

Council Plan 2021-22

July 2021



Contents

Introduction	3
Council Plan 2021-22	4
Our COVID-19 response	7
Our focus on tackling inequalities	8
Our key achievements in 2020-21 and priorities for 2021-22	10
Outcome: Tackling inequality	10
Outcome: Climate action	20
Outcome: Healthy Lives	25
Outcome: A Fairer Start	32
Outcome: Decent living incomes	41
Outcome: Inclusive economy	44
Outcome: Genuinely affordable homes	48
Outcome: Good growth	51
Outcome: Thriving Communities	55
Resourcing our delivery	58
Measuring our progress	60

Introduction

In our Council Plan for 2021-22 we have a new set of three key priorities for the borough:

- **Creating good jobs** – returning good well-paid jobs to our borough and delivering the next generation of genuinely affordable homes.
- **Tackling the climate crisis** – cleaning our air and ensuring the borough we build is sustainable.
- **Fighting inequality** – that blights too many lives and disproportionately holds back all too many people from achieving their dreams and aspirations.

These three priorities are supported by nine aims that are outcome focused and are directly overseen by members of the Council’s cabinet to ensure these are delivered.

The nine outcomes through which we aim to make the borough better are set out and explained in the table below.

Objective	Purpose
1. Tackling inequality	Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.
2. Climate action	Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced.
3. Healthy lives	Combating COVID 19, protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient.
4. A fairer start	Ensuring all our children and young people of all backgrounds get the best start in life, from their earliest years through to a great education.
5. Decent living Incomes	Bringing new and well-paid jobs back to Ealing and securing a strong economic recovery where good businesses can thrive.
6. Inclusive economy	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.
7. Genuinely affordable homes	Delivering our radical programme of social rent council house building, and ensuring our tenants are empowered and have ownership of their communities.
8. Good growth	Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes great places people want to live.
9. Thriving communities	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.

All of our work under this plan is underpinned by our strong commitment to work with local partners to achieve the best outcomes for our local residents including health, education, policing, employment, housing, local business and the voluntary and community sector.

Council Plan 2021-22

Although we have a new set of objectives and outcomes, as in previous years, the achievements of 2020-21 will be captured and documented to demonstrate the council's progress on delivering on behalf of its residents. The council however also plays a leading role in framing the development of Ealing's future. It must do that in the context of three major and interrelated challenges.

1) *The impact of ,and recovery from, the COVID pandemic*

Ealing has been hit particularly hard by the impact of COVID-19. From a health perspective Ealing has had one of the largest number of residents shielding due to underlying health conditions in London (over 35,000). As the fourth largest borough in London by population the borough has recorded 31,633 cases (up to 21/05/2021) and 822 deaths (up to 07/05/2021). When looked at by population rate, this level of mortality places us statistically higher than London, although similar to England. The legacy of COVID-19 will be with many residents for years to come and shape the needs of our community.

Our economy is particularly vulnerable to the impact of the pandemic. Heathrow airport has dominated Ealing's local economy, with the volume of passenger flows not predicted to recover until 2023. Micro-businesses which make up 93% of Ealing's economy, many in construction, wholesale and retail, are at the greatest risk of failure. The economic impact is already hitting the borough. The number of residents claiming Universal Credit in Ealing has more than doubled from 17,825 in February 2020 to 44,825 in February 2021. Based on the latest available government figures Ealing has 33,200 residents furloughed, representing 20% of the 167,600 eligible jobs within the borough (HMRC, February 2021). The long-term impact on the borough's economy of the trade agreement reached between the UK and EU is also an area of uncertainty.

2) *The climate crisis*

The council declared a climate emergency in 2019 and our aim is to become carbon neutral, as a borough and an organisation by 2030. To achieve that hugely ambitious goal will mean change for the council, other public sector partners, residents and businesses. We must collectively rethink our approach to major generators of carbon - energy, food, transport, waste and work to introduce new green infrastructure. The shift to home working provides opportunities to reduce the borough's carbon footprint. The Economic recovery and renewal strategy within the Council Plan puts greater emphasis on meeting climate action commitment and building greater resilience across our business and residential communities. There is potential to provide more sustainable jobs that provide fairer wages – addressing the poverty that affects too many residents and addressing the climate emergency which will shape opportunities for future generations just as much as COVID-19.

Consequently, our support will be steered towards our most vulnerable residents and businesses.

3) *The deep inequalities that exist in our society*

The pandemic has highlighted inequalities. ONS analysis showed that across England & Wales the rate of deaths involving COVID-19 for Black men was 3.3 times greater than that for White men of the same age. However, those inequalities are not limited to the pandemic. Across London people of Pakistani and Bangladeshi heritage are 21 percentage points less likely to be in employment than white people whilst Black people are almost 4 times as likely to be stopped under stop and search powers. The tragic murder of Sarah Everard has rightly re-focused attention on abuse and violence towards women and girls.

30% of Ealing residents earn less than the Living Wage whilst an affordable home – rented let alone owned - is beyond the means of many in our community. These disadvantages compound one another meaning that disadvantage is often concentrated in particular groups and communities.

The scale of current challenges calls for a fundamental change. It means a more explicit focus on tackling inequalities and racism in our society and institutions to try and ensure everyone has the same opportunity to enjoy their lives, succeed on their merits and not face discrimination or physical threat because of their ethnicity, gender, sexuality, disability, faith, or other characteristics protected by law. The engagement of the voluntary sector, business, new mutual aid groups and individuals through Ealing Together and to respond to the call for PPE donations shows the power of communities to support the most vulnerable which we must carry forward.

Alongside our new outcome to tackle inequality, the council's statutory equality objectives are also being included within our revised 2021-2022 Council Plan for the first time. The council is also looking for new ways to listen and co-produce outcomes with local communities as we adapt to the disruption of service delivery by COVID-19 and the prioritisation of specific new and existing services.

Our values and approach

As a council our key purpose is improving lives for residents. We cannot achieve the change we aspire to alone and need to build partnerships and co-produce solutions with communities. To do this effectively we must demonstrate every day to staff, partners, businesses and residents that we are:

- Trustworthy
- Innovative
- Collaborative
- Accountable

We must do more to build confidence and trust by being open, transparent and inclusive. This will be a priority for us in the year ahead.

Delivering on our priorities

We must deliver this in the context of a council budget where council income from government has reduced by 64% (£143m) in the ten years from 2010. Already we have seen the financial impact of austerity on council budgets with more than one authority forced to issue a section 114 notice –the equivalent of a bankruptcy notice. Despite this, through our

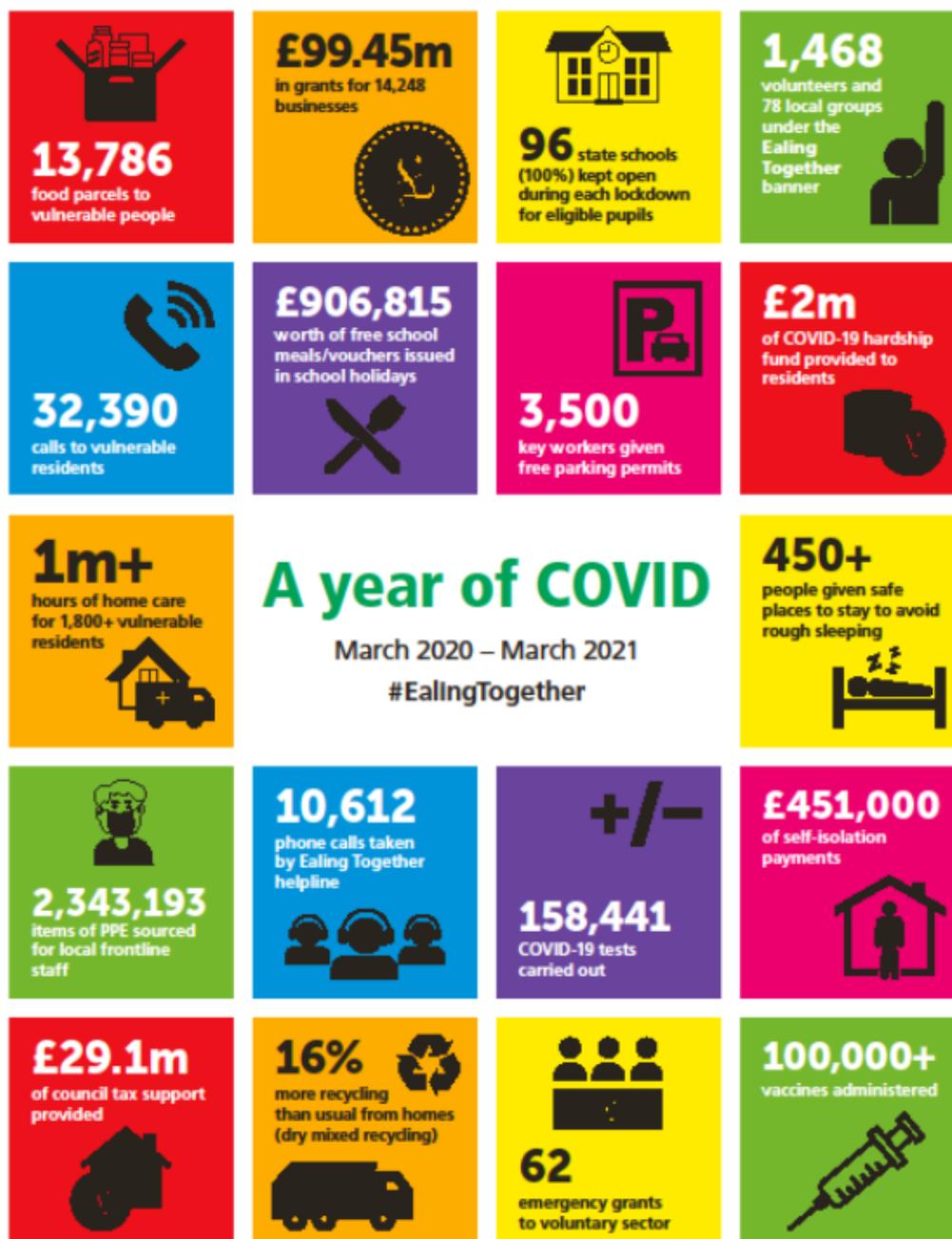
transformation activity we have been tackling our budget deficit in recent years, delivering more than £50m in efficiencies.

Throughout the pandemic we have been calling on government to honour its pledge to meet our COVID-19 costs which total more than £72m across spend and lost income. Going forwards the Government has decided to cover just 75% of the losses from council tax and business rates non-payment incurred during COVID-19. This leaves the council with at least a £4m per year shortfall in future years. Government must also provide the fair funding settlement that is desperately needed to address long term rises in demand for services like social care for the elderly and support for children with special educational needs and disabilities. Without that funding, difficult choices face us.

During the life cycle of this plan, the Council has and will continue to deliver significant activity in specific response to the COVID-19 Pandemic. Supporting vulnerable residents and businesses, may therefore need prioritisation over other commitments set out in this document and will require us to continue to review how we prioritise delivery against our commitments set out in the plan during this time.

Our COVID-19 response

The Council has been leading the local response to the COVID-19 pandemic with public and voluntary sector partners, to support vulnerable residents and businesses, during these unprecedented times. The infographic below sets out some of the core activity the Council delivered in response to COVID-19 between March 2020 and March 2021.



Our focus on tackling inequalities

Although the Council Plan includes a commitment as part of to Tackle Inequalities Outcome to promote diversity and reduce inequality in our communities, the Council has taken the decision to fully incorporate its Equality Objectives into the Council Plan for the first time.

The equality objectives are rooted in the council’s vision and have been identified through a review of Council Plan priorities, current council strategies, the Joint Strategic Needs Assessment and the Council’s performance framework targets. These objectives are specific to the council and the needs of the local community.

The equality objectives for 2020–2024 are set out below:

Our Equality Objectives 2020-24
1. Access to our information, services and facilities is fair and equitable for everyone
2. High levels of community cohesion are maintained
3. Gaps in outcomes for citizens are narrowed
4. A positive, diverse and inclusive workforce is ensured and promoted
5. A robust accurate evidence base of equalities information relating to the community is available and up to date
6. Equality related evidence is embedded into the decision-making process and forms an integral part of the evidence base for strategy and project development and delivery

A revised action plan focused on the new equality objectives will be developed. Actions will also be developed from the emerging Council workstreams as appropriate, such as the Race Equality Commission and the Council’s internal equalities, diversity and inclusion review. The programme will be overseen by a new board chaired by the Chief Executive.

Although the Council has a specific outcome to tackle inequality this is also a key theme that runs through the Council’s priorities and objectives. This includes a range of initiatives from the economic recovery and renewal strategy that looks to provide better opportunities for Ealing residents have employment with fair pay, to new principles for service delivery set out in the Council integrated impact assessment.

Key examples of such activity have been included the section below to highlight work the Council will be undertaking to tackle inequality in 2021-22.

Programmes Tackling Inequality in Ealing

Integrated Impact Assessment

- This assessment highlights those who have been most affected by the direct impacts of COVID infection, and explicitly recognises that the impacts upon residents are not discrete, but integrated, and have exacerbated pre-existing health, social and economic inequalities in the borough. The COVID Inequalities Integrated Impact Assessment will make themed recommendations for local strategy and

policy, including a set of high-level recommended principles to guide the council's work on inequalities for the future. These principles will be evidence-based, focussed on meaningful community engagement and participation, rooted in whole-system's approaches, with equity and fairness at their core, and will recognise the need for local, structural solutions, proportionate to need.

Economic recovery and renewal strategy

- The economic recovery and renewal strategy aims to tackle entrenched disadvantage through a partnership approach to jointly secure public and private investment, to enable residents to find jobs, reskill and retrain for growth sector jobs including green skills, health and social care, and the creative, digital and film sector. The strategy will also look to support the borough's diverse neighbourhoods to reimagine and repurpose their town centres and industrial areas, so they provide more local employment, cultural and leisure opportunities for residents to enable a more inclusive and sustainable local economy.

Race Equality Commission

- The Commission aims to be accessible, inclusive and identifiable to everyone who wants to talk to us about their experiences and to share their views. This will be used alongside other evidence to identify the impact of race inequality on people in Ealing, and to recommend changes in policy and practice that will make a significant difference to the quality of people's lives.

London Living Wage

- The Council has been accredited as a LLW employer since 2013 and has committed to encouraging the payment of the LLW. In the process of bringing staff from Amey into the new Greener Ealing Limited, the Council has made improvements in the terms and conditions of staff to ensure the payment of at least the London Living Wage to all. Under the London Living Wage business rate discount scheme the first 100 eligible businesses, charities and other organisations who are accredited by the Living Wage Foundation will be able to offset the cost of two years' accreditation with a discount from their business rate account. Moving forward we are committed to work with the Living Wage Foundation as an accredited employer to agree an action plan to address contracts that do not currently pay the Living Wage.

Council Internal Review

- The Council is reviewing its work force practices as a local employer and institution to ensure Equality, Diversity and (EDI) is central to the Council's culture and working practices. This will include developing and setting recruitment targets for ethnic minorities to senior roles, developing leadership knowledge on race equality and EDI issues, supporting the implementation of staff equality groups and progress of the impact of these new practices.

Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education

- The Council is committed to working with schools on the next cohort of 'No Learner Left Behind' Black Caribbean Achievement Programme on tackling unconscious bias; cultural competency and curriculum experience. The Council will also work with partners to continue to work to reduce over representation in exclusion for specific ethnic minority groups, through the Senior Inclusion Leaders' network on whole school inclusion of vulnerable groups, exploring schools' systems, curriculum, behaviour, pastoral systems and approaches. Trusted Relationships will work closely with targeted schools to offer tailored support aimed at reducing exclusions.

Our key achievements in 2020-21 and priorities for 2021-22

Although the last year (2020-21) has been dominated by the COVID-19 pandemic we made strong progress towards delivering the commitments set out below.

This section highlights our key successes over the past year as well as priorities for the year ahead, organised under each of the nine outcomes. Despite some council programmes and services being impacted by the pandemic, and new priorities and areas of work emerging, the key resident outcomes remain the focus of the organisation. Each outcome comprises of a number of transformation targets – areas of work that will ultimately contribute to achieving the outcome for residents.

As mentioned in the previous section, one of the new outcomes has come into sharper focus as a result of the pandemic's disproportionate impact on certain groups of our residents, therefore we start with discussing this outcome below.

Outcome: Tackling inequality

Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.

We will do everything we can to reduce crime and keep our citizens safe, focusing on anti-social behaviour and crimes that cause the most harm, such as domestic violence and violent crimes with injury. This includes tackling the disparity in outcomes for different groups of residents (e.g. gender and ethnicity) going through the criminal justice system as victims and offenders.

Transformation target: Understand the causes of inequalities in the borough and take action to narrow them

The unequal impact of COVID-19 on some Black, Asian and minority ethnic communities has shone a light on existing inequalities in society across the country. The Black Lives Matter campaign has done the same. Those challenges exist in Ealing, both as a community and within the council as an organisation. Dialogue with residents, community groups and staff has highlighted the need for change. Racial inequality is not the only type of disadvantage experienced by people in Ealing, indeed it often interacts with sexism, prejudice of the disabled and ageism to make it harder for some in our society to thrive than others.

Every decision taken by the council should be grounded in the core goal of reducing inequality and focussing on the communities that face the biggest barriers. As part of this plan a set of revised equality objectives for 2020-24 have been agreed. Equality objectives will help focus attention on the priority equality issues within the council in order to deliver improvements in policy making, service delivery and employment.

What we have achieved in 2020-21

- The independent Race Equality Commission was established in late 2020, with 12-members, chaired by Lord Simon Woolley. The objectives for the Commission are to listen to everyone who wants to talk to us about their experiences and to share their

views, and then to draw on this and other evidence to set out our findings on the impact of race inequality on people in Ealing, and to recommend changes in policy and practice that will make a significant difference to the quality of people's lives.

The commission aims to be accessible, inclusive and identifiable to the residents of Ealing, with an emphasis on youth participation. We have also set up a youth panel to look at the same themes and to involve young people across the borough. The two young people leading on this work are also Commissioners in the Race Equality Commission. The commission has been holding regular meetings in public with speakers invited to address the key issues including discussions on housing, health, income and economy, education, participation and democracy, crime and justice.

- Following consultation with residents and key stakeholders, the council changed the name of part of Havelock Road in Southall to Guru Nanak Road, in order to celebrate and commemorate the founder of Sikhism and ensure that the places we live in reflect the borough's rich diversity through our street names and buildings.
- We commissioned DWC Consulting in October 2020 to review our internal approach to workforce equality, diversity and inclusion with an emphasis on race inequality.
- We have been working to ensure that all EU and EEA nationals who wish to continue to live and work in Ealing are aware of the need to register for EU Settled Status by the end of June 2021. So far, until March this year, a total of 96,000 applications have been received from Ealing, the fourth highest total in the country.

Our strategic priorities for 2021-22

- We will develop an action plan as part of our Public Sector Equality Duty to ensure delivery on our equalities objectives and tackle inequality at all levels. The plan will be informed by the outcome of other initiatives that aim to tackle inequality, including the Race Equality Commission and Integrated Impact Assessment. This may mean that we add additional targets to address specific inequalities to our performance indicators.
- The independent Race Equality Commission will take a no holds barred approach and will report its findings in autumn 2021 and make recommendations to a range of public bodies and other stakeholders. We are committed to implementing its recommendations. The Commission is running an open survey as part of its call for evidence from everyone who lives in the borough, and is supplementing this with individual and group conversations, and with requests via social media for responses to questions on specific themes. The Commissioners will also take part in events in public once face-to-face engagement becomes possible, with an aim to engage with as many people as we can. We will also carry out a review of the borough's public realm and street names in line with the review commissioned by the Mayor of London.
- Throughout the COVID-19 pandemic, the council has been conducting a COVID Inequalities Integrated Impact Assessment. This ongoing process is highlighting who has been most affected by the direct impacts of COVID infection, severe illness and death, and revealing the greatest indirect impacts of the pandemic, which have profound implications on a person's ability to recover. The work explicitly recognises that the impacts upon residents are not discrete, but integrated, and have exacerbated pre-existing health, social and economic inequalities in the borough. The COVID Inequalities Integrated Impact Assessment will make themed recommendations for local strategy and policy, including a set of high-level recommended principles to guide the council's work on inequalities for the future.

These principles will be evidence-based, focused on meaningful community engagement and participation, rooted in whole-system's approaches, with equity and fairness at their core, and will recognise the need for local, structural solutions, proportionate to need. Due to the timeframes of this work, the council will be reviewing and developing the recommendations from the COVID Inequalities Integrated Impact Assessment as part of the next council plan.

- The Council's diagnostic review of addressing workforce equality, diversity and inclusion is now complete and we have received a summary report outlining recommendations on areas such as giving Equality, Diversity and Inclusion (EDI), business critical status, creating departmental plans, setting recruitment targets for ethnic minorities to senior roles, considering positive action interventions targeted at ethnic minorities, developing leadership knowledge on race equality and EDI issues, supporting the implementation of staff equality groups, monitoring the improved recruitment practices and identifying how the EDI agenda will be implemented and resourced at departmental and corporate level. The council is committed to a 'high priority, high ambition' focus on this and will take forward the organisational recommendations as part of our wider equalities programme.
- Deliver targeted work to narrow key equalities gaps in relation to employment and educational outcomes. These are outlined in more detail later in this plan.
- Establishing an Ealing Young People's Empowerment Commission alongside VCS organisations, to ensure voices that often don't get heard have a voice in our decision making
- Relentless focus on ending childhood poverty, ensuring we reduce the third of all Ealing's children living in poverty as rapidly as we can, and using all parts of the Council to contribute toward a Child Poverty Action Plan.

Transformation targets: Reduce the number of first-time entrants to criminal justice system, and reduce the reoffending rate among young persons who have committed serious youth violence

What we have achieved in 2020-21

- The number of First Time Entrants (FTE) entering the criminal justice system has risen slightly over the last 12 months as we support children through the COVID-19 lockdown. Our rate per 100,000 is at 251 with the London average being at 260
- There has been a significant decline in FTE over the last ten years with Ealing working with partners to keep children out of court. We have continued to provide a wide range of educational, life skills, and learning programmes online and face to face. The Integrated Youth Service has developed bespoke programmes to support and engage children throughout the lockdown.
- In addition, more children have been taken off the adjourned court cases list into the out of court process as an alternative to court to support the Courts through lockdown and to better support the children.
- The Ealing Reducing Re-offending Board for young people focuses on children most at risk of re-offending and those who are considered high risk due to their

vulnerabilities. This approach means partners work together to identify bespoke support to children to reduce their re-offending.

- The youth service has been supporting young people during the COVID-19 lockdown who are at risk of serious youth violence to keep them safe and provide them with alternative programs to divert them from re-offending
- Children who have been arrested for a knife related incident are referred to the youth justice services (YJS) for online knife crime intervention programmes. We ensure that probation also provides programmes for young people as they transition across when they are at 18. Literature has been designed by young people and displayed in youth clubs highlighting the dangers of knives. Apprentices are being recruited to provide the 'voice of the child' in the design of peer-to-peer education sessions and literature.
- There continues to be overrepresentation of Black young males in the criminal justice system, mainly for offences involving drugs, violence and robbery. We work with partners to identify alternative sanctions to custodial sentences to divert these young people away from offending. The youth service has also developed a programme to provide cultural awareness programmes to young Black boys in school as part of a longer-term plan to address disproportionality and inequality

Our strategic priorities for 2021-22

- There will continue to be a focus on reducing re-offending. The current cohort of re-offenders is very small, therefore individual focus is being given to them through the youth service and re-offending and vulnerability panel. This panel allows for outcome focused interventions to young people to stop re-offending.
- We will seek to address areas of disproportionality through the Criminal Justice system in relation to Children who are Looked After and for black boys to keep them out of the criminal justice system.
- A range of programmes and activities are being developed by the whole IYS to support children after the COVID-19 lockdown has lifted fully, ensuring they are safe, engaged and achieving their full potential. Children who need the support will be given the support particularly relating to ETE. A newly drafted youth plan will provide engagement and diversion opportunities for children in their communities to divert them away from offending, re-offending or ASB.

Transformation target: Ensure young offenders are engaged in suitable education, training or employment

What we have achieved in 2020-21

- Providing education, training and employment (ETE) to all children has been our most consistent and valued intervention to support young people into future careers. All young people who are arrested receive an in-depth assessment of their needs, and a dedicated Connexions worker and violence reduction worker identify education programmes for them, and then support them until they are suitably placed
- Currently 86% of children ending their order with the YJS are in ETE. A dedicated Connexions worker in the Youth Justice Service focuses on providing support to

children who need advice on ETE, with a whole team approach in place to support the children when they return to school

- COVID-19 has restricted the number of face-to-face programmes on offer or available ETE placements to children. All opportunities have been marketed on the young Ealing website and children have been encouraged to seek support which has been available in all schools throughout the lockdown

Our strategic priorities for 2021-22

- All children will continue to receive individual assessments of their needs to ensure appropriate ETE is identified for them, and then they will be supported until they have signed up for a placement
- Children in the Youth Justice Service will continue to have the dedicated support of a named Connexions worker to help identify appropriate opportunities
- The Violence Reduction co-ordinator will work more closely with secondary schools in Ealing to engage earlier with children who are at risk of exclusion so alternatives can be identified early to keep them in ETE.
- Programmes involving peer to peer education have been affected by capacity issues due to COVID-19 to keep the children delivering the training safe. An apprentice has been recruited to add to the team delivering these programmes in school. This will see more programmes being delivered to keep children safe.

Transformation target: Reduce the number of victims of repeat anti-social behaviour

What we have achieved in 2020-21

- Ealing's Community Multi Agency Risk Assessment Conference (MARAC) continues to coordinate enhanced support for vulnerable victims and perpetrators, and deliver rapid enforcement work, ensuring all the partnership's potential enforcement options against high-risk offenders have been considered and exercised appropriately.
- Ealing's Community MARAC has continued to increase activity and performance. 2020 saw an increase in referrals of 7.5% (on top of a 33% increase the previous year) and an increase in targeted interventions for vulnerable and repeat victims of 17.6% (building on an increase of almost 50% in the previous year). Crucially there was also a decrease in the number of repeat vulnerable victims referred into the Community MARAC.

Our strategic priorities for 2021-22

- The development and implementation of the new Safer Ealing Partnership strategy will continue, with the implementation of a spaces board to look at specific public spaces that are seeing an elevated amount of ASB and violent crime. This board will then coordinate a partnership wide response to ensure a joined up and effective response.
- The creation of an Integrated Offender Management single point of contact (IOM SPOC) within the council for improved fast time information sharing relating to repeat perpetrators is planned for 2021.

Transformation target: Reduce incidents of domestic abuse

What we have achieved in 2020-21

- The rate of incidents of domestic abuse with injury (2.68 per 1,000) was higher than for the previous 12 months, reflecting a widespread general trend of increased incidents during the pandemic and lockdown periods.
- The COVID-19 pandemic meant that all frontline community-based domestic abuse services moved to virtual working. Refuge provision in the borough remained open but with staff largely working from home and checking in with residents.
- Local helplines saw an increase in calls, with a large number from professionals and family members calling to seek advice. Not all domestic abuse services saw an increase in their referrals and those that did experienced a gradual increase.
- The Domestic Abuse MARAC after each easing of lockdown saw a significant spike in the number of cases being referred. Overall, 2020 saw an increase of 27% in cases discussed (119 more cases) compared to the previous year.

Our strategic priorities for 2021-22

- The Council will be reviewing and renewing its Violence against Women and Girls strategic plan moving forward, within a renewed focus on partnership delivery and prioritising service provision for victims and a more joined up approach to perpetrators. to reflect the changing national and local picture and current priority areas, namely:
 - Domestic abuse
 - Rape and sexual assault
 - Stalking
 - Honour based violence
 - Forced marriage
 - Female genital mutilation (FGM)
 - Child criminal exploitation (CCE) and Child sexual exploitation (CSE)
 - Trafficking
 - Prostitution
 - Tackling perpetrators
- The scoping for the refresh of Ealing's VAWG strategy will deliver a refreshed strategy in 2021.
- The tragic murder of Sarah Everard brought into sharp national focus the critical issue of male violence against women. Consultation with women's organisations in the borough is planned in 2021 to listen to views and experiences and to ensure these inform the Violence Against Women & Girl's Strategy.
- 2021 saw the development of the Everyone's Invited movement, a website where young people are able to anonymously share their experiences of abuse, harassment and assault, with a focus on education settings such as schools and University. In Ealing, there has been a multiagency response, led by education but supported with teams from across the partnership. As the council's response and

findings develop over the coming year, this will also inform the Violence Against Women & Girl's Strategy going forward.

Transformation target: Reduce incidents of assault with injury, wounding/grievous bodily harm, and common assault

What we have achieved in 2020-21

- Both the rate of incidents of violence with injury (7.47 per 1,000) and incidents of knife crime with injury (0.35 per 1,000) were well below the expected level for 2020/21.
- Ealing's Community Safety partnership has continued to support the drive for tackling violence with injury (VWI) and robbery offences through proactive initiatives and partnership work. Areas of concern have been targeted in a joined-up way that incorporates council and police resources, including CCTV, directed patrols and enforcement. Individuals (including offenders and victims) have also been targeted for intervention and support work. Enforcement work has been directed around repeat offenders, with civil legal action (including injunction and community protection warnings) used to manage repeat offenders. A similar focus operationally has been achieved through the improvements to Ealing's Integrated Offender Management (IOM) partnership.
- A focus on violence with injury and robbery forms part of the West Area Police chaired monthly Tactical Tasking and Coordination Group (TTCG) and several local partnership initiatives have been undertaken to divert resource to areas at specific times to deter and tackle offenders.
- The provision of West Area Metropolitan Police knife crime analysis means regular intelligence on knife offences and knife related incidents informs tactical decisions made locally through the TTCG and other partnership forums.
- Violence with injury offences in Ealing in 2020-21 were down by 8.84% and knife crime offences were down by 16.5%, reflecting a downward trend seen across London during the past year.
- During lockdown periods, violence related crime reduced considerably but returned to similar/expected levels when restrictions were eased.
- Under our Violence Reduction Action Plan we have used early intervention to support young people following school exclusion, or to support them if they are likely to be excluded. During the pandemic we have supported 35 children at high risk who were learning from home or excluded with programmes, activities and careers advice.

