local authority is evolving with an ever greater focus on leadership and use of influence to deliver those outcomes. Ealing has been at the

forefront of that evolution, working with partners across all sectors and our residents to achieve our shared ambitions for the borough, joining up public services wherever we can to make them more efficient, helping people become more independent and resilient, and acting early to prevent the need for more costly interventions later. We have built strong partnerships, and developed innovative new models of delivery, with business, with London government, with neighbouring authorities and with local partners and community organisations to find new ways of meeting the goals we have set.

The Corporate Plan also sets out how we will continue to ensure that our organisation has the strength and capacity to deliver. We are addressing this through continuing to develop ways to nurture talent, promote innovation and enhance the flexibility and productivity of our staff.

We sought an independent view this year of how we are performing, through a Peer Challenge in March. Peer Challenge is where a team of senior councillors and officers from other councils come together to assess a council. It is best practice for a council to conduct a Peer Challenge from time to time. The findings were very positive with the review team concluding that *'Ealing is a high performing council with strong and ambitious political and managerial leadership. Partners trust the council and hold it in high regard. The council is doing great things for its community'*. The team also made some recommendations on how we can build on that success.

Financially over the last six years we have seen massive reductions in government grant, which has required us to identify £167.5m of savings since 2010. The challenges facing us this year and beyond are immense, but we are in a strong position to address them and we have continued to invest in priorities. We have not passed on these costs to our residents, with Council Tax having been frozen for 2016/17, the eighth successive year.

Progress on delivering Corporate Plan after two years

In 2015-16 we have made significant progress with delivery of priority projects and activities set out in our four-year Plan. We have continued to attract and capture investment in housing, infrastructure and business, as evidenced by both Ferrero Rocher and Brompton Bikes having been attracted to relocate to Greenford in the last year, and several major schemes have been passed such as Southall Gas works.

We aim to directly provide subsidised good quality municipally owned housing and are making strong progress to redevelop our existing stock through our comprehensive estate regeneration programme, with significant progress on key estates such as South Acton over the last year. We are also working to directly build new homes and develop Broadway Living as a provider of build to rent housing, underpinned by the aim to maximise the delivery of new housing affordable to rent or buy.

We are continuing to invest in our local schools, and have driven improvements to educational attainment, with all our secondary and special schools and nine out of ten of our primary schools rated 'good' or 'outstanding'. Our Brighter Futures programme to transform services for vulnerable children and families to give all young people the best possible start in life was described in the final Peer Challenge report as '*ground breaking, of national significance and envied by many councils*' and also won the 'reinventing public services' category at the Municipal Journal awards in June.

We are working to make the borough's primary town centres exemplars of 21st century mixed use development, using council assets as the catalyst to attract new housing and commercial development and creating high density suburban development around the public transport system. We are also continuing to prepare for the completion of major projects that will have a significant positive impact on the borough, such as the opening of Crossrail and the arrival of HS2.

At the same time we have continued to invest in arts, leisure and community facilities, for example the restoration of Pitzhanger Manor,

and the work to develop and improve the historic Gunnersbury Park. We have worked hard to maintain and improve the public space for which Ealing is rightly famous and are delighted that 16 of our parks were given Green Flag status last year, an award given only to the very best green spaces. We have also planted 1500 new trees as part of Street Tree scheme, the largest in London.

With NHS partners, we are on a journey towards ever greater integration of health and social care so that people get joined up support when they need it and are part of the North West London whole systems national pioneer for integrated services. At the same time we are still campaigning against the downgrading of Ealing and Charing Cross Hospitals and continuing to oppose the reconfiguration of acute beds in North West London.

We continue to strengthen our working with other West London local authorities in the West London Alliance and have established the West London Economic Prosperity Board to deepen collaboration and be best placed to take advantage of opportunities presented through devolution, for example through the devolved Work and Health Programme from the DWP which will provide resources to help groups who are locked out of the labour market find work.

Our ambitions and priorities going forward are clear, there has been strong progress over the last year and whilst there are still challenging times ahead, we remain convinced we will deliver on our goals and continue to make Ealing an even better place to live, work and visit.

Achievements in 2015/16 and Priorities for 2016/17

Priority area 1: A Prosperous borough

Key issue: Creating the right conditions for economic growth

Achievements in 2015/16

We have

- Delivered a number of public realm improvements, such as in Southall Broadway, Southall Manor Park, Churchfield Road, and East and West Acton
- Confirmed the Compulsory Purchase Order for Ealing cinema site and selected a developer (Land Securities) for the Filmworks scheme
- Attracted Ferrero Rocher and Brompton Bikes to relocate to Greenford
- Made significant progress towards establishing Business Improvement Districts (BIDs) in Acton and Southall
- Passed several major planning schemes such as Southall Waterside (Gas Works), Malgavita Works, Perfume Factory, and Middlesex Business Centre that will bring homes and jobs to the borough

Priorities for 2016/17

We will

- Deliver a vibrant, attractive and dynamic borough by implementing a community investment and events programme within parks, streets and town centres while enabling residents and businesses to play an active role, through projects such as:
 - Gunnersbury Park restoration
 - Pitzhanger Manor restoration

- Investing in our award winning parks
- Improving roads and footways
- LED lighting in Ealing streets
- Transform Your Space programme
- Transform recycling and rubbish collection services and street cleaning

- Proactively encourage major regeneration schemes through the planning pre-application and application process and promote the delivery of build to rent housing
- Work with the developer to ensure that they begin construction work on the Ealing cinema site
- Establish the Acton BID following successful completion of the feasibility stage