Our strategic priorities for 2021-22

- The development and implementation of the new Safer Ealing Partnership Strategy will continue, with the implementation of a Spaces Panel to look at specific public spaces that are seeing an elevated amount of ASB and violent crime. This board will then coordinate a partnership wide response to ensure a joined up and effective response.

- In addition, we have a comprehensive violence reduction plan which will help coordinate the partnership approach to violence and in particular youth violence and knife crime.
- 2020 saw the development of the Spaces Panel, a multiagency partnership meeting focusing on hotspots with high levels of violent crime. The panel includes those not traditionally involved in violence reduction, meeting monthly, to proactively address hotspots, addressing both the locations and cohorts simultaneously. The short term aims include:
 - Share existing data across the partnership to create a dynamic dataset and informed understanding of where hotspots are within the borough
 - Have an active multi-agency partnership panel, including those not traditionally involved in violence reduction, meeting monthly to proactively address hotspots with high levels of violence
 - Create a framework in which positive interventions can be used to change the dynamic of a space, encouraging accessibility and prosocial spaces
 - Engage with local communities through panel members to encourage community lead interventions where possible
- We will start work on establishing an Ealing Violence Reduction Unit, using a public health approach to preventing crime and antisocial behaviour through intensive social work with vulnerable communities.
- We will continue our work with schools who have knife offending as part of the schools safeguarding plans to demonstrate they are addressing contextual harm as part of the OFSTED guidance
- The Youth Justice Service's dedicated serious youth violence (SYV) co-ordinator will continue to support victims, perpetrators and families where SYV and/ or child sexual exploitation is believed to be evident.
- We will continue to promote diversionary programmes delivered by partners and youth services to young people to keep them engaged and supported to provide an alternative to offending.

Transformation target: Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour.

What we have achieved in 2020-21

- The borough-wide Public Spaces Protection Order (PSPO) introduced in 2019 is in place, with signage deployed to all town centres, key parks, housing estates and schools during 2020, as well as other identified areas where the order provides an additional tool for police and authorised officers to use in responding to reports of anti-social behaviour.
- Training has been delivered to the police in enforcing the order and, in addition to the high number of dispersals routinely made, over 150 Fixed Penalty Notices have been issued, with non-payments successfully prosecuted.
- The Mattock Lane Safe Zone PSPO, previously upheld by the Court of Appeal, continues to be in place, following a further unsuccessful challenge at the Supreme

Court. Cabinet decided in February to extend the order for a further three year period.

- We also operate boroughwide additional licensing for Houses of Multiple Occupation (HMOs), and selective licensing in five wards of the borough (Acton Central, East Acton, South Acton, Southall Broadway and Southall Green). This is to improve standards in the borough's private rented sector. Under these schemes 2,312 HMOs, and 8,220 privately rented homes have been licensed to date.

Our strategic priorities for 2021-22

- Further work will continue in relation to the enforcement of the borough wide PSPO, which along with the aforementioned spaces-based approach should increase public confidence in the management of hotspot location.
- Further analysis of the impact of the borough-wide PSPO is planned for 2021, including examining any disproportionality in the enforcement of the order.
- Further training for police response teams and safer neighbourhoods teams is scheduled for 2021, which will be delivered by the safer communities team.

Transformation target: Reduce drug / alcohol related hospital admissions

What we have achieved in 2020-21

- The number of drug and/or alcohol-related attendances by London Ambulance Service in Ealing fell by 20.2% in 2020-21 compared to the previous year (491 fewer incidents).
- Licensing compliance together with trading standards undertook over 57 targeted visits resulting in the seizure of 49,700 cigarettes and 5kg of rolling tobacco
- 8 off licences/ mini markets in the process of being prosecuted for being in possession of illicit/ counterfeit tobacco. Two premises prosecuted to date: Forfeiture of all tobacco, fines of £10,000 imposed and £2,000 costs awarded to the council.

Our strategic priorities for 2021-22

- We will continue to partner with public health colleagues to combat the negative effects of alcohol and drug consumption in the borough with a continued focus on off licensed alcohol sale and the proliferation of counterfeit alcohol and tobacco products.
- The rough-sleeping service will continue to work closely with other services across local rough sleeper provision for those accommodated during COVID and those who are on the street.
- Additional nursing support has been sourced for the RISE hospital liaison team. The team will provide a pathway into the new rough sleeper drug and alcohol treatment team and work closely with RISE's outreach team to engage residents identified in the hospital setting into ongoing treatment with RISE after discharge.
- RISE will be reinvigorating plans to increase blood-borne virus screening, vaccination and engagement in HIV and Hep C treatment as a matter of urgency after lockdown ends.

- In tackling drug and alcohol abuse affecting young people, two treatment staff will be placed in the Adolescent MAST team in Children's Social Care and the Youth Offending Service in the Integrated Youth Service, focused on delivering drug and alcohol screening, structured interventions and offering specialist advice and support to staff around treatment related issues on their caseload.

Outcome: Climate action

Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced. We will continue work to tackle poor air quality and to protect the environment for example by encouraging people to switch to walking or cycling for shorter journeys which can also have health benefits. We will enable a cleaner and more energy efficient borough through promoting technology such as solar energy and lower emission vehicles. We will work to bring the circular economy to Ealing, to conserve resources and create jobs. We will transform services and investments to reflect our climate commitments.

Transformation target: Increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality

What we have achieved in 2020-21

- 14 new 'School Streets' introduced in Autumn 2020 funded by successful bids to the Transport for London (TfL) London Streetscape Programme (TPS).
- Installed six cycle corridor improvement schemes with physical separation from volume traffic using light segregation features such as flexible plastic wands; or quickly converting traffic lanes into temporary cycle lanes (suspending parking bays where necessary).
- All our highways consultations now include questions on cycle parking and electric vehicles (EV) and demand to help inform future planning and implementation.
- 39 of the 150 new electric vehicle charging points planned for installation in 2021 were completed by March 2021.
- Completed the implementation of the 20mph speed limit on all Borough Roads to encourage more walking, cycling and to improve quality of life for local residents.
- Installed 7 Bikehangars and 43 Sheffield stands to boost cycle parking in Spring 2021 following successful funding bid to TfL.
- There are currently 53 registered Play Streets, where car free days can be organised and led by residents, supported by the Council through the provision and operation of Traffic Orders.
- We have exceeded the target to invest £7m into the highway network since 2018. £3.5m was granted by the administration in 2018/19, £3.5m and in 2019/20 and a further £5.1m in 2020/21. We delivered approximately 150 footway or carriageway schemes over a three-year period since 2018 with a total investment of £12.1m. This figure is further increased by adding in approximately £400k of TfL funded Principal Road renewal.
- We have made progress in eliminating dangerous junctions in the borough through the surfacing programme. Footway and Carriageway schemes may include alterations to junctions to make them safer for pedestrians, for example new pedestrian refuges, tighter radius kerbs to reduce crossing distances and reduce vehicle speeds and tactile paving or new dropped kerbs, the schemes are Disability and Discrimination Act compliant.

- Canal towpath and key activity sites feasibility study (Canal and Rivers Trust) due for completion in Spring 2021, which will help identify opportunities for increasing the canal use to support higher levels of physical activity in Southall.

Our strategic priorities for 2021-22

- Deliver eight additional 'School Streets' (starting from September 2021), funded by successful bids to the Transport for London (TfL) London Streetscape Programme.
- Continue the West Ealing Liveable neighbourhood project which aims to reduce traffic and encourage walking, cycling and the use of public transport. This includes comprehensive improvements along the Broadway and to parallel quieter routes, reduced cut-through driving by motorists using the adjoining residential areas and new walking and cycling routes, including links to the new Elizabeth line station.
- We will continue to support healthy neighbourhoods through transport schemes. All new and existing Low Traffic Neighbourhoods will be subject to a CPZ style consultation with local people on whether they think the LTNs will work in their neighbourhoods.
- We will continue to work with TfL and the Crossrail project after further delays were announced, with the Paddington to Abbey Wood section now set to open in early 2022 and the western section after that point.
- Continue to install new electric vehicle charging points in 2021 and progress negotiations currently underway with another privately funded electric vehicles charging point (EVCPs) provider for additional delivery 2021/22 onwards (subject to funding).
- TfL funded Local Implementation Plan programme expected to be resumed in December 2021 subject to confirmation
- TfL funded LIP programme 21/22 to include new pedestrian/wheelchair accessibility project and subject to social distancing measures some small events may be resumed
- Launch of first floating car club (Zipcar) with 20% EVs planned for Ealing in July 2021
- We will work with the local community to seek a solution that preserves the wild character of Warren Farm as a place for local people to enjoy nature, as well as deliver community sports facilities we know people need.
- We will work with ActForEaling to create and engage a broad community on climate action in the run up to COP26 to bring new focus on climate action in the borough, involving residents directly into our Climate and Ecological Emergency Strategy.
- We will roll out further Schools Streets programmes across the borough, ensuring that they are assessed on impact and evidence, to refine existing schemes and replicate across the borough wherever beneficial.
- We will look to transform municipal golf courses into new open community parks and sports pitches, and deliver a programme of pocket parks and road reclamation for micro parks that help mitigate the effects of climate change by providing cooling, flood protection and capturing carbon emissions with plants.
- Establishing a task force to oversee and review the Council's position on enforcement and environmental protection at the Southall Gasworks site, delivering independent air quality monitoring and complaint handling with the community.

- We will implement the borough's Biodiversity Action Plan and a programme of tree planting for our streets to grow tree canopy cover and reduce the heat island effect and help mitigate climate change.
- We will work in conjunction with the pensions fund to develop a strategy to achieve net zero carbon emission investments.
- We have allocated a further £5.1m for the 2021/22 infrastructure renewal programme. There are 29 planned micro-surfacing schemes, 19 planned carriageway surfacing schemes and 21 planned footway repaving schemes. They will all improve access and contribute to the strategic cycling and walking policies.
- We will continue to progress the Transport for London (TfL) funded Corridor Schemes, pending confirmation from TfL on the projects and funding.

Transformation target: Increase recycling rate to 60% by 2022

What we have achieved in 2020-21

- There has not been the increase recycling rate hoped for in 2020/21 but this reflects the challenges experienced across London, where for several reasons recycling performance has largely stagnated. The situation has been exacerbated by the pandemic which has resulted in an increase in overall waste generated by households. The recycling rate in Ealing remains amongst the highest in London at over 50%, having increased from 45% in 2015.
- The commercial recycling service is now offered to eligible businesses across the borough, however this has also been impacted on by the pandemic, with a reduction in commercial activity. This is currently being delivered to a relatively small number of businesses but with expansion plans for 21/22
- The council's local authority trading company Greener Ealing Limited (GEL), began operation from 4 July 2020, replacing the previous contracted company Amey. The first nine months under GEL have seen a significant improvement in performance across all relevant services and this has been delivered within the allocated budget. Reported missed waste collections are down by over 50%, the quality of street cleansing and percentage of completed work has significantly increased, with a corresponding reduction in customer complaints. These improvements have been underpinned by improvements in the terms and conditions of staff (including the payment of at least the London Living Wage to all) and the provision of an entire new fleet of operational vehicles. GEL has also implemented an apprenticeship scheme and initiatives to address levels of underrepresented groups in supervision and management positions.

Our strategic priorities for 2021-22

- We will maximise usage and materials accepted at our reuse and recycling centres in the borough to increase the level of recycling, with targets set in line with sub regional and national aspirations and linked to measures aimed at addressing the climate emergency.
- We will aim to reduce the percentage of collected contaminated recyclate via the kerbside collection service.
- In 2020, the Cabinet and the GLA approved the council's Recycling and Reduction Plan which includes a number of measures that will result in the minimisation of

waste and increased recycling in Ealing over the coming years. For 2021/22 this includes but is not limited to:

- Increased resident take up of recycling services
 - Waste minimisation awareness initiatives
 - The provision of food recycling collections to 20,000 flats across the borough
 - The expansion of commercial waste recycling service to all relevant businesses in the borough
- We will work with West London Waste Authority to identify opportunities to build a Circular Economy hub in the borough to reduce waste and create new jobs.

Transformation target: Improve the energy performance of our social housing stock, council buildings, and resident homes throughout the borough

What we have achieved in 2020-21

- The council successfully bid for £6.7m to retrofit homes and council buildings. This included four programmes: Public Sector Decarbonisation Scheme (£2.95m) to retrofit council premises (offices, centres and one school); Social Housing Decarbonisation Fund and EU MUSTBE0 (£2.04m) to prototype whole house retrofit on 64 homes and flats over two years; and the Green Homes Grant: Local Authority Delivery (£600,000) to retrofit up private homes of low-income residents.
- The council also adopted its Climate and Ecological Emergency Strategy, which saw the adoption of 12 objectives and 69 targets that will guide the council toward the 2030 ambition of becoming carbon neutral. The energy theme establishes 31 targets related to retrofitting and producing renewable energy. The strategy reflected the new design guide from Broadway Living, which drives the council's new housing stock to be a leader in creating homes that will demand less energy, be less expensive to run, contribute to the health of residents and will emit fewer carbon emissions.
- The council's Economic recovery and renewal strategy illuminates the multi-decade task of retrofitting all buildings in the borough as a key employment and skill building opportunity. Teams are working alongside West London Business, academic institutions and delivery partners to fulfil this ambition
- The council's partnership with Ealing Transition yielded funding from the GLA for four further solar panel systems installed on schools across the borough.
- We led the development of a West London Retrofit Action Plan, aimed at aligning resources and knowledge, to reach more audiences and increase the speed of retrofit in the subregion.

Our strategic priorities for 2021-22

- We will retrofit existing council housing stock to be more energy efficient over the next decade, guided by a detailed analysis of that stock due to be completed in May 2021.
- A further £1.7m is allocated to the Green Homes Grant: Local Authority Delivery programme for 2021/22.

- We will use the Public Sector Decarbonisation Scheme funding to complete upgrades on up to 30 council premises; we will bid for further funding to focus on improving schools' energy performance.
- We will develop proposals for further phases of the Social Housing Decarbonisation Fund to expand retrofit to more council homes.
- We will begin to use the planned asset maintenance works, such as heating system replacements, to decarbonise.
- We will investigate and help facilitate the development of opportunities to provide financing solutions for whole house retrofits to homeowners.
- We will adopt the Sustainable Food Systems theme, co-designed with the community, as part of the Climate and Ecological Emergency Strategy.
- The Local Plan evidence base will include several components that will underpin planning policy tools for improving energy efficiency, such as establishing a local rate for the carbon offset fund; considering extending the zero carbon buildings adopted policy to minor developments; considering embodied carbon in buildings themselves; establishing key areas for energy infrastructure, such as district heating or renewable power, to be expanded and reinforced.
- We have established a collaborative climate action hub, using the hashtag #ACTFOREALING as a way of engaging with a wide audience in 2021-22 and beyond. In partnership with several community groups, we have launched a social media-based, shared platform to link climate action to every part of life.

Transformation target: Keeping streets clean of litter, detritus, graffiti and fly posting

What we have achieved in 2020-21

- Our street cleansing performance remained within tolerance of established targets for streets free of litter, graffiti, detritus and flyposting. Improvements were seen with the proportion of streets free of litter rising by 3% points and streets free of detritus rising by 2% points in 2020/21.
- Trees planted during 2020/21 took the total since 2018 to 37,000, exceeding the administration's manifesto target of 30,000 a year early.
- Thames 21 and Ealing rangers recently completed a project to improve the river Brent to enhance its functioning and integrity while improving the habitat for fish and other aquatic biota. The work comprised of increasing the biodiversity of the river Brent through the installation of habitat, creation of new physical habitats induced by river restoration, and preventing bank erosion.

Our strategic priorities for 2021-22

- The GEL service provision will provide enhanced leaf clearance to ensure that pavements are as safe as possible for residents.
- We will continue to work with Greener Ealing & reviewing the cleansing service provision required to improve litter and detritus removal.
- We will expand the environmental steward volunteer network even though 2020/21 activity has been restricted by the pandemic.
- We will develop a targeted cross departmental environment action plan.

Outcome: Healthy Lives

What we want to achieve

Combating COVID-19, protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient.

Transformation target: Delivering the Better Lives programme

What we have achieved in 2020-21

- The Better Lives programme has continued to be delivered throughout 2020/21 with a strong focus on reducing the use of care home placements where community alternatives can be found and supporting customers maximise their independence.
- We are working closely with our partners in Ealing Community Partners and have seen some significant improvements as a result, for example realigning the management arrangements for the community team for people with learning disabilities to ensure that there is strong professional leadership in both health and social care.
- We have worked closely with partners throughout the pandemic to maximise hospital capacity and minimise community impacts. This has included:
 - Supporting and enabling an accelerated hospital discharge process.
 - Development of the first designated care setting in the country which was a model adopted nationally.
 - Holding weekly Care Home Cell meetings to provide oversight and support to the care home market to minimise impacts of the virus to residents. This has seen Ealing having bottom quartile deaths per head of population in care homes in London.
 - Holding weekly meetings with the care provider sector to ensure there are strong communication routes and processes to resolve local issues.
 - Developing additional local capacity to support infection prevention and control.
 - Continuing to provide support to the community throughout the pandemic and new working practices including statutory functions such as safeguarding and operational / business support activities.
 - Maintaining our performance for contacts, reviews and assessments throughout the pandemic, and ensured that staff have been supported throughout.

Our strategic priorities for 2021-22

- We will continue to work with NHS colleagues to ensure that Ealing residents retain and improve upon existing levels of NHS provision.
- Preparation for further waves of pandemic and winter pressures.
- Continue to focus on Better Lives programme as part of recovery.

- Explore the possibility of expanding the Council's direct delivery of nursery and day care services through a council owned company that can strip out shareholder profit.
- Ensure that the Ealing Care Cooperative is supported to test an alternative model to profit focused adult social care providers.
- Explore cooperative models for care home acquisition and homecare services that have the Council work as an active participant in the care sector to drive up standards for those in receipt of care services, and better working standards for care workers.
- Continue to work towards achieving the UNISON Ethical Care Charter and campaign for the resources from the government we need for a sustainable care service.
- Ensure access to high quality primary care services becomes a priority for our regeneration team, helping to reduce the number of single-handed practices that cannot offer the range of primary care services needed in the community.

Transformation target: Reducing the number of days delayed in hospital

What we have achieved in 2020-21

- During the pandemic there has been a halt to recording of delayed transfers of care however the Council has worked very closely with NHS partners to ensure that hospitals have been supported to make safe and timely discharges. This has comprised of a seven-day working model in place to support hospital discharges, including all public holidays.
- Acute hospital partners have publicly recognised the commitment of Ealing Council to support hospital discharges.

Our strategic priorities for 2021-22

- There will be ongoing work with NHS partners to support hospital discharges in light of COVID-19 and also to minimise delayed transfers across the system.
- We are developing a model around the Discharge to Access (D2A) proposals and will collaborate with NHS partners around crisis response.
- Planning for further waves of the pandemic and winter planning with partners which includes consideration of 7 day working model going forward.

Transformation target: Reduce childhood obesity

What we have achieved in 2020-21

- 21.2% of children aged 4-5 years had excess weight in 2020/21, whereas this level was 37.9% for children aged 10-11 years. Both these figures showed an improvement over the previous year.
- Continued to rollout the Healthy Early Years London programme in Ealing
- Child Weight Management Service switched to a virtual delivery due to the lockdown

- Healthy Start was re-instated and implemented in August 2020 across the majority of Children's Centres in Ealing

Our strategic priorities for 2021-22

- Continue to run the child weight management programme virtually for the time being with nutrition and physical activity sessions, with a view to re-introducing the in-person programme when safe to do so.
- Scope the Healthy Weight Joint Strategic Needs Assessment (JSNA) with a view to developing it
- Update the Healthy Weight, Healthy Lives Strategy and Action Plan
- Build upon the Healthy Start Programme implemented in the Children's Centres
- Deliver the 2020/21 National Child Measurement Programme (NCMP) sample collection
- Implement the provision of adult weight management services free at the point of access for specific population groups, which would have a positive impact on families including children
- Implement the 2021/22 National Child Management Programme (NCMP)
- Restart the Sugar Smart Campaign in Ealing
- Maintain Ealing's excellent support to schools through the Health Improvement in Schools service and Health Related behaviour Survey

Transformation target: Increase the proportion of 5-year olds free from tooth decay

What we have achieved in 2020-21

- We rolled out the Starting Well initiative, with specific training undertaken by staff within identified dental practices to enable them to work more effectively with families and be up to date with their knowledge on oral health related topics. Practices also worked with local schools, nurseries and children's centres and follow up work with some core dental practices will be continued in Ealing as a result of this. This work has now finished; however the Oral Health Promoter is continuing to support the practices.
- The oral health work led by the oral health promoter has been ongoing across a range of settings. Funding was also secured from NHS England to continue with the supervised toothbrushing project that has been successfully running in Ealing, with more than 4,000 children and their families participating in the programme. Training on key messages and the importance of good oral health, and the key steps that can be undertaken has been successfully delivered to a range of staff including those from general practices, childminders, children centres and other early years settings. Vulnerable families were also supported through engagement with the local foodbank, including promotion of key messages and distribution of toothbrushing packs to families.
- The 2018/19 data from Ealing shows the percentage of 5-year-olds with experience of visually obvious dental decay is 29.4% (an improvement from 30.7% in 2016/17).

Our strategic priorities for 2021-22

- We will focus on re-engagement with families via schools and promoting of key messages around good oral hygiene.
- The Supervised Tooth Brushing programme will recommence in schools and nursery settings once the lockdown restrictions are eased.
- The Oral Health Promoter will recommence with implementing the Oral Health promotion plan for the borough including in person support and sessions where possible
- We will support work specifically around looked after children to reduce impact of inequalities.

Transformation target: Reduce alcohol related hospital admission rate

What we have achieved in 2020-21

- Despite the closure of the Southall hub RISE has tried to maintain people in treatment and support them with regards to concerns about the impact of COVID-19 restrictions on people's mental health, isolation and the possibility that this could increase their vulnerability to lapse and relapse.
- RISE has continued to offer treatment to very vulnerable residents throughout a difficult year, despite COVID-19 restrictions having a clear impact on service delivery, with more treatment offered virtually.
- Despite the pandemic the service was able to pilot some innovative digital groups and peer support initiatives during this period.

Our strategic priorities for 2021-22

- Ealing Public Health has received additional funding to create a drug and alcohol treatment team to specifically target rough sleepers. This team will work closely with the ACT to engage the cohort of revolving door rough sleepers with alcohol treatment needs into structured treatment, sustaining them in treatment until they achieve a successful outcome.
- In 2021/22, RISE will continue to develop its treatment model, including a focus on supporting ethnic minorities.

Transformation target: Increase the proportion of active residents

What we have achieved in 2020-21

- Our Let's Go Southall programme has developed and strengthened a number of relationships including housing partners and key health and wellbeing stakeholders. The last year has seen two main phases in the creation of the social movement.
 - Phase 1 (the formation of teams with local people getting involved in organising activities and the introduction of the Active Communities

Campaign) led to the concept of the ACT Teams and the concept of social movement

- In Phase 2, following a successful Pathfinder funding bid we have grown the networks of residents who began their journey as organisers in the campaign and we are using distributed leadership and skills matrixing to ensure skills and resources are deployed and held in place. This is enabling a testing of delivery models so that physical and mental wellbeing activities are meeting the needs of those joining the movement.
- Residents are implementing their learning from Phase 1 to maximise their leadership skills, using online and outdoor timetables allow the movement to work within COVID-19 impacts and restrictions; using the outdoor gym as an activator for people to be active – using the green space and big community workout ethos.
- We have worked to develop and share our social movement approach with NHS Primary Care Networks and health providers.
- We have worked at all levels of the system to create, sustain and build work for the social movement in Southall - with the people, as a community led movement building, with the health sector and the Public Sector
- Undertaking a health campaign with 12 key system players and running a range of online activities from weights, running, meditation, yoga and talk sessions – through embodying the social movement building approach with a local leader running each activity
- We have strengthened local leadership, expanding the number of community organisers and increasing leadership capacity by developing a hybrid model which presents options for people to learn about their own value in being part of the movement.
- The programme is helping to provide insight around health, activity and wellbeing and helping us to understand the context and complexities of the Southall population. 79% of campaign participants who took part in our survey said that their physical activity levels have increased, while 74% said their mental health and wellbeing has improved.

Our strategic priorities for 2021-22

- Let's Go Southall will continue to accelerate and scale up its programme. We start to grow the networks and increase capacity reaching 1,000s rather than hundreds of participants over the coming year, utilising the £2.29m funding from Sport England.
- Integrate more with the health system and continuing to focus on distributed leadership across Southall as a place.
- Develop approaches, including alternative paths, with health system areas which have been difficult and align the campaign with what is needed in the system – e.g., mental health.
- A new vision for the future of Gurnell, delivering on our commitment for a new facility.

Transformation target: Provide support to residents during the COVID-19 pandemic including the most vulnerable.

This is a new target to reflect the Council's response to the COVID-19 pandemic's impact on vulnerable residents within the borough. Although the Council has done much in response to the pandemic, we will continue to maintain specific services moving forward to support vulnerable residents and support Test and Trace to reduce the transmission of the disease.

Our key achievements in 2020-21

- Ealing is providing a variety of support to residents during the COVID-19 pandemic, especially those who are most vulnerable.
- In the first wave of the pandemic (between March and end of July 2020), the council provided just over 9,700 food parcels to “shielded” residents. This was in addition to a further 3,600 food parcels to non-shielded residents.
- When direct food deliveries ceased in August 2020, Ealing Council continued to support vulnerable residents in the following ways through the dedicated Ealing Together service (Telephone and online):
 - Arranging a priority supermarket online delivery slot and supporting residents to register for the NSSF.
 - Providing contact details for supermarkets and other food retailers that will deliver and take orders over the telephone to support the digitally excluded.
 - Putting residents in touch with local volunteers who can collect shopping.
 - Providing access to Foodbank vouchers.
 - Providing support to those in financial crisis and cannot pay for food.
 - Putting people in touch with local community and voluntary organisations who offer services like, befriending, bereavement counselling and even dog walking.
 - Making urgent referrals for residents who are concerned for their welfare or the welfare of someone else.
- The Ealing Together telephone line remains open Monday – Friday and is answered by a large team of cross trained customer advisors. The advice and support provided by this service is now part of our business-as-usual service offer and will continue while demand remains.
- Since the start of the pandemic, the Ealing Together team have responded to over 10,000 inbound telephone enquiries and have proactively made over 23,700 contacts with our most vulnerable residents to carry out welfare checks and find out if they could benefit from additional support.
- Mass communications to the Clinically Extremely Vulnerable residents through a combination of email, SMS and letter have also enabled us to keep in touch with this vulnerable group and outline the support available to them.
- Significant support has been provided to those who are required to self-isolate. The council has also provided financial support to Ealing Food Bank to fund deliveries of

food parcels to those who are self-isolating to ensure they can continue to access the service.

- The Ealing Locally Enhanced Contact Tracing which ensures that all cases who have COVID-19 are contacted The LECT service began 12 November 2020.
- To date the team has contacted over 4,400 cases and successfully completed contact tracing with 56% of the local level cases. Combined with the National NHS Tier the overall contact case rate is 88.5%.

Our strategic priorities for 2021-22

- The Ealing Together phone line continues to be available for residents who require support either because they have been negatively impacted by COVID-19 or they need help in order to self-isolate.
- Despite call volumes steadily reducing, there are no plans to close the Ealing Together Line and the services offered either directly, or via signposting to third parties, have become part of the business-as-usual service offer.
- The Ealing Together Team began making outbound calls to support the drive to increase vaccine take up. The focus will be on residents over 50 who are yet to book a vaccination appointment.
- The Local Welfare Assistance Team continue to administer applications for Self-Isolation Payments and had received 5,180 applications up to 15 June 2021.
- The Local Enhanced Contact Tracing service LECT has now taken on the contact tracing of all cases from the NHS national call handlers. This has enabled the team to start contact tracing as soon as one hour after a COVID-19 positive test result.

Outcome: A Fairer Start

What we want to achieve

Ensuring all our children and young people of all backgrounds get the best start in life, from their earliest years through to a great education.

Transformation target: Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education

What we have achieved in 2019-20 (due to the pandemic no performance data is available for 2020-21)

- Exceptional performance across Ealing's secondary schools with Progress 8 (measure of progress from Key Stage (KS2 to KS4) putting them first in the whole country (Progress score 0.58 vs 0.22 London and -0.03 nationally).
- Pupil attainment outcomes at KS4 put Ealing schools in top 10% nationally for Key Stage 4 outcomes. A further improvement in 2019 and remain significantly above the national for: 9-4 English and mathematics 72% (vs 63%); 9-5 English and mathematics 53% (vs 42%) and EBacc average point score 4.7 (vs 4.1). Attainment 8 score 50.9 vs London 49.7 and national 46.8.
- KS2 outcomes have improved in all subjects and are well above the emerging national average at expected standard in 2019 against a declining London and national trend 78% reading (vs 73%); 81% writing (vs 78%) and 84% mathematics (vs 79%). Reading, writing and maths scores combined is now 71% (vs 65%) putting Ealing schools above the expected London average for the first time.
- KS5 A level outcomes improved again in 2019 with A level average point scores at 32.8 vs 32.2 London and 32.2 national Applied General courses average grade Distinction
- The transition and retention rates from KS4 to post 16 employment, education and training have improved but remain an area of focus.
- 92% of all Ealing schools have signed up to Ealing Learning Partnership for 2021-22 and 2022-23 indicating a high level of commitment to partnership working with the council to achieve its six strategic aims.
- Strength of partnership working throughout the pandemic has supported effective school recovery with very high levels of attendance recorded across settings in March 2021
- Ealing Learning Partnership (ELP) has refocused its activity, prioritising groups of pupils, schools and geographical areas disproportionately impacted by the pandemic, reviewing resource allocation across ELP to target significant gaps and vulnerable schools.
- £4m has been invested each year in upgrading school buildings through the annual schools condition programme.