Key issue: Enhancing employment opportunities for local people especially for vulnerable groups

Achievements in 2015/16

We have

- Provided employment and skills support to out-of-work residents (assisted 467 residents into employment, helped residents gain 954 qualifications, and achieved 126 apprenticeships)
- Delivered a number of employment and skills initiatives including:
 - The Southall Waterside (Gas Works) Employment and Skills Board
 - Work Club at Ealing Library

- Skills Escalator, a programme to upskill residents in low paid work and on benefits, living in temporary accommodation or in private rented sector and are benefit capped
- The WEST project (work, employment, skills and training) in Northolt, Greenford and Hanwell
- Promoted Heathrow Academy's employment and skills training opportunities in order to help local people access in their service

Priorities for 2016/17

We will

- Contribute to the borough's growth, employment and skills offer through the delivery of benefits and welfare services, a targeted adult community learning programme, maximising employment opportunities for young people
- Develop an employment and skills strategy for Park Royal working with the Old Oak and Park Royal Development Corporation (OPDC) and partner boroughs as appropriate
- Continue to enhance and capture for local people the employment opportunities provided by Heathrow Airport and along the Reading M4 / A40 growth corridor, working closely with Heathrow to maximise opportunities for local people, whilst continuing to apply pressure to mitigate the environmental impact of the airport as it currently stands and in the event that expansion is agreed
- Run the '100 apprenticeships in 100 days' campaign to increase the number of apprenticeships and links to employers and further encourage apprenticeships through contractors and developers
- Extend the Work, Education, Support and Training (WEST) programme to Southall and South Acton

- Deliver a new 'Health and Work' programme with WLA boroughs and DWP aimed at supporting long-term unemployed and those on health related benefits back into employment
- Monitor the ongoing impact of benefit and tax credit changes to understand the impact on residents and seek to mitigate adverse effects
- Reduce the risk of homelessness and long term dependency on discretionary funds through continuing with Discretionary Housing Payments conditionality and simultaneous personal budgeting support to help people manage their situation, and through reviewing the Local Welfare Assistance scheme
- Aim to ensure that more local people are employed, in decent jobs, with good salaries and they can progress in the labour market
- Maximise opportunities for local people coming out of the Post 16 Further Education review

Key issue: Providing affordable, high quality and decent housing

Achievements in 2015/16

We have

- Built 158 council homes, 198 homes are on site or in contract, and 388 more will be delivered with further expansion possible through Broadway Living
- Reduced households in Temporary Accommodation (TA), through our TA cost reduction project set up to tackle the issue of capped cases in TA (e.g. accommodating households in more stable accommodation within or outside Ealing or supporting them to move into social housing)

- Worked with housing associations to help ensure rents charged on new developments are below £200 per week
- Continued our comprehensive estate regeneration programme on nine municipally owned housing estates in the borough

Priorities for 2016/17

We will

- Mitigate as far as we can the impact of the Housing Bill and the Planning Bill on council tenants and other people in rented accommodation
- Explore further opportunities for estate regeneration projects
- Begin the redevelopment work on High Lane estate
- Continue the development programme to meet the aim of creating 1500 affordable homes and 500 new council homes over the 4 year period 2014-2018
- Scale up Broadway Living, our housing company, to increase housing supply in the borough
- Seek to exploit and maximise opportunities with regards to housing working with the new London Mayor

Key issue: Helping young people to achieve at school and compete in the job market

Achievements in 2015/16

We have

- Made the Ealing Early Start 0-5 years service operational across the borough

- Seven in ten children achieved a Good Level of Development at the end of reception in Ealing, 3.3 percentage points higher than England. 61% of Ealing children with Free School Meals achieved a Good Level of Development, ten percentage points higher than England
- Achieved a notable rise in take up of childcare places for disadvantaged two-year olds (having delivered a number of initiatives for two-year olds such as new settings, room kits, and the childminder service)
- Made a successful bid to be an Early Implementer for the '30hr Childcare' programme to increase affordable childcare to 30hrs for eligible 3 & 4 year olds from families in work at national minimum salary levels and above
- All our secondary and special schools, and nine in ten (59 out of 66) of our primary schools, are rated 'good' or 'outstanding' by Ofsted
- 83% of Ealing pupils at Key Stage 2 achieved Level 4 or above in Reading, Writing and Maths in summer 2015, better than 81% last year. The achievement gap between disadvantaged pupils and their peers at Key Stage 2 also reduced from 9.5 points to 8.3 points
- Educational achievement at Key Stage 4 also improved in 2015 (62.1% pupils achieved 5 or more A*-C grades at GCSE, compared to 59.8% in the previous year. Achievement gap reduced from 20.7 points in 2014 to 20.5 points in 2015)

Priorities for 2016/17

We will

- Complete the Early Start team formation, improve school readiness and narrow the attainment gap between disadvantaged pupils and their peers

- Prepare Ealing's childcare sector for the national launch of the 30hr Childcare Programme in 2017, through working with a range of partners (Job Centre Plus, private, voluntary and independent sector, children's centres, community groups & businesses)
- Meet the ongoing demand for school places, including for Special Educational Needs provision (Brentside, Elthorne and Greenford High expansions are all progressing at various stages; Ealing Fields free school is due to open in September 2016, and North Twyford school in 2017)
- Drive and support the ambition of Ealing schools to be amongst the best performers nationally, ensuring at least 92.5% of our primary schools and all of our secondary and special schools are rated good or outstanding by Ofsted
- Ensure our pupils leave school with good qualifications and have access to highly rated Further Education qualifications or high quality apprenticeships;
- Identify pupils at risk of being NEET (Not in Employment, Education, or Training) early through secondary schools