Our strategic priorities for 2021-22

- Developing great teachers, inspiring great learners and securing strong leadership in schools and settings
- Sustain and improve high standards in each educational phase, supporting schools in identifying gaps in learning and access to high quality interventions, including developing a high quality, broad and balanced curriculum
- Sustain and strengthen activities aimed at leadership development and professional resilience to retain leaders in the profession
- Schools supported to improve the engagement, achievement and inclusion of underachieving groups with a particular focus on Black Caribbean pupils
- Relaunch triadic peer review across all primary schools in September 2021 with a focus on new self-assessment tools and enquiry-led learning
- Maintain high quality networks for senior school leaders in the secondary phase and across all curriculum areas to maintain a consistent focus on strategies to promote educational recovery
- Maintain high quality inclusion networks to promote deep understanding of pandemic impacts on vulnerable learners and strategies needed to secure high levels of engagement - with a particular focus on challenging behaviour and exclusions
- 'Southall in focus' post-pandemic programme sponsoring a coherent approach to rebuilding family resilience, engagement in children's learning and critical transitions from EYFS
- Begin new strategic partnership with the new Teaching School Hub to secure high quality monitoring and training for teachers in their first two years (Early Careers Teachers)
- Work with existing community advocates to expand access to Forest Schools within the borough for both mainstream and alternative education streams.

Transformation target: Ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation

What we have achieved in 2019-20 (due to the pandemic no Ofsted graded inspections have taken place since March 2020)

- Ealing has a high number of outstanding secondary schools (9 out of 15) and is now ranked 5th in the whole country for outstanding secondary provision.
- 91.2% Primary (62/68) and 93.3% (14/15) secondary schools are currently judged to be good or outstanding
- 100% of special schools (6/6) are currently judged to be good or outstanding
- The Education Inspection Framework is currently being reviewed in light of pandemic impacts and full graded inspections will resume in September 2021
- The four schools currently judged Requiring Improvement (RI) are making strong progress

- The strength of partnership working with the council lessens the likelihood that schools will voluntarily convert to academies or join other trusts
- Current indications that the Diocese may seek academy conversation for London's Catholic schools are being monitored closely. All Ealing Catholic schools maintain committed to ELP for next two years.

Our strategic priorities for 2021-22

- Ensure that all schools receive appropriate health checks in conjunction with the inspection window and that new areas of risk are identified and supported through ELP systems
- Secure wide-ranging support for all schools through ELP's school support systems and our Securing Good Programme for most vulnerable schools
- Continue to place high value on peer review ensuring that every primary school leader is trained in robust peer review models – leading and hosting between 2-3 peer reviews every year

Transformation target: Improve the progress and achievement of learners with SEND at each education phase; enhanced range and quality of provision at 16+ resulting in higher participation in employment-related pathways

What we have achieved in 2019-20 (due to the pandemic no performance data is available for 2020-21)

- More pupils on Special Educational Needs (SEN) support achieved the expected standard in Key Stage 2 reading, writing, mathematics than in 2019 and nationally (29% vs 24%). Significantly more pupils on SEN support achieved the 4+ standard in English and mathematics than nationally (41% vs 30%). Significantly more pupils on SEN support achieved a good level of development at end of early years foundation stage.
- The transition and retention rates from KS4 to post 16 employment, education and training have improved.
- Permanent exclusions for secondary pupils on SEND register fell slightly but remain at 45% of all permanent exclusions. Of the total fixed term exclusions, 29% were for pupils with SEND.
- Schools have continued to request continuous professional development sessions on the SEN expectations document and there is high engagement in the guidance and support offer.
- Strengthened partnership working between Ealing Service for Children with Additional Needs (ESCAN) and schools.
- SEN leadership continues to improve through regular SENCo network meetings, updates to Head Teachers, and training for Governance – all have been well received.
- Range of guidance provided to SENCos and schools throughout lock down, including effective remote learning for vulnerable children and young people.

- Transitions tools and resources have been updated, and an Ealing common induction day agreed to support the move to secondary schools for children with SEN/Vulnerable.
- Mental health support teams are now working with all high schools and 16 primary schools. As part the feedback from parents and schools we have developed a specific Mental Health Support Team+ (MHST+) service to support families, children and young people who have suspected or diagnosed autism and disability within primary school settings
- New Post16 Careers Hub established with John Lyons funding to make strong links between special schools and local employers – stimulating new work-related experiences for Post-16 learners with SEND.

Our strategic priorities for 2021-22

- Secure consistent expectations and experiences for all learner with SEND across schools and settings including those with Additionally Resourced Provision
- Secure high-quality engagement strategies with parents/carers at school and partnership level
- Strengthen quality first teaching for SEND through profiling DfE support tools
- Strengthen senior Leadership support and training to creative an inclusive school culture
- Develop the Post16 SEND Careers Hub in partnership with John Lyons charity
- Focus on reducing the number of fixed term exclusions for secondary-aged pupils with SEN by ensuring consistency of expectations from first fixed term exclusions and new approaches to intervention and support
- Ensure schools' access to high quality effective SEMH support to increase mainstream schools' capacity to meet the social, emotional and mental health (SEMH) needs of pupils by providing assessment, advice and intervention from specialist teachers and clinical psychologists.
- Improve access to engaging, high quality FE courses for pupils working at Level 2 and below.
- Focus on strong partnership working between schools and colleges and with employer hub to sustain participation and meet education, health and care plan (EHCP) work-related outcomes.

Transformation target: Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education

What we have achieved in 2019-20 (due to the pandemic no performance data is available for 2020-21)

- During 2019/20 disadvantaged pupils performed above the national average on all progress measures and those eligible for pupil premium close to attainment measures for all pupils at Key Stage 4.
- Black Caribbean pupils' attainment score of 4.3 has improved but remains below other groups. This group make relatively less progress from KS2 to KS4 than other

groups in Ealing schools (-0.03) but their progress score is the same as the national score for all pupils across the country.

- Fixed term exclusions remain lower than national and London levels at 5.81% vs 10.13% nationally and 7% for London but have increased by 14% to 725 instances vs 645 in 2018-19
- 14 educational settings including nurseries, primary and high schools have been actively engaged in a 2-year focused action-research programme to address the specific barriers to achievement of Ealing's Black Caribbean pupils. Focused engagement in cultural competency and unconscious bias training; peer audit/review; curriculum review alongside focused parent and pupil groups is having a significant impact. Roll out of Cohort 2 schools to start Summer 2021

Our strategic priorities for 2021-22

- We will promote deep leadership in schools in addressing equalities issues particularly those arising from the race equality review. We will sustain a programme of training on race equality for all schools in 21-22.
- We will continue to offer robust challenge to schools and mobilise collaborative approaches to all aspects of underachievement
- We will drive new activity around localities most impacted by the pandemic and use our links with external charities to draw down additional funding to build resilience in families (for example through our Southall in Focus programme)
- We will continue to challenge schools with high exclusion figures and draw attention to disparities and overrepresentation of groups
- We will maintain a concentrated focus on supporting schools develop broad curriculum pathways that are informed by pupils' aspirations and careers guidance
- We will work with attendance and safeguarding teams to maintain a rigorous focus on most vulnerable pupils including rising numbers on the Elective Home Education register
- We will maintain a focus on reducing over representation in exclusion for ethnic minority groups, through persistent challenge at senior level, unpicking barriers for these pupils and profiling best practice.
- We will offer tailored support to schools in supporting most vulnerable young people through via the Trusted Relationships programme fostering relationships between frontline staff and children and young people at risk of sexual exploitation, county lines gang crime or relationship abuse.
- The social workers in schools project provides an additional support embedding social workers in 8 schools. The project aims to improve educational attainment and support the identification of common issues in school as well as challenging current ways of working.
- We will launch Cohort 2 of our No Learner Left Behind Black Caribbean Achievement Programme (a further 20 schools) in 2021-2022 following success of Cohort 1 schools maintaining a focus on tackling unconscious bias; cultural competency and curriculum experience for our Black Caribbean learners.

- Ensure that every school has access to high quality covid-recovery activity centred on children and young people’s mental health and wellbeing and that every school has access to high quality guidance, training and platforms to build capacity in tackling new vulnerabilities and priorities.
- Strengthen high quality partnership working between schools and social care teams in meeting the needs of pupils and families and in addressing new safeguarding vulnerabilities arising from the pandemic.

Transformation target: Increase young people in education, training or employment

What we have achieved in 2020-21

- Well established behaviour and inclusion networks focus on early indicators of risk and bring together area-wide programmes focused on areas of vulnerability
- 97.6% of our 16- and 17-year olds were in employment, education and training as of March 2021
- 20 young people accessed supported internships by 2019 (up from 12 in 2018) with expected progression to work of over 70%. Greater focus on outcomes during review of EHCP at age 14 remains a priority and engagement of local employers could be stronger.
- Partnership working between Ealing schools and Ealing college remains strong with a dedicated combined focus on the “forgotten third” and pledge to strengthen transition planning for disadvantaged and vulnerable students. Focused work on communications to pupils and parents for students least likely to move onto Level 3, remains a priority.
- A well-established careers network is well attended, and four schools have achieved the investors in careers quality mark.
- Well organised networks and opportunities for primary schools to engage pupils in the world of work contributes to raising aspirations.
- The Connexions Service has been working in 11 of Ealing’s Secondary schools, plus Ark Academy, the Pupil Parent Partnership (PPP) and Ealing Alternative Provision (EAP) and four special schools, all of whom buy back the service from Ealing. This service is highly regarded by the secondary schools.
- In addressing pandemic impacts, strong systems are in place to link most vulnerable Year 11 pupils to college induction programmes and transition support.

Our strategic priorities for 2021-22

- We will build and sustain a vibrant careers network and links between curriculum and employment pathways for all pupils from primary years upwards
- We will secure high-quality post-16 provision for all young people particularly those working at Level 2 or below and those on technical pathways
- We will build sustainable partnerships with local employers, colleges and West London Alliance to increase employment for learners with SEND

- We will continue to focus on challenging behaviour and exclusion, which remain high on the agenda of all school leadership networks.
- Connexions will continue to offer the buyback process to schools to engage young people in their career options.
- Drop-in careers advice will be available for young people at youth clubs as an alternative to schools.
- Ealing Alternative Provision (EAP) and Careers Education, Information, Advice and Guidance (CEIAG) will continue to provide careers, education, information, advice and guidance appropriate to individual needs of vulnerable and excluded pupils.
- Working with Ealing's new Cultural Education Partnership, we will map young people's access to wider culture and enrichment opportunities and develop the direct contribution of charities and community providers

Transformation target: Reduce the number of looked after children through earlier and improved quality interventions

What we have achieved in 2020-21

- Children in care numbers reduced by 8.0%, from 332 in 2019/20 to 307 in 2020/21
- 70% of foster carers have now completed the Nurturing Attachments Programme which is the training component of the Brighter Futures Practice Model for Children's Services.
- We promptly adapted our service delivery to address the impact of the pandemic, in order to safeguard children and young people, to drive continuous improvement, and to support our staff and ensure their mental and physical wellbeing.
- Our support to care leavers includes newsletters, food parcels, increased subsistence payments & additional financial support for those who require it.
- Ealing Safeguarding Children Partnership has continued to meet on a virtual basis. A risk register is in place and overseen by the partnership to ensure risks pertaining to COVID-19 are understood, tracked, and mitigated
- Majority of young people in the service are receiving good levels of practical support from their workers to help them to transition successfully to independence
- Ealing has played an important role in the use of the circa £1m Adoption Support Funding (ASF) awarded to support adopters and special guardians during the pandemic.
- There have been 10 adoptions in 2020/21, down by 1 from 2019/20 and a 100% increase in adoptions compared to 2018-19. This is achieved against the backdrop of challenges facing local authorities in identifying families for children with complex needs and sibling groups.
- Successful bid in DfE's 'What Works' centre bid – Social Workers in Schools (SWIS). A SWIS team was formed and embedded eight SWIS Social Workers in eight nominated schools supported by a Team Manager
- We have successfully achieved stage 2 of UNICEF's baby friendly initiative, all partners are now working towards completing Stage 3 by May 2022.

Our strategic priorities for 2021-22

- Our Brighter Futures practice model will continue to build positive relationships with children and families to help parents and carers create solutions so that their children can remain at home or be safely reunited when it is in their best interest. Care plans will contain achievable timescales and clear, measurable outcomes that can be understood by children and their families.
- The Brighter Futures training programme for staff will be delivered to the children's services staff and wider partners. We are currently refreshing our approach to sustain the model by training and developing a group of our own managers and practitioners to deliver this programme to staff and partners in 2021. All training has been converted to virtual platforms to ensure continued workforce development during the pandemic.
- A recruitment and retention group has been re-instated, an HR coordinator is in post to take forward activities in the Recruitment and Retention plan in relation to reducing agency social workers and stabilising the social worker workforce.
- Focus on improving support and interventions for those families at the edge of care to enable them to safely remain together with effective support that enhances their life chances. A task and finish group has commenced development work in this area.
- We will continue to work towards the delivery of our OFSTED Improvement plan to enhance the quality of our children social services.
- We will continue with our effective fostering recruitment and retention campaign to further increase our number of in-house foster carers.
- We will enhance specialist interventions and improve outcomes for adolescents with new and complex multiple challenges, such as those at risk of involvement in child sexual exploitation, gangs and serious youth violence and risk of radicalisation.
- We will further embed Mentors in Violence Prevention (MVP) in schools in Ealing. This is a peer mentoring programme that gives young people the chance to explore and challenge the attitudes, beliefs and cultural norms that underpin gender-based violence, bullying and other forms of violence.
- We will enhance care leavers preparation for adulthood by ensuring pathway plans are of a high quality and developed in partnership with young people
- We will continue to deliver the DfE funded SWIS Programme

Transformation target: Increase school readiness

What we have achieved in 2020-21

- The School Readiness workstream has been established with representatives from School Nursing, Health Visiting Service Family Information Service and Early Help Services. This group is now meeting on a monthly basis.
- Following feedback from schools and partners we identified a number of key themes which resulted in the development of a number of resources for online and face to face support to children and families.

Our strategic priorities for 2021-22

- The 0-19 Healthy Child programme will continue to improve the quality and coverage of its universal offer and continue to embed a more structured targeted home visiting programme – Maternal Early Childhood Sustained Home-visiting (MECSH) for vulnerable parents in Ealing.
- The service will continue to integrate with Ealing children centres in order to improve experience of early years' service for families and ultimately improved outcomes.
- To continue catch up of 2-year reviews and school readiness
- Further work will be carried out to either refresh existing resources or identify better ways for signposting parents/carers.