Priority area 2: A Safer borough

Key issue: Work with partners to reduce crime and fear of crime

Achievements in 2015/16

We have

- Secured homes through gating and burglary prevention programmes (nearly 1,100 homes secured through gating and the Simple-to-Start scheme; 6,400 homes targeted for burglary prevention through the MetTrace project)
- Achieved a 15% reduction in burglaries and 6% reduction in motor vehicle crime
- Carried out Licensing Act reviews (with three off-license revocations) as part of the combined efforts to tackle crime by targeting people, premises and locations
- Ensured active patrolling and enforced civil injunctions around open spaces through Parkguard
- Trained frontline housing and anti-social behaviour officers in mental health and partnership responses to enable them to intervene in complex cases and help prevent eviction or admission to hospital; this has reduced demand from repeat callers in the identified cohort by 55%

Priorities for 2016/17

We will

- Continue to focus on vulnerable locations and target a further ten gating installations
- Consider introducing Public Space Protection Orders as the model for enforcement once controlled drinking zones cease in 2018 due to change in legislation
- Roll out a new multi-agency enforcement approach across the borough to tackle anti-social behaviour associated with street drinking
- Continue visible policing across the borough, with targeted operations around housing
- Deliver the Safer Ealing strategy (a 3-year statutory plan for the Safer Ealing Partnership) towards preventing exploitation, tackling ASB, tackling substance, drug and alcohol misuse, and reducing reoffending
- Adopt the revised gambling policy and consider the newly announced compulsory policy of food hygiene 'scores on doors' which is currently being piloted; this will come into force in Ealing in 2018 if legislation permits
- Install energy efficient LED lights in our streets to reduce crime as well as fear of crime
- Input into the mayoral review of the London Policing model, arguing for the retention of borough command units as a commitment of neighbourhood policing

Key issue: Reducing the numbers of young people in the criminal justice system

Achievements in 2015/16

We have

- Maintained low rate of first time entrants to the youth justice system, to 355 per 100,000 young people, better than the London and England averages
- Ensured better early diagnosis and intervention for young offenders through a range of education, training and employment interventions and additional health support
- Achieved strong performance in the Youth Offending Service compared to London and England services despite working with some extremely challenging young people (the service was recently rated 'very good' by the Youth Justice Board)
- Nearly nine in ten of the young offenders in education, training or employment provision, a percentage amongst the highest in the country

Priorities for 2016/17

We will

- Implement recommendations of the government's Youth Justice Service Review to further improve outcomes for young offenders
- Continue to reduce youth crime and youth violence and increase access to education, training and employment opportunities for vulnerable young people

- Break the cycle of offending by increasing the number of young offenders in education, training or employment to 90% (from 86.6% in 2015/16)
- Continue to develop partnership working to address over-representation of looked-after children in the criminal justice system, adopting the Laming report recommendations
- Reduce the rate of first time entrants to the youth justice system to 340 per 100,000, through enhanced health provision and focus on early intervention linked with the introduction of the Asset Plus assessment system
- Reduce the number of bed-nights occupied by young people in custody through the provision of viable alternatives within the community

Key issue: Improving the quality of private rented housing

Achievements in 2015/16

We have

- Carried out a public consultation on licensing the private rented sector, to improve the standard of housing in the borough and tackle issues related to overcrowding and anti-social behaviour
- Engaged landlords effectively through our annual landlord forum and another landlord event; 840 Ealing Landlords were accredited by the National Landlords Association in 2015/16 – the highest number for any London borough
- Carried out enforcement actions against illegal outhouses through our Outhouse project
- Returned 54 empty properties to use through interventions as part of our Empty Properties strategy

Priorities for 2016/17

We will

- Implement the private rented licensing scheme successfully to improve conditions for tenants and the wider community
- Bring empty properties back into use through a variety of enforcement actions such as empty dwelling management orders, enforced sales, and compulsory purchase orders for long-term empty properties
- Carry out further multi-agency, high profile enforcement action on illegal outhouses

Key issue: Safeguarding vulnerable children and adults

Achievements in 2015/16

We have

- Issued a Child Sexual Exploitation (CSE) guidance and risk assessment toolkit and matrix to enable timely and consistent assessment of a child or young person's level of risk of sexual exploitation
- Appointed a Council lead on child sexual exploitation to provide additional professional support and capacity for tackling the issue
- Recruited a joint independent chair for the Safeguarding Adults Board and the Safeguarding Children Board

Priorities for 2016/17

We will

- Carry out a review of the Safeguarding Adults Board membership as well as its terms of reference in line with the Care Act
- Focus on embedding Making Safeguarding Personal (MSP) across all agencies. MSP is a sector led initiative that aims to develop an outcomes focus to safeguarding work, and a range of responses to support people to improve or resolve their circumstances
- Complete a self-assessment audit of Safeguarding Adults across the statutory agencies

Priority area 3: A Healthier borough

Key issue: Early intervention and prevention

Achievements in 2015/16

We have

- Made strong progress with the Think Family Plus programme (1,176 families identified against the target of 524; and worked with 304 families through in-depth casework, group, individual and one-off sessions)
- Developed the SAFE PLUS (Supportive Action for Families in Ealing) model under the Brighter Futures programme to strengthen the universal and early preventative services' confidence and ability to undertake early help assessment plans
- Worked to develop a Risk of LAC (looked after children) indicator (ROLI) in partnership with Hammersmith and Fulham to support earlier identification of and intervention with children at risk of becoming looked after
- Carried out the largest ever targeted Word of Mouth campaign for recruiting Foster Carers (80 WoMs achieved)
- Fully embedded the Care Act within adults' services, and agreed the transfer of the Telecare service to Careline, leading to improved responses for service users
- Commissioned an integrated lifestyle service hub 'One You Ealing', a single point of entry to different services and brings together stop smoking services, health trainers, health checks, opportunities for walking and childhood weight management services
- Instituted a single provider to deliver a new childhood weight management service

- Implemented a voluntary smoking ban in children's playgrounds across Ealing and encouraged local businesses to display Smokefree Ealing 'No Smoking' signs

Priorities for 2016/17

We will

- Identify a further 1,031 families through the Think Family Plus programme and achieve significant and sustained progress with 638 families, through supporting families back to sustained employment and achieving positive outcomes with regards crime, anti-social behaviour and school attendance
- Transform the way we deliver early intervention and preventative children's services, improve outcomes for the most vulnerable people and avoid escalation to high cost services through building on the learning from the MAST Pilot to expand and embed the Brighter Futures model of working in Children & Family services
- Further embed the Care Act across all partner agencies, including the NHS
- Continue to deliver the Prevention Strategy that includes a variety of measures such as the development of accommodation and support for people with mental health problems, a programme to combat loneliness and isolation, and a strategic community transport strategy, among others
- Deliver the Health and Wellbeing Strategy action plans delivering on the key priorities of
 - Ensuring all key organisations work better together to improve health and wellbeing

- Taking every opportunity to improve health and wellbeing through contacts with residents and in key settings such as schools and the workplace
- Creating and sustaining an urban environment that helps people to make healthy choices
- Supporting residents and communities to manage their health, prevent ill health and build resilience
- Continue Fostering Recruitment campaigns to have at least 28 new foster carers in 2016/17
- Address childhood obesity in Ealing through achieving a number of targets and outcomes through the new service
- Tackle substance misuse through implementation of the new model of service delivery by RISE, and improve the successful completions for all four areas of substance misuse treatment
- Continue to focus on reducing smoking and implementing a new three-year tobacco control strategy
- Improve sexual health outcomes for our residents through participating in the London Sexual Health Transformation Project
- Support the delivery of the borough's health and wellbeing offer by maximising the use of park, leisure and sports facilities to encourage healthy lifestyles through Gurnell Leisure Centre redevelopment, Warren Farm, North Acton Playing Fields, Gunnersbury Park Sports hub

Key issue: Enabling residents with physical and mental health issues to be as independent as possible

Achievements in 2015/16

We have

- Made significant progress towards integrating health and social care in Ealing, with North-West London being approved to become a pioneer site for Whole System Integration
- Welcomed publication of the Mansfield Commission Report which opposes the Shaping a Healthier Future Plans to downgrade Ealing and Charing Cross Hospitals
- Reduced avoidable hospital admissions through the Models of Care programme and the new Homeward intermediate care service for older residents, which is delivering better outcomes and has achieved international recognition
- 86.8% of social care users receiving self-directed support, exceeding the 76% target, giving more people control over their care and support
- Made good progress on making Ealing a dementia-friendly borough, achieving an increase in the dementia diagnosis rate
- Introduced a number of initiatives for carers including an Enhanced Carers Leisure Pass and additional handyperson calls to carers
- Successfully relocated the Carers Centre to Sycamore Lodge in Acton, with a satellite site at Elm Lodge in Greenford.
- Agreed not to charge for carer services under the Care Act

Priorities for 2016/17

We will

- Double the size of combined budgets to over £60 million and expand the Homeward service
- Continue to progress with health and social care integration whilst still campaigning against the downgrading of Ealing and Charing Cross Hospitals and continuing to oppose the reconfiguration of acute beds in North West London
- Further strengthen the integrated planning and delivery of Mental Health, Dementia, Learning Disabilities and Community Equipment Services through the Better Care Fund 2016/17 Plan
- Michael Flanders Centre to become a Dementia Centre of Excellence following visits to other centres by the Dementia Champion; more activities for dementia awareness and support will be carried out
- Improve the satisfaction levels of carers with social care as measured by the national Carers Survey, and further assess carer needs and issues
- Develop a varied market in respite for carers and increase the numbers of carers making use of direct payments available through the council
- Develop information about young carers and young carers support services

Priority area 4: A Cleaner borough

Key issue: Quality and cleanliness of the public realm

Achievements in 2015/16

We have

- Achieved over 86% streets clean to Grade A standard first time, and more than 98% after rectification
- Met/ exceeded the targets for reducing levels of litter, detritus, graffiti and fly posting in the borough
- Prepared for the alternate weekly collection of refuse and recycling, commencing in June 2016
- Reduced indiscriminate littering through a pilot with Kingdom Security to provide dedicated teams of uniformed officers in the borough, to act as a high-profile deterrent and issue £80 fines for dropping litter, dumping rubbish, spitting and allowing dog fouling
- Provided high quality public spaces, with 16 of our parks Green Flag awarded, a recognition that the parks are of high standards, beautifully maintained and have excellent facilities
- Been selected from more than 600 entrants to compete in the Royal Horticultural Society's (RHS) Britain in Bloom Awards 2016
- Planted 1500 new trees, the largest in London, as part of Street Tree scheme