Outcome: Decent living incomes

Bringing new and well-paid jobs back to Ealing and securing a strong economic recovery where good businesses can thrive

Transformation target: Help residents into gainful employment, especially those on benefits or needing other support services from the council (e.g. residents with disabilities, in debt or rent arrears, or risk of homelessness)

What we have achieved in 2020-21

- Ealing worked as part of West London Alliance to commission Oxford Economics in [June 2020](#) and a further update in [April 2021](#) to understand the impact of COVID on the West London and Ealing economy. This work has helped analyse the impact of COVID-19 on economy, jobs and sectors and inform our economic recovery strategies at West London and local levels.
- The council worked as part of West London Alliance to develop the West London Build and Recover strategy, which sets out actions and priorities for recovery across West London including commitments for councils.
- The £12.41m JETS – (Job Entry and Targeted support) programme will support over 9,000 West London residents that have been recently made unemployed to develop new skills and retrain to enhance resilience in a difficult labour market.
- The council is involved in many current bidding exercises across West London to support the delivery of West London and local employment and skills recovery strategies including bids for green skills to the GLA and ESF for employment support for the most vulnerable.
- West London Alliance and the boroughs commissioned a skills demand and supply report in 2020/21. The [skills demand tool](#) was recently launched informally to partners across West London and allows providers to assess demand and supply of skills, which will prove to be a very useful tool to aid economic and skills recovery.
- The council and partners are currently working with partners to make the [Ealing Work West](#) website a hub of opportunity in the borough, offering residents a 'one stop shop' of provision and partners and businesses a platform to access or promote a broad range of employment and skills provision. We are working with colleagues in the recovery skills group, partners and employers to meet our council strategic objectives by ensuring residents can 'easily access' jobs, training or support that will increase their chances of securing employment.
- Green skills – we are working with our college and employment support providers to expand the range of training available locally including in active travel, low carbon and environmental sustainability as well as across communications, warehousing and logistics.
- Health and Care - During the pandemic we saw a surge in the demand for the Health and care social sector, to assist we successfully supported WLA with the NHS mass vaccination recruitment campaign. The team processed over 380 x NHS applications, which led to residents receiving training in the sector and some accessing employment with the NHS and other healthcare providers.
- Supporting the most vulnerable - The council set up the Recovery skills group in 2020 to better coordinate access to jobs and training. The council has recently been

awarded DWP funding (Community Budgets) to support vulnerable young people and adults/families on Discretionary Housing Payments (DHP) benefits to increase capacity.

- Southall Jobs Partnership - We have also established area based partnership activity starting with Southall Jobs Partnership which will coordinate area based employment activity in Southall.
- Employment support - a total of 502 residents were supported into employment during the year as a result of council schemes and partnership work. During the same period, excellent partnership with services and training providers resulted in 1688 qualifications achieved by Ealing residents.
- Despite the Ealing Work West job brokerage service being severely impacted by the pandemic it was able to support 736 residents with employment support and advice, 196 residents to achieve a qualification, and 74 residents into employment. The service has also been working with Heathrow Academy to share employment and skills opportunities with aviation staff seeking employment
- We established excellent partnership with local organisations and businesses such as OPDC and HS2, enabling us to provide our local jobseekers with direct access to multiple employment opportunities. We have distributed over 430 vacancies across the borough and have built a reputation as an employment hub for residents and local partners. In addition to this we also set up a provider forum that brings together key partners to provide all with better access to jobs and training opportunities.
- Apprenticeships - we have made very strong progress on apprenticeship opportunities by generating a total of 719 apprenticeship vacancies since 2018 until March 2021, and by May 2021 we exceeded the manifesto target of 750 apprenticeship vacancies by achieving 761 vacancies. Despite the pandemic, businesses have continued to create apprenticeship vacancies and 139 were generated between April 2020 and May 2021.
- Kickstart - The council is now a Kickstart Gateway Organisation as well as an employer of Kickstarters. As of May 2021, the council supported the creation of 144 placements.
- Since March 2020, Ealing Adult Learning (EAL) service has been delivering 100% of its courses online. We have invested in improving our digital infrastructure in order to develop new ways of learning.
- Unlike many other providers in London, and despite the impacts of COVID-19, the service met and exceeded its delivery target by 3% with 1050 unique learners and a total of 2779 enrolments (data as of July 2020). This growth resulted in securing additional Adult Education Budget funding for 2020/21 to further develop the course offer and provide support to residents. These included the GLA Innovation Fund and the COVID-19 Response fund. 816 residents have benefitted from Employment and Health and Wellbeing targeted courses.

Our strategic priorities for 2021-22

- The council has been working with the West London Alliance (WLA) and local partners to develop strategies and delivery plans to respond to the impact of COVID-19 on the economy, skills and jobs.
- The Economic recovery and renewal strategy has three strategic priorities for skills and employment
 - a. Youth offer – Kickstart, Traineeships; Apprenticeships; employment support

- b.** 'Single front door'- joined up offer within the council and borough – clear employment pathways – better access to external services and provision
 - c.** Skills for Jobs pathways - co-design training (AEB); expand provision; sector focused training and employability (ESOL, digital, maths, family learning; Green Skills; Health and social care; Digital; Cultural and Creative)
- We have adopted two approaches to the delivery of the Economic recovery and renewal strategy which seek to ensure that we address the rising inequalities due to COVID-19:
 - a.** Area based interventions – we will establish local area jobs partnerships in areas of the borough which are disproportionately impacted by unemployment as a result of COVID-19 – starting with Southall and then Acton and Northolt.
 - b.** Vulnerable groups – we have established a recovery skills group across the council – this group will provide better access to and coordination of services to support vulnerable groups into training and work. The focus of this group will be – care leavers, youth justice, SEND, homeless, vulnerable parents, those in housing difficulty and rent arrears and debt, adults with disabilities etc.
- We will carry out scoping and background research towards expanding our jobs brokerage unit into a cooperative skills brokerage, enabling those with skills to form their own cooperatives and initiatives.
- We will work towards a Big Industry Experience initiative, brokering opportunities for our young people to access STEM and modern manufacturing work experience and paid internships in our growth industries.

Outcome: Inclusive economy

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

Transformation target: Implement the for economic renewal and recovery strategy

The council published its draft plan for economic recovery and renewal, in December 2020 with a consultation process closing at the end of March 2021. It purposefully focuses on goals and objectives for the shorter term (18 months, having commenced in 2020/21 Quarter 3), which is realistic given that COVID-19 is yet to be eliminated, the vaccine roll-out continues, and the council must maintain a prudent approach in carefully balancing its priorities within increased resource constraints.

The strategy recognises that an economic recovery and renewal is interdependent with other key economic challenges beyond COVID-19, most notably the climate emergency, structural inequalities in society and the quality of the borough's commercial areas and neighbourhoods in accommodating for greater levels of movement and activity between local neighbourhoods and their local commercial centres. Consequently it focuses on four key action areas with their goals listed below.

Our action areas and goals for economic recovery and renewal

1. Supporting Climate Action

To ensure that the impact of COVID-19 does not eclipse the council's commitment to achieving net zero carbon emissions by 2030 and use it as an opportunity to focus policy and investment to create a green economy in Ealing that will engender a more sustainable recovery and renewal of the borough, making it more resilient to future shocks.

2. Supporting Residents

To tackle entrenched disadvantage through a partnership approach to jointly secure public and private investment and optimise spend. This will be manifested by a 'single front door' approach, an easier pathway to find jobs, reskill and retrain for growth sector jobs including green skills, health and social care, and the creative, digital and film sector.

3. Supporting Businesses

To work in closer partnership with existing businesses to help with their adaptation to a socially distanced economy and proactively reach out to new businesses presenting Ealing as a strong place to start and grow a business in a local economy that will be more resilient and diverse as the borough recovers and renews from COVID-19.

4. Supporting Neighbourhoods

To use COVID-19 as a mandate to radically reimagine and repurpose our commercial areas (town centres and industrial) so they provide more employment, cultural and leisure opportunities for residents to enjoy and thereby enable a more inclusive and sustainable local economy.

- We will continue to deliver our Economic recovery and renewable to support businesses, residents and neighbourhoods through an economic recovery plan that delivers a fairer and greener economy.
- We will develop a New Local Plan for the borough that enshrines the principles of 'good growth' in all future investments, development and enhancements of the built environment including a renewed focus deliver significantly more employment opportunities as part of the ongoing strategic investments across the seven towns.
- As part of the New Local Plan evidence base, we will develop an ambitious and sophisticated approach to intensification of our industrial areas to deliver more local employment and refresh our inward investment strategy so it helps attract the very best businesses to the borough focusing on emerging and growing business sectors that will provide more secure jobs for the future. This will be underpinned by a policy approach to securing affordable workspace across the borough.
- We will develop an inclusive economy strategy and delivery plan, which will be in part underpinned by the Economic strategy for recovery and renewal. The inclusive economy strategy will be co-developed with a range of partners, including businesses, workers, developers, investors academia and the resident community. The inclusive economy strategy will have a strong focus on how existing businesses can innovate and diversify to adapt to the new economy, and will set out an approach to enable greater levels of job growth through emerging and more resilient sectors such as the green economy, creative and digital industries, health-tech and research and development.

Transformation target: Ensure the council delivers value for money by being an efficient and commercial organisation and maximises the power of technology to transform residents experience of interacting with the council

What we have achieved in 2020-21

- In the last year we have continued to implement our digital programme, reviewing council services to make them easier to access and cheaper to provide. Last year in addition to council tax and benefits (implemented Dec19) business rates and housing rents and repairs services moved online for the first time. In total over 109,000 accounts have been created on the MyAccount portal by local residents and businesses. The portal helpline continued to assist customers with registering and accessing the new services provided.
- We have also worked to map digital exclusion in the borough and piloted a network of digital champions to provide practical support to those who need more help to get online and access services.
- The capacity provided by our new digital solution was also critical to our ability to manage contact and triage of need with around 35,000 shielding residents during the COVID19 response.
- In response to concerns that residents did not fully understand the scale of the financial challenge faced by the council we launched a campaign communicating this message directly using simple graphics and messaging supported by engagement by senior officers at ward forum meetings. This transparent approach has also informed the more recent #payyourbill campaign where we have sought resident support to ensure that the government meets its commitment to fully

reimburse the council for the cost of its COVID19 response and raised awareness of the risk of service reductions if this does not happen.

- The council continues to drive value for money across services by striving to work more commercially and focusing on value across contracts. The commercial hub team has specialist category procurement leads who have supported all council services to achieve savings of circa £5m.
- The priority to maximise in borough spending has been exceeded with 22% being spent on business within Ealing. Breaking this down further, 67% of our total spend was with small and medium size businesses.

Our strategic priorities for 2021-22

- We will continue implementation of the digital programme to bring more services online and make existing process more user friendly including environmental services and adult social care. We will continue our work to understand and respond to digital exclusion.
- We will also develop a strategy to engage with the market to maximise the quality of digital infrastructure in the borough in order to give residents access to high quality connections, enable local business and support service delivery.
- The commercial hub has continued to engage and work with service areas to deliver savings. This process includes revisiting in year non-achieved savings and developing new proposals for 2021-22.
- To work with the Living Wage Foundation as an accredited employer to agree an action plan to address contracts that do not currently pay the Living Wage and lobby Government for the national funding solution we need to be able to address areas such as adult social care.
- Reviewing our Social Value policy to ensure we adopt a community wealth building approach in using our procurement powers to encourage union representation in the workforce, decent pay, ending the use of zero hours contracts and securing good terms and conditions for workers.
- A default expectation on all contracts to explore insourcing services to strip out shareholder profit.

Transformation target: Enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents

What we have achieved in 2020-21

- We have continued to embed the council's latest values and behaviours for our staff, through briefing workshops for mixed staff groups and teams to help raise awareness and understanding of the values and behaviours. The team sessions have had an additional focus on the development of a team action plan which specifically incorporates areas of development from a behavioural, systemic or process perspective. The values and behaviours framework seeks to ensure all our staff are equipped to provide the best possible service to our residents.

- We have obtained Cabinet approval in March 2021 to proceed with the complete relocation of staff from Perceval House prior to the construction of the new office and approval for the Perceval House redevelopment from Ealing council's Planning Committee.
- We have carried out a working locations survey to understand staff's perspective over the longer term whilst the new office is built, on how many days per week they might want to come into an office-based environment (and what resources they might need) and how many days per week they would like to work from home. The information from this is being used to help plan for the staff relocation process.
- We have successfully adapted to a flexible working model due to COVID 19, with the vast majority of staff being able to work from home and service delivery having been maintained. The working location survey found that only 1.4% of staff said they can't work from home either due to the nature of their role or personal circumstances.
- We have obtained Charity Commission approval for the proposed repurposing of Ealing Town Hall and have commenced a phased relocation of services and decommissioning of the building.

Our strategic priorities for 2021-22

- We will continue to embed the council's values and behaviours including through the continuation of our mandatory staff training programme.
- We will ensure that the work undertaken on equality, diversity and inclusion, most notably the forthcoming recommendations from the Race Equality Commission and the review by DWC are firmly aligned with the values and behaviours to help facilitate tangible cultural change.
- We will, through delivery of the New Ways of Working programme, continue to support our staff to adopt new working practices as we redevelop our headquarters building Perceval House. We will continue to put staff health, safety and wellbeing at the core of this programme of work and support staff to have the skills and tools they need to work and manage remotely.
- We will seek to obtain GLA and Secretary of State approval for the redevelopment of Perceval House following the Planning Committee decision to grant permission.
- We will plan for and lead the successful full relocation of staff out of Perceval House in line with the agreed timelines with Vistry.
- We will continue to manage a phased decommissioning of Ealing Town Hall in line with the programme agreed with our development partner and commence building work.

Outcome: Genuinely affordable homes

Delivering our radical programme of social rent council house building, and ensuring our tenants are empowered and have ownership of their communities

Transformation target: Increase new housing development

What we have achieved in 2020-21

- Good progress continues to be made across our estate regeneration programme.
 - Ealing currently has seven active regeneration schemes of which four are with our partners; Havelock – Catalyst; Acton Gardens – Countryside and L&Q; Green Man Lane – Rydon and A2 Dominion; Dean Garden – Clarion Housing Group. These are all multi-phased and multi-tenure projects requiring further decant, demolition and redevelopment until they are complete. All schemes are ongoing with building happening across many phases, with the exception of Havelock which is currently under review to progress the regeneration with Catalyst.
 - There are three housing regeneration schemes that sit with the council occupying the role of developer. On completion the council will eventually become owner of the social rented homes provided. These are Copley Close, Golf Links and High Lane all of which are multi-phased, multi-tenure housing projects with some way to go before all of the homes are redeveloped.
- Work on the evidence base for the New Local Plan consultation has continued with a revised programme being developed.
- During 2020/21 a total of 1,312 affordable homes were either completed or on site, 582 of which are genuinely affordable (GAH). So far since 2018, 4,643 affordable homes, including 1,965 genuinely affordable homes, have been completed or are onsite.
- A new Housing Asset Management Strategy is in place to ensure the right priorities are reflected in a total capital spend of £110.5m in the five years to 2025-26.

Our strategic priorities for 2021-22

- We will explore opportunities for a council owned construction contractor as part of Greener Ealing Ltd (GEL). As a first step initial feasibility options will be considered by GEL and housing in respect of the repairs service.
- We will continue with our extensive estate regeneration programme, delivering a large number of better quality, affordable homes to our residents, making further progress towards achieving our 2,500 genuinely affordable homes target by 2022.
- We will continue to deliver the Broadway Living business plan including a £390m investment to enable delivery of the 2,500 genuinely affordable homes and affordable homes beyond 2022.
- We will continue our housing safety programme in response to the Grenfell inquiry and the Hackitt review both as a social housing landlord and in working with the private sector. The Council has established a Housing Safety Executive Board to

oversee all matters relating to safety in our housing stock and to consider the implications of the Fire Safety Bill and Building Safety Bill which will pass into legislation in the legislative year 2021/22.