Priorities for 2016/17

We will

- Successfully implement alternate weekly collection of refuse and recycling, which is expected to bring in service efficiencies and increase recycling rates to 50% by 2018

- Further encourage 'on the go' recycling, which allows residents to recycle when they are outside their home
- Support residents and businesses to play an active role in developing and shaping the borough whilst driving positive resident behaviour, through initiatives such as
 - Transform Your Space programme
 - Transform Ealing and West Ealing programme
 - Shopping Parade Programme
 - Environmental enforcement plan
 - Collaboration with Business Improvement District companies
 - Environmental services community plan
- Continue to use Kingdom Security's current services and further explore other activities they can assist with towards improving street cleanliness
- Continue to deliver a restoration, development and improvement programme to heritage and community facilities such as Pitzhanger Manor and Community Centres in Hanwell and Greenford
- Actively seek to maximise the number of nationally recognised Green Flag Park Awards

Key issue: Enabling citizens and organisations other than the council to play an active role in enhancing quality of life in Ealing

Achievements in 2015/16

We have

- Provided extensive support to residents towards energy efficiency, fuel poverty and fuel debt, through programmes such as Green Doctor, SPIRIT and Green Deal Communities

- Saved residents £119,728 (since 2013) through our participation in the Big London Energy switch
 - Delivered 141 Bubble projects with residents, set up the Bubble Springtime Fund, and enabled 35 communities to clean their neighbourhoods
 - Hosted Ealing Summer Festivals events which attracted approximately 100,000 people
 - Refreshed the community engagement plan between the Council and Amey, our waste contractor
 - Launched the new environmental enforcement service, which is working to deliver ward priorities for waste and recycling
- Encouraging councillors to use their ward forum allocations to support these projects
 - Programmes such as Transform Your Space

Priorities for 2016/17

We will

- Provide further support to improve thermal comfort and referring residents to additional resources, through the SPIRIT and Green Doctor programmes; also work with handyperson service to support the "hospital to home" programme
- Relaunch the fuel poverty/ affordable warmth programme to support the targets of the Energy Strategy
- Help communities and residents to suggest, promote and deliver their own improvements in a way that matters to them, through
 - The Bubble website, a local social network that provides help and advice as well as opportunities to connect local people to improve their neighbourhoods
 - Ealing Hive, a new, exciting way to help enable people shape Ealing through crowd funded projects

Priority area 5: A Fairer borough

Key issue: Delivering world class customer service

Achievements in 2015/16

We have

- Continued the delivery of the online customer portal through additional functionality with 30,000 customers registered and actively using the portal to access council services
- Improved face-to-face processing times as a result of the majority of visits now being dealt with via appointments; there has been a 40% reduction in visitors in the last year

Priorities for 2016/17

We will

- Finalise the development of Ealing's Digital Strategy to support and enable the delivery of the Council's priorities, improve customer service and resident engagement, deliver value for money and to take advantage of the opportunities presented through digital technology for people who live, work in and visit Ealing
- Deliver the Customer Services Strategy action plan in line with the Digital Strategy, including the further rollout of the customer portal which will incorporate Love Clean Streets, housing rents, single sign-on to all E-forms, web improvements, further online payments, E-billing for Council Tax, and Web chat
- Further improve customer-facing services such as benefits and street services, through demand and process reviews
- Re-tender the PAN London Out of Hours service
- Explore options for alternative service delivery models, including cross-borough partnerships

Key issue: Cost effective use of resources to deliver maximum benefits for residents and business

Achievements in 2015/16

We have

- Frozen council tax for the eighth consecutive year through successful budget management
- Reached the final stages of selection process to appoint a developer for town hall redevelopment works
- Assisted households into work and in finding less expensive accommodation in the private rented sector through the Local Welfare Assistance Team and Housing Demand

Priorities for 2016/17

We will

- Develop entrepreneurial and commercial approaches to maximise value for money and secure new investment through
 - A new model for commercial waste
 - Residential development and management of key assets (such as car parks, libraries, community centres, children's centres) to see how we can both deliver high quality services and the opportunities for development in mutually beneficial way. Our redevelopment of Gurnell Leisure Centre with a contribution to costs made through increased housing provision on the site is an example of this
 - Cross-borough collaboration through the West London Alliance for achieving efficiencies through joint working

Priority area 6: An Accessible borough

Key issue: Deliver a sustainable and effective transport infrastructure

Achievements in 2015/16

We have

- Delivered the 2015/16 Local Implementation Plan (LIP) programme, with a range of pedestrian / cycle schemes including: a new temporary cycle hub at Ealing Broadway, started construction of North Acton Cycle Hub, and obtained approval for the first phase of Mini Holland programme
- Continued the decrease in transport related air pollution
- Progressed works at Ealing Broadway and Southall stations (completion expected in mid-2017 and mid-2018 respectively)
- Opened the Greenford Incline Lift, and completed a new study on lifts at Northolt and Perivale, along with a new study on lifts at North Acton
- Discussed improvements to bus services with TfL to meet future Crossrail demand, with draft plans under consideration
- Won 'Transport Local Authority of the Year' award at National Transport Awards 2015

Priorities for 2016/17

We will

- Continue to make it easier and safer to walk and cycle in the borough, for example through delivery of the Borough Cycling Programme, completion of the North Acton Cycle Hub and the first phase of the Mini Holland scheme
- Conduct a 20mph one-year trial and then review for a wider roll out

- Commence and complete works towards improving stations such as Ealing Broadway (which will include a new station forecourt), Southall, West Ealing, and Acton Mainline stations
- Agree a funding package with TfL for upgraded capacity and new lifts at North Acton and commence the improvement works
- Campaign for Greenford to be an Overground station
- Agree with TfL the new bus network for Crossrail opening including hospital access and have agreed operational start dates
- Respond to consultation on low emission zone from the Mayor of London to support measures to improve air quality in the borough
- Monitor and deal with issues arising from the launch of the 24hr tube

Key issue: Improve the parking service

Achievements in 2015/16

We have

- Achieved full online functionality for all residents parking permit application processes, having ceased paper parking permits
- Progressed with testing of the facility to allow residents to change the vehicle on their parking permits online
- Ensured parking Penalty Charge Notices (PCN) are issued correctly, which meant less than 1% PCNs were cancelled later

Priorities for 2016/17

We will

- Commence the online 'change of vehicle' facility on parking permits

- Review our online and telephony services to ensure all the information on our webpages related to parking is current and accurate
- Ensure that residents get the correct information related to parking at their first point of contact without needing to make further contact with council officers
- Move to electronic permits for other permit types namely [business](#), car park, and premium permits

Appendix 1: Summary of Ealing Council's Corporate Plan 2014-18

The Corporate Plan sets out the priorities and key issues we will address over the next four years. Our aim is to make Ealing:

PROSPEROUS

Key issues:

- Creating the right conditions for economic growth
- Enhancing employment opportunities for local people especially for vulnerable groups
- Providing affordable, high quality and decent housing
- Helping young people to achieve at school and compete in the job market

HEALTHIER

Key issues:

- Early intervention and prevention
- Enabling residents with physical and mental health issues to be as independent as possible

SAFER

Key issues:

- Work with partners to reduce crime and fear of crime
- Reducing the numbers of young people in the criminal justice system
- Improving the quality of private rented housing
- Safeguarding vulnerable children and adults

CLEANER

Key issues:

- Quality and cleanliness of the public realm
- Enabling citizens and organisations other than the council to play an active role in enhancing quality of life in Ealing

FAIRER

Key issues:

- Cost effective use of resources to deliver maximum benefits for residents and business
- Delivering world class customer service

ACCESSIBLE

Key issues:

- Deliver a sustainable and effective transport infrastructure
- Improve the parking service

In order to achieve these priorities we have developed four key strategies. The strategies are based on an analysis of local need and focus on improving outcomes for key target groups:

Growth, employment and skills: delivering a thriving local economy and enabling access to employment that pays a living wage

Key target groups:

- Troubled families
- Vulnerable young people
- Offenders / ex-offenders
- Groups facing tough barriers to employment
- Social housing tenants
- Large businesses looking to expand / relocate

Health, Well-being and Independence: enabling healthy lifestyles, Independent living and access to good quality healthcare

Key target groups:

- Troubled families
- People struggling to maintain independent living
- Groups experiencing health inequalities
- Carers
- Overweight and obese children
- Young people at risk of reoffending

Housing quality, affordability & supply: delivering decent and affordable homes

Key target groups:

- Middle income households
- Low income households
- Social housing tenants
- Vulnerable groups in the private rented sector

Place and public realm: driving improvements to the quality of the wider environment we live in

Key target groups:

- Actual and potential volunteers
- Young people
- Entrepreneurs, employers and developers
- Community groups
- Funding agencies

The Council's four corporate values will guide our delivery:

Putting results for our residents first and above all else

Offering world class customer service

Securing value for money in everything we do

Working as One Council

The Plan contains specific commitments and performance targets. We will track our progress on a regular basis and report how we are doing to our residents, councillors and partners in an open and transparent way.

Appendix 2: Measuring our progress

A Prosperous Borough

PI	Description	Polarity	2015/16 Target	2015/16 Outturn	2016/17 Target
Local 63 (NEW)	Achievement of the expected standard in reading, writing and maths at Key Stage 2	Bigger is Better	<i>New Indicator</i>	<i>Not Available</i>	Top quartile
Local 64 (NEW)	Achievement gap between disadvantaged pupils and their peers achieving the expected standard at Key Stage 2	Smaller is Better	<i>New Indicator</i>	<i>Not Available</i>	Top quartile
Local 65 (NEW)	Achievement of a grade A*-C in English and Maths GCSEs by the end of Key Stage 4	Bigger is Better	<i>New Indicator</i>	63.8%	65.0%
Local 66 (NEW)	Achievement gap between disadvantaged pupils and their peers achieving a grade A*-C in English and Maths GCSEs by the end of Key Stage 4	Smaller is Better	<i>New Indicator</i>	19.6%	18.0%
Local 61a	Percentage of Ealing state funded schools rated good or outstanding - primary	Bigger is Better	90.9%	89.4%	92.5%
Local 61b	Percentage of Ealing state funded schools rated good or outstanding - secondary	Bigger is Better	85.7%	100%	100.0%
Local 61c	Percentage of Ealing state funded schools rated good or outstanding - special	Bigger is Better	100.0%	100%	100.0%
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	Smaller is Better	3.5%	3.2%	3.5%
Local 23a	Number of out of work residents supported to gain work	Bigger is Better	389	467	500
Local 23c	Number of accredited qualifications achieved by out of work residents	Bigger is Better	711	954	970
NI 155	Number of affordable homes delivered (gross)	Bigger is Better	150	128	152
Local 67 (NEW)	Number of households living in temporary accommodation	Smaller is Better	<i>New Indicator</i>	2290	2254
Local 54	Number of households in B&B accommodation	Smaller is Better	113	274	137
Local 14	Satisfaction with estate management	Bigger is Better	95%	96%	93%
Local 17	Satisfaction of tenants with quality of repair	Bigger is Better	92%	93%	92%
NI 157c	Processing of 'other' applications within 8 weeks	Bigger is Better	92%	92%	92%