- We will support access to a Renters Rights Union through exploring having an Ealing branch of the London Renters Union.
- We will work with local community groups to deliver genuinely affordable housing managed by a community land trust.
- We will secure the next generation of extra-care, supported and sheltered accommodation.
- We are committed to no net loss of social homes on any estate in Ealing, and a guarantee of an estate ballot with the right to return for all tenants on their existing tenancies, with no exemptions.

Transformation target: Build more than 2,500 genuinely affordable homes

What we have achieved in 2020-21

- We have worked closely with housing associations and developers in the borough and played an active role to support and promote good quality housing in the borough. Despite the current challenging circumstances Ealing has stepped up its own development activity to bring forward more of its own sites and those in partnership.
- We have committed to designing and delivering zero carbon homes in line with our climate commitments.
- Number of genuinely affordable homes completed and onsite at the end of 2020/21 measured against the target of delivering 2,500 between 2018/19 and 2021/22 was 1,965
- Number of affordable homes, including GAH, completed and onsite over the same period was 4,643
- COVID-19 initially disrupted the programme of construction and the impacts to the programme are being dealt with on a continuing basis.

Our strategic priorities for 2021-22

- Despite a slowdown of activity during the lockdown period we will continue to deliver our construction programme.
- We will continue to work to ensure that we meet or exceed our target of 2,500 genuinely affordable homes by 2022.
- Agree a revised and updated investment programme for the Broadway Living Registered Provider and establish Broadway Living as fully operational council-controlled company to support delivery of our aspirations for genuinely affordable housing.
- Submit a bid to the GLA for grant as part of the 2021/26 Homes for Londoners programme.

Transformation target: Reduce placements into temporary accommodation

What we have achieved in 2020-21

- We have reduced placements into temporary accommodation by preventing and relieving homelessness.
- There were 400 fewer approaches in 2020/21 due to the eviction ban
- Homelessness preventions in 2020/21 exceeded last year's figure even though there were significantly fewer approaches. In total almost 50% of homeless approaches to the council resulted in prevention.
- Work on delivery of the Poplars hostel was halted over the COVID-19 period due to H&S reasons but has now recommenced.
- The number of households in temporary accommodation has reduced slightly in 2020/21
- Families in B&B reduced from 68 at the beginning of the year to 16 at the end of March 2021. 222 children were in B&B in April 2020 but there were fewer than 38 by the end of the year in March 2021.
- Ealing has joined Capital Letters (a collaboration between London boroughs to improve housing options for homeless households by establishing a not-for-profit organisation that will procure accommodation on behalf of the boroughs) and has been receiving properties through the scheme since April 2020. Capital Letters have been building their Housing Management capacity in 20/21 and will start to take on leases in 2021/22
- 398 verified rough sleepers have been accommodated under the "everyone in" policy. 218 have been moved on to into supported housing or the private rented sector.

Our strategic priorities for 2021-22

- We will continue to purchase accommodation in the private sector to add to the supply of accommodation for homeless families. We have purchased 41 properties in 2020/21 and we will seek to expand the programme further in 2021/22.
- We will seek to maintain the council housing stock at the decent homes standard, ensuring the housing stock reaches higher energy efficiency ratings and supporting the council's response to the climate emergency.
- Progress on the Academy Gardens PLACE modular homes scheme.
- We will implement the transfer of some Ealing leases to Capital Letters in 2021/22.

Outcome: Good growth

Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes great places people want to live

Transformation target: Increase new commercial development

What we have achieved in 2020-21

- St George continued construction on site during the COVID-19 pandemic period however the need for social distancing and other impacts on construction has slightly delayed the Ealing cinema handover.
- In June 2020 the council established the High Street Task Force with representation from a cross section of council teams, external business representatives and local councillors to deliver a co-developed High Street Action plan. The plan's key objectives are to support Ealing's high streets to survive and thrive building on its collective strengths, identify inward investment opportunities by leveraging resources through intellectual and financial capital, and deliver an action plan to address the challenges of Ealing's high streets and deliver inward investment. The taskforce also took responsibility for investing around £600k to help the high streets re-open safely during 2020/21.

Coronavirus Business Survey

- Over a thousand responses were received to our Business Survey in April 2020 from local businesses following the outbreak of the pandemic. Results from the survey were instrumental in understanding the impact of the pandemic on local businesses, where support was required and which businesses could provide additional help such as resources, stock, time etc to support their local communities.
- Based on the survey results we also delivered a number of webinars on accessing finance and other business support information and tips.

Working in Partnership with Business

- In partnership with West London Business (WLB) provided financial support to the business advice line to enable businesses access advice, information, and support from a specialist business adviser.
- Co-hosted and delivered webinars providing up-to date information and signposting to local businesses (West London Chamber/ West London Business/ Park Royal Business Group/ Ealing BIDs)

Stimulating the local economy

- Nearly £132m grant has been awarded to over 21,000 local businesses in Ealing alongside £103.3m in business rate reliefs.
- A £1.92m grant has been allocated to support existing businesses and attract new businesses to the borough, through a range of initiatives around land use policy, enabling development, digitisation, adaptation, and innovation.
- We have continued to support the development of business incubator and flexible working spaces. The refurbishment of the Shop in Acton (98 Churchfield Rd) is

complete and a variety of potential uses being explored using the space to support young artists and activate the area.

Our strategic priorities for 2021-22

- We will work with our business partners to build on the work of our High Streets Taskforce and agree and deliver an action plan to:
 - support business survival and enable adaptation to a new economy
 - enhance supply chain networks and business-to-business opportunities
 - develop a sophisticated inward investment programme focusing on the creative, digital and film industries
- Develop an Ealing Business Board or Forum to bring together key business sectors and allow knowledge sharing with other institutions, including the council, public partners, academia and private investors.
- Deliver a range of business grant programmes to help existing businesses survive and thrive in a new economy and create a legacy fund to better support innovative enterprise, entrepreneurs and pioneer businesses to be retained in the borough and to attract new business in order to diversify the economy and make it more resilient to future shocks.
- Ensure place-based enhancements and investments into the borough's neighbourhoods are framed by the right mix of commercial floorspace to help stimulate an economic recovery and ensure neighbourhoods become more economically diverse and resilient.
- Local Plan preparation is continuing with a series of important evidence base reports already published or commissioned. A new digital engagement platform has been procured. Additional work on the creation of a communications toolkit and the detailed content of future campaigns has also been commissioned. An early round of early public and stakeholder consultation will be undertaken in Summer 2021. Formal statutory public and stakeholder consultation on initial proposals is planned for Autumn 2021 (Regulation 18) and Autumn 2022 (Regulation 19), with formal Adoption by the end of 2023.
- A series of further Local Plan evidence base reports will be completed shortly including, most notably, work on the characterisation/design and infrastructure planning. Further work will also be commissioned including, for example, studies on inclusive growth, sustainability appraisal, health and green infrastructure.
- The reviewed Local Plan will provide a planning policy framework for balancing the needs for growth in housing (including affordable housing) and employment generating land/floorspace with significantly higher expectations for urban greening and biodiversity.
- We cannot deliver the homes and jobs that people need without community confidence. We will implement a range of measures to ensure that communities are at the heart of regeneration including:
- A review of the Character of Ealing's local areas is in the final stages of preparation for consultation firstly with members and then the wider public. This study sits within the overall context of the review of the Local Plan and will incorporate consideration

of possible planning policy approaches regarding taller buildings based on evidence relating to suitable sustainable locations (around growth and public transport nodes) and sensitivity (i.e., impact on local areas/sites of conservation or heritage value)

- Implementing 'town' development plans, created with communities (partly through a Community Review Panel process), setting out the vision and infrastructure needs of the borough's seven towns
- A 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 growth.
- A publicly accessible register of any meetings between developers and councillors
- No Ealing councillor attendance at the MIPIM conference in France.
- Undertake a feasibility study in Southall to assess the appetite for a Business Improvement District (BID). A positive outcome would signal the start of a series of projects and consultation with businesses in Southall to develop a business plan – the basis of which businesses would vote for. A "Yes" vote would mean that the business plan would be delivered for Southall BID members.
- Create a framework through a digital strategy that strengthens the Council's engagement and negotiations with mobile network operators (MNOs) and providers to maximise commercial and social opportunities generated through their operations and deployment of their assets in the borough.
- Continue to deliver the High Street Action Plan via the High Streets Taskforce, including the investment of an additional £600k to welcome back greater levels of commercial activity in our town centres.
- Undertake a boroughwide industrial land capacity analysis to identify land for employment-led intensification and support the New Local Plan.
- Undertake town centre masterplans for Northolt and Greenford to set out a strategic approach to attracting inward investment and development of new commercial floorspace.
- Ensure the OPDC has a stronger commercial focus on the North Acton/Park Royal area to enable greater levels of commercial floorspace and job growth.
- Support the re-opening of a cinema in Ealing Broadway. The handover of the cinema building to Picturehouse is now scheduled for summer 2021 and, following fitout, the cinema is planned to open in early 2022.

Transformation target: Improve the quality of the place through inward investment

What we have achieved in 2020-21

- Regional Network Solutions (RNS) were commissioned to undertake a focused piece of work to review council owned infrastructural assets and identify opportunities where we can play the role of enabler to improve internet connectivity, attract investment and explore ways in which we can address the important issue of digital access and affordability for all.

Our strategic priorities for 2021-22

- Continue to look at opportunities to improve internet connectivity and attract investment to improve digital access and affordability.
- We will complete consultation on a new boroughwide additional HMO licensing scheme as well as a new selective licensing scheme which will apply to 15 of the 23 wards of the borough, an increase of 10 wards.
- Where controlled parking zones (CPZ) are in operation any planning permission will be accompanied by a S106 legal agreement that will prevent future occupiers of the new residential units from obtaining residential parking permits.
- Planning applications for residential development continue to be considered on the basis of providing the lowest ratio of on-site car parking possible and the starting point for most negotiations is that the scheme should be car free where accessibility to public transport allows.
- We will continue to work innovatively with social landlords and private developer partners to ensure that we meet or exceed our target of 2,500 genuinely affordable homes by 2022.

Outcome: Thriving Communities

What we want to achieve

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.

Transformation target: Improve the quality of the place through increased participation

What we have achieved in 2020-21

- Following a successful 2019/20 (79,378 attendees), the number of residents able to take part in the boroughs cultural offer in 2020/21 was severely reduced due to COVID. The Ealing Summer Festival and all associated activities were cancelled.
- The 18th South Asian culture-fest, London Mela was held online and virtually for the first time ever on 7-8 November 2020.
- In 2020/21 there were 3,073 (34,500 in 2019/20) visitors to Gunnersbury Museum and Pitzhanger Manor and Gallery had 3,150 (58,336) visitors with a further 3,182 who engaged through outreach activities with schools, children, adults, Special Educational Needs. The COVID-19 pandemic resulted in site closures for a long period of the 2020-21 Financial Year. Although some activities were able to be transferred online, the visitor figures reflect these constraints.
- We remained 6th out of all other London boroughs with regard to the number of Green Flags awards received in 2020/21, which reward well-managed parks and green spaces. In the annual Good Parks for London report, Ealing was placed 9th in London in 2020/21.

Our strategic priorities for 2021-22

- The Festivals & Event service will focus on achieving five key aims between April and December 2021 as a roadmap to cultural recovery in the borough. This includes:
 - improving cultural engagement opportunities for the residents of the borough by ensuring more events take place throughout the borough and are therefore more accessible to its residents
 - encourage participation in the borough's cultural events programme through successful partnerships and providing employment and performance opportunities at events the service produces
 - improve the environmental sustainability of the events programme through leading by example and providing practical guidance to the borough's event organising community
 - develop audiences and improve the economic impact of the events programme by using this transitional year to lay the groundwork for audience development (in partnership with the Audience Agency) in subsequent years by gathering relevant baseline data

- and generate income through park hires by implementing the recommendations that came about through the January 2021 programme analysis completed by the department
- Our parks and open spaces will be sustained to continue their vital role in supporting and improving community life for everyone living, working, studying in Ealing or visiting post COVID. Parks have applied for an additional site for Green Flag Awards this year, with the inclusion of the recently refurbished Bollo Brook Park, which if successful, will bring the borough total to 21 Green Flag sites and 2 Community Green Flag sites.
- The Ealing Parks Foundation will give local residents, community organisations, and local businesses, a real chance to have their say in how we can get the best from our parks and open spaces now and for future generations. The Foundation will work in partnership with the council, local community groups and others, developing ideas from creating a new local green space using neglected land - to a new nature trail, or park fitness equipment for the elderly. Working collaboratively, we will secure new funding opportunities to help make this happen.
- The Parks Team will continue to support community organisations and residents to engage in parks management opportunities in many ways including advice, guidance and logistical support (e.g. collecting bags of litter) where appropriate.
- Developing plans for Pitzhanger Manor and Gallery beyond COVID to build and grow to ensure a sustainable and sufficient base of annual visitors to ensure that this is a thriving and financially viable site.

Transformation target: Encourage and create more opportunities for volunteering and community participation in local activities

What we have achieved in 2020-21

- The process to transition the four Ealing Library branches (Hanwell, Northfields, Perivale and West Ealing) to community partners to run as community-managed libraries (CML) took place between January 2020 and December 2020. This has been achieved despite the pandemic; where we have faced challenges relating to the decanting of the branches for CML, refurbishments, facilities management, health & safety and building compliance issues. This model provides a mechanism for communities to get involved in the running of their local library to ensure its sustainability and future. The community partners have formally constituted bodies with robust governance structures to deliver the community libraries and have recruited over two hundred volunteers.
- As part of our Ealing Together response over 1,000 local people registered with the council to volunteer. As lockdown has eased, we have been working with our partners in the voluntary sector (Ealing and Hounslow Community Voluntary Service, EHCVS) to put together a programme of engagement to signpost these residents to ongoing volunteering opportunities.
- Reshaped the Thriving Communities programme to learn the lessons from the COVID-19 pandemic relating to engagement, participation, volunteering and community resilience.