A Safer Borough

PI	Description	Polarity	2015/16 Target	2015/16 Outturn	2016/17 Target
NI 111	First time entrants to the youth justice system aged 10-17 per 100,000	Smaller is Better	324	355	340
NI 45	Young offenders engagement in suitable education, employment or training	Bigger is Better	93.0%	86.6%	90.0%
Local 39	Young people who have committed serious youth violence, who have re-offended in the year	Smaller is Better	8.0%	<i>Not Available</i>	13.0%
NI 62	Stability of placements of looked after children: proportion of placement moves	Smaller is Better	11.0%	14.2%	10.0%
NI 66	Looked after children cases which were reviewed within required timescales	Bigger is Better	99.2%	97.5%	99.2%
NI 67	Percentage of child protection cases which were reviewed within required timescales	Bigger is Better	100%	100%	100%
Local 48	Percentage of Child and Family Assessments (CFAs) completed within 45 working days	Bigger is Better	84.0%	90.9%	91.0%
Local 30	Number of theft from person	Smaller is Better	492	611	585
Local 36	Robbery of personal property	Smaller is Better	556	623	607
Local 37	Number of motor vehicle crimes	Smaller is Better	2965	2928	2721
Local 38	Number of violent crime with injury incidents	Smaller is Better	2386	2903	2545
Local 57	Number of all burglaries	Smaller is Better	2668	2477	2326
Local 58	Number of criminal damage	Smaller is Better	2332	2501	2378
Local 68 (NEW)	No. of people killed or seriously injured (KSI) on Ealing roads	Smaller is Better	<i>New Indicator</i>	71	71

A Healthier Borough

PI	Description	Polarity	2015/16 Target	2015/16 Outturn	2016/17 Target
ASCOF 1C	Proportion of clients receiving self-directed support	Bigger is Better	76.0%	86.8%	87.0%
ASCOF 2A 1	Admissions into permanent residential care (aged 18-64) per 100,000 population	Smaller is Better	13.0	6.7	13.0
ASCOF 2A 2	Admissions into permanent residential care (aged 65+) per 100,000 population	Smaller is Better	534.1	447.9	544.0
ASCOF 2B 1	Older people at home 91 days after leaving hospital into reablement	Bigger is Better	93.0%	93.9%	93.0%
ASCOF 2C 1	Delayed transfers of care (whole system) per 100,000 population	Smaller is Better	11.4	11.7	11.7
ASCOF 2C 2	Delayed transfers of care (social services) per 100,000 population	Smaller is Better	3.0	4.9	4.9
Local 07	Sickness absence (days)	Smaller is Better	7.75	7.79	7.60
Local 40	Percentage of eligible people who have been offered an NHS health check in the year	Bigger is Better	20.0%	22.4%	20.0%
Local 41	Percentage of eligible people that have received an NHS health check in the year	Bigger is Better	65.0%	70.3%	65.0%
NI 123	Smoking quitters (rate per 100,000 population)	Bigger is Better	653	656	538
Local 56	Successful completions of alcohol treatment as a proportion of all in treatment	Bigger is Better	43.0%	41.4%	43.0%
Local 59	Avoidable emergency admissions (rate per 100,000)	Smaller is Better	1015	691	<i>Not Available</i>
Local 62	Percentage of journeys undertaken by cycle	Bigger is Better	3.0%	2.6%	3.0%

A Cleaner Borough

PI	Indicator Title	Polarity	2015/16 Target	2015/16 Outturn	2016/17 Target
Local 60a	Street cleansing performance (% of streets grade a) first time	Bigger is Better	90%	86%	90%
Local 60b	Street cleansing performance (% of streets grade a) post rectification	Bigger is Better	95%	98%	95%
NI 192	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	45%	45%	47%
NI 195a	Improved street and environmental cleanliness (levels of litter)	Smaller is Better	6%	5%	6%
NI 195b	Improved street and environmental cleanliness (levels of detritus)	Smaller is Better	8%	4%	8%
NI 195c	Improved street and environmental cleanliness (levels of graffiti)	Smaller is Better	3%	2%	3%
NI 195d	Improved street and environmental cleanliness (levels of fly posting)	Smaller is Better	2%	1%	2%

A Fairer Borough

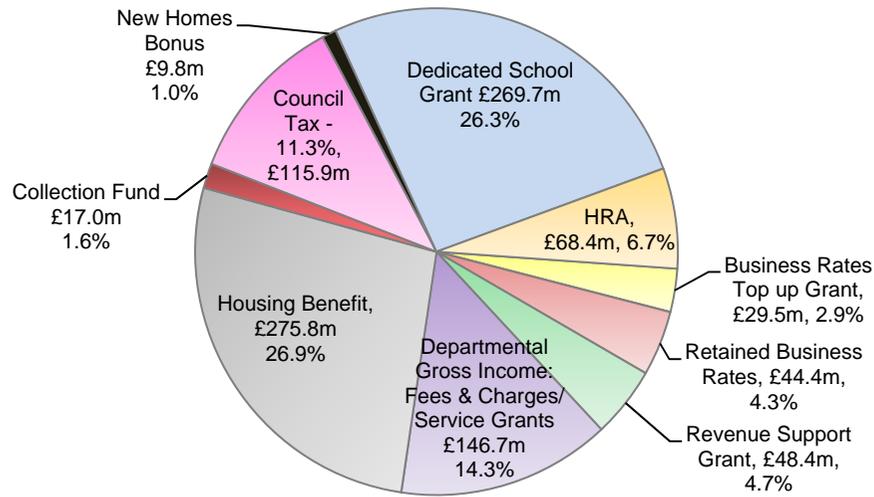
PI	Description	Polarity	2015/16 Target	2015/16 Outturn	2016/17 Target
Local 03	Total average waiting times in seconds (Telephone)	Smaller is Better	30	35	30
Local 04	Total average waiting times in minutes (Face to Face)	Smaller is Better	12	6	10
Local 06	Percentage of complaints responded to within published targets	Bigger is Better	95.0%	93.3%	95.0%
Local 19	Percentage of period's rent loss through voids	Smaller is Better	1.30%	1.26%	1.00%
Local 22	Percentage of invoices paid within timescales	Bigger is Better	90.00%	77.68%	88.50%
Local 47	Rent collected as a proportion of rent owed	Bigger is Better	98.00%	99.31%	97.65%
Local 52	The average time (days) taken to process new claims for Housing Benefit and Council Tax Support	Smaller is Better	17.5	19.2	17.5
Local 53	The average time (days) taken to process change of circumstances to Housing Benefit and Council Tax Support	Smaller is Better	12.0	10.8	12.0

Appendix 3: Resourcing our delivery

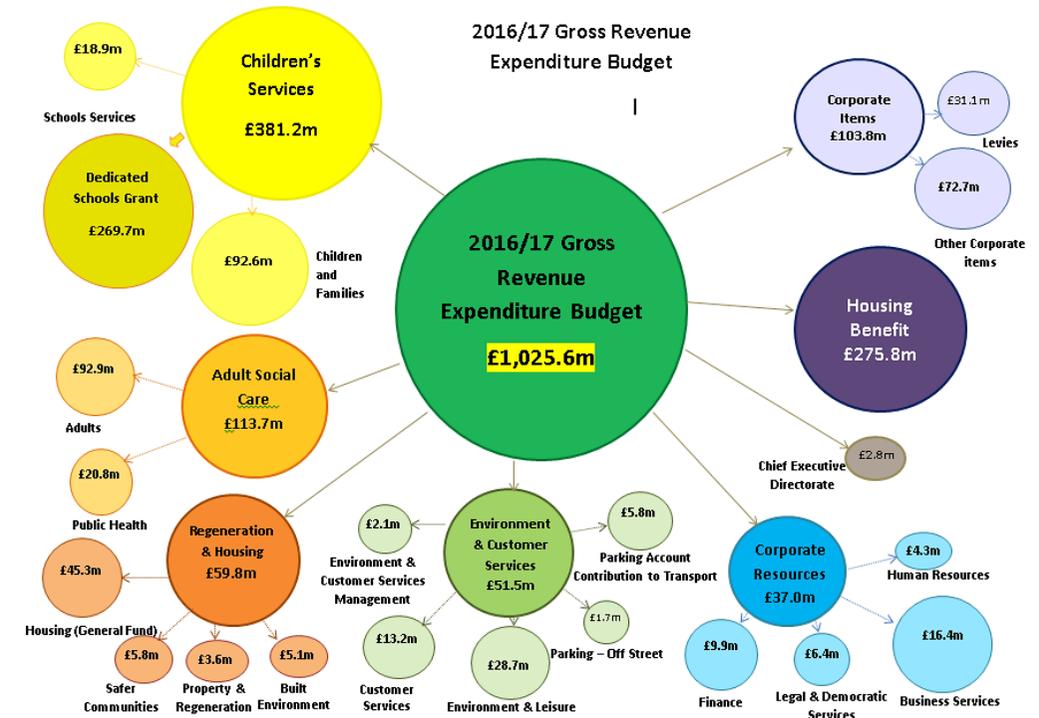
2016/17 is the first year since the November 2015 joint spending review and is the first local government settlement since the 2015 general election. There continues to be significant reductions to Government funding for local authorities as part of the Government's ongoing deficit-reduction programme. In addition to reductions in central Government funding we have to pay for additional costs outside our control such as inflation on contracts and the increasing costs of waste disposal.

a Dedicated Schools Grant, and the Housing Revenue Account. Most of the Council's activities are funded from the General Fund which has a net budget of £255.1m in 2016/17. The Council's gross expenditure is more than £1 billion including schools and the Housing Revenue Account. The chart below shows the composition of funding and a summary of where the budget is spent.

Funding of the Gross Budget of £1,025.6m



Ealing's plans for the future are underpinned by strong financial management. The Council has a sound financial standing and resilience in challenging times which allows the Council to not only meet current needs but respond to future challenges. The Council's revenue budgets are separated into the General Fund, the Schools budget, funded through



The council has a financial strategy setting out how the Council intends to balance the books over the next four years and where we expect to have to find £12.1m efficiency savings in addition to the £50.5m net savings identified for delivery from 2016/17 to 2018/19.

The Council has reviewed its investment needs and has agreed a capital budget to support corporate priorities and to satisfy statutory requirements such as expanding schools to allow for increasing pupil numbers. Capital investment relates to spending on assets which will bring a benefit over the longer term so it is therefore treated separately to day to day revenue expenditure and is funded from borrowing, government grant or revenue contributions.

The chart below shows the breakdown of the capital programme which spans five years from 2015/16 to 2019/20.