- We are already trying new ways of engaging residents in taking a lead in managing parks and open spaces. Volunteering activity in our parks has been recorded since 2019 and is divided into five categories: litter picks, biodiversity (enhancement) tasks, horticulture, site management (including work by Friends groups and gate locking) and citizen science (often in conjunction with key partners and groups such as Ealing Wildlife Group)
- During 2019, the Parks Service and community groups initiated over 32,000 hours of volunteering. In 2020, despite the global pandemic, volunteering activity rose to approximately 43,700 hours. Although biodiversity, horticulture and citizen science activities were less than half the 2019 figures, the huge increase in hours has come from litter picking which increased from approx. 4,500 hours in 2019 to a staggering 27,800 hours in 2020. The greatest Active Citizen's success was LAGER Can and litter picking. With the increased use of parks due to the pandemic in the summer, the littering in parks increased to approximately three times normal levels. This triggered a public outcry to deal with the problem and using social media we could signpost people to join LAGER Can, get free picking kits and become part of the solution.
- We continued to deliver our voluntary and community sector grants programme

Our strategic priorities for 2021-22

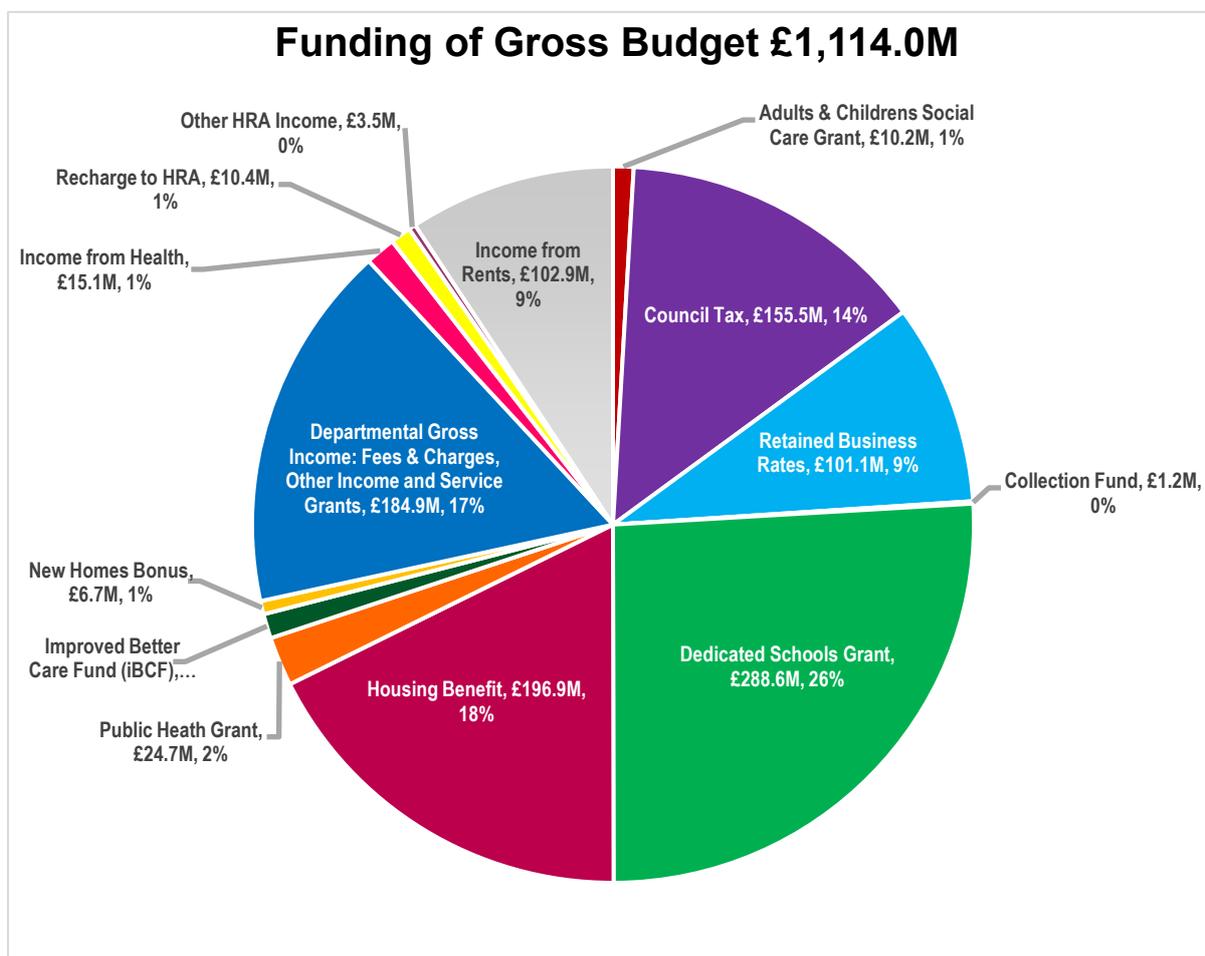
- Continue to ensure the thriving communities programme is re-shaped to learn the lessons from the COVID-19 pandemic relating to engagement, participation, volunteering and community resilience.
- We will explore new ways of engaging residents in taking a lead in managing parks and open spaces.
- Continue to deliver our voluntary and community sector grants programme and work in partnership with the voluntary sector and Clinical Commissioning Group to review the Compact to strengthen our partnership.
- Deliver a small grants programme in partnership with Central and North West London Trust to enable voluntary sector organisations to deliver projects with a focus on supporting and promoting wellbeing.

Resourcing our delivery

After experiencing years of government funding cuts, the financial settlement in 2020/21 and 2021/22 provided additional funding to local government. While the Council has seen an increase in central government funding, many service pressures continue to increase.

Ealing Council is delivering on the objectives of its Council Plan which focuses on improving the life of the residents and most vulnerable in the borough while working with significantly reduced budgets after a prolonged duration of successive funding reductions. The 2021/22 budget strategy saw a much-needed revenue investment (c. £16m) back into vital areas to provide a sustainable platform for services to be delivered from.

The chart below shows how our gross budget for 2021/22 is funded.



The council's revenue budgets are separated into the general fund, the schools budget, (funded through a dedicated schools grant), and the Housing Revenue Account (HRA). Most of the Council's activities are funded from the general fund which has a net budget of £256.15m in 2021/22. The council's gross expenditure is more than £1 billion including schools and the HRA. The chart below shows the composition of funding and a summary of where the budget is spent.



In February 2021, cabinet approved the council's budget strategy for 2021/22 which set out the approach to deliver a balanced budget over the next three years. To achieve this the council will have to close a budget gap of £52m. The financial environment for the council will continue to be extremely challenging in the years ahead, as we make difficult decisions to ensure a balanced budget from 2022-23 onwards.

Measuring our progress

In order to measure progress towards delivery of our Council Plan objectives we have set ambitious targets for a total of 79 performance indicators. The performance framework has taken into account the drastic impact of the COVID-19 pandemic on some services, and therefore performance measures. The most affected services are schools and delayed transfers of care, where performance reporting has ceased for all or part of this year.

The performance set now also includes three new performance measures for our climate and ecological emergency strategy.

The table below provides how we have performed in 2020-21 as well as our targets for 2021-22.

We will also consider the findings of the Race Equality Commission and may add additional targets to our performance indicators towards addressing specific inequalities.

Table 1: Council Plan performance indicators and targets for 2021-22

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
Tackling inequality	Understand the causes of inequalities in the borough and take action to narrow them	Difference in employment rate of residents from White and ethnic minority groups	Smaller is better	Annual	Year-end outturn awaited	11.5 points
		Percentage of the top paid 5% of local authority staff who are from an ethnic minority (excluding those in maintained schools) - NEW	Bigger is better	Annual	New indicator (Baseline 16%)	17%
		Percentage ethnicity pay gap within the Council – NEW	Smaller is better	Annual	New indicator (Baseline 12%)	11%
		Percentage of the top paid 5% of local authority staff who have a disability (excluding those in maintained schools) - NEW	Bigger is better	Annual	New indicator (Baseline 3%)	3.5%
		Mean gender pay gap for council employees	Smaller is better	Annual	Year-end outturn awaited	TBC
	Reduce the harm caused by domestic abuse	Rate of incidents of domestic abuse - Violence with injury per 1,000 population	Smaller is better	Quarterly	2.7	2.6
	Reduce incidents of violence with injury	Rate of incidents of violence with injury per 1,000 population	Smaller is better	Quarterly	7.7	8.2
		Rate of incidents of knife crime with injury per 1,000 population	Smaller is better	Quarterly	0.36	0.45
	Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour	Percentage of people feeling safe in the local neighbourhood after dark	Bigger is better	Every 2 years	Impacted by the COVID-19 pandemic ¹	
	Reduce drug/alcohol related hospital admissions	Rate of drug/ alcohol related ambulance attendances per 1,000 population	Smaller is better	Quarterly	5.44	7.07
	Reduce the number of first time entrants to criminal justice system	First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	Quarterly	214.3	215.0

¹ As there will be no Residents Survey this year, a target for this indicator (obtained from the biennial Residents Survey) cannot be set for 2021/22

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Reduce the reoffending rate among young persons who have committed serious youth violence	Percentage of young people who have committed serious youth violence, who have re-offended in the year	Smaller is better	Quarterly	Year-end outturn awaited	16.7%
	Ensure young offenders are engaged in suitable education, training or employment	Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	Quarterly	86.2%	78.0%
Climate Action	Increase recycling rate to 60% by 2022	Percentage of household waste sent for reuse, recycling and composting	Bigger is better	Monthly	49.0%	53.0%
	Increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality	Percentage of trips by walking, cycling and public transport	Bigger is better	Annual	Year-end outturn awaited	62.5%
	Improve the energy performance of housing stock, council buildings and resident homes throughout the borough	Percentage of housing stock retrofitted to achieve an EPC rating of B - New	Bigger is better	Annual	New indicator	50%
		Number of solar panel installations in the borough as a result of renewable energy programmes - New	Bigger is better	Annual	New indicator	134
		Increase in kWh generated from Solar PV installed on Council owned corporate buildings - New	Bigger is better	Annual	New indicator	30 KW
	Keeping streets clean of litter, detritus, graffiti and fly posting	Levels of cleanliness (Percentage streets free of litter)	Bigger is better	Every 4 months	95.9%	93.0%
		Levels of cleanliness (Percentage streets free of detritus)	Bigger is better	Every 4 months	92.8%	92.0%
		Levels of cleanliness (Percentage streets free of graffiti)	Bigger is better	Every 4 months	92.7%	97.0%
		Levels of cleanliness (Percentage streets free of fly posting)	Bigger is better	Every 4 months	98.3%	98.0%
	Decent living Incomes	Increase new housing development	Number of new homes delivered	Bigger is better	Annual	Year-end outturn awaited

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Help residents into gainful employment, especially those on benefits or needing other support services from the council (e.g. residents with disabilities, in debt or rent arrears, or risk of homelessness)	Number of out of work residents supported to gain work	Bigger is better	Quarterly	502	1,140
		Number of accredited and non-accredited qualifications achieved by out of work residents - NEW	Bigger is better	Quarterly	New indicator	1,369
		Youth offer - Number of youth workplace opportunities including apprenticeships - NEW	Bigger is better	Annual	New indicator	120
		Number of registered London Living Wage employers	Bigger is better	Quarterly	37	42
Inclusive economy	Ensure the council delivers value for money by being an efficient and commercial organisation and maximises the power of technology to transform residents experience of interacting with the council	Percentage of customers who feel the council is easy to contact	Bigger is better	Every 2 years	Impacted by the COVID-19 pandemic ²	
		Percentage of customers who have their issue resolved at the first point of contact	Bigger is better	Every 6 months	80.0%	80.0%
		Percentage of customers using digital to access council services	Bigger is better	Every 6 months	72.0%	75.0%
		Percentage of services, available and easily accessed through digital	Bigger is better	Every 6 months	67.0%	70.0%
		% of total council spend within the borough	Bigger is better	Quarterly	21.7%	20.0%
		% of total council spend with small and medium enterprises	Bigger is better	Quarterly	66.5%	65.0%
	Enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents	Sickness absence (Number of days lost per FTE)	Smaller is better	Monthly	5.8	7.0

² As there will be no Residents Survey this year, a target for this indicator (obtained from the biennial Residents Survey) cannot be set for 2021/22

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Implement the Economic recovery and renewal Strategy for economic renewal and recovery - New	Percentage of business births in the borough (net business births) – NEW	Bigger is better	Annual	New indicator	TBC
		Percentage of vacancy rates across town centres - NEW	Smaller is better	Annual	New indicator	TBC
Genuinely affordable homes	Build more than 2500 genuinely affordable homes	Percentage of total homes delivered that are affordable	Bigger is better	Annual	Year-end outturn awaited	50%
		Number of affordable homes completed and onsite	Bigger is better	Quarterly	3,010	5,424
		Percentage of total homes delivered that are genuinely affordable	Bigger is better	Annual	Year-end outturn awaited	33%
		Number of genuinely affordable homes completed and onsite	Bigger is better	Quarterly	1,228	2,047
	Reduce placements into temporary accommodation	% of homelessness applications prevented through early intervention as a percentage of total homeless approaches	Bigger is better	Quarterly	46.9%	30.0%
		Number of families in B&B	Smaller is better	Quarterly	14	100
Good growth	Increase new commercial development	Number of new business registrations in the borough (local units) - NEW	Bigger is better	Annual	New indicator	100
Thriving communities	Improve the quality of the place through increased participation	Rank among all London boroughs for number of Green Flag awards received	Smaller is better	Annual	6 (top quartile in London)	8 (top quartile in London)
		Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	Annual	10,784	35,000

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
		Percentage of parks and green spaces with an active group carrying out management and maintenance	Bigger is better	Annual	30%	30%
	Encourage and create more opportunities for volunteering and community participation in local activities	Percentage of adults who have done voluntary work in the last 12 months	Bigger is better	Every 2 years	Impacted by the COVID-19 pandemic ³	
		Percentage of residents who agree that people get on well with those from different backgrounds	Bigger is better	Every 2 years		
		Percentage of people who report having sufficient social contact	Bigger is better	Every 2 years		
A fairer start	Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education	Percentage of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	Impacted by the COVID-19 pandemic ⁴	
		Percentage of pupils receiving a standard pass in English and Maths at Key Stage 4	Bigger is better	Annual		
		Progress 8 (Progress across 8 qualifications)	Bigger is better	Annual		
		Percentage of students achieving level 3 by 19	Bigger is better	Annual	71.8%	71.0%
	Ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation	Percentage of Ealing schools rated good or outstanding - all	Bigger is better	Quarterly	Impacted by the COVID-19 pandemic ⁵	92.1% (82/89 schools)

³ As there will be no Residents Survey this year, a target for this indicator (obtained from the biennial Residents Survey) cannot be set for 2021/22

⁴ No target set as performance information will not be available in 2020/21 due to the impact of the Covid19 pandemic

⁵ Performance information is not available for 2020/21 as Ofsted inspections were suspended due to the pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Improve the progress and achievement of learners with SEND at each education phase; enhanced range and quality of provision at 16+ resulting in higher participation in employment-related pathways	Percentage of pupils with Special Educational Needs (SEN) reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	Impacted by the COVID-19 pandemic ⁶	
		Percentage of pupils with Special Educational Needs (SEN) receiving a standard pass in English and Maths at KS4	Bigger is better	Annual		
		Percentage of students with Special Educational Needs (SEN) achieving level 3 by 19	Bigger is better	Annual	43.1%	40.0%
		Percentage of EHC plans issued within 20 weeks (exc. exceptions)	Bigger is better	Quarterly	69.7%	75.0%
	Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education	Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	Impacted by the COVID-19 pandemic ⁷	
		Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4.	Smaller is better	Annual		
		Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2.	Smaller is better	Annual		
		Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual		

⁶ No target set as performance information will not be available in 2020/21 due to the impact of the Covid19 pandemic

⁷ No target set as performance information will not be available in 2020/21 due to the impact of the Covid19 pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Increase young people in education, training or employment	Percentage of 16-17 year olds not in education, employment or training	Smaller is better	Monthly	1.2%	1.5%
	Reduce the number of looked after children through earlier and improved quality interventions	Rate of looked after children per 10,000 population aged 0-17	Smaller is better	Monthly	37.6	35.8
		Number of looked after children	Smaller is better	Monthly	307	294
	Increase school readiness	Percentage of children achieving a good level of development at the Early Years Foundation Stage	Bigger is better	Annual	Impacted by the COVID-19 pandemic ⁸	
Healthy Lives	Delivering the Better Lives Programme	Average waiting time for assessments (days)	Smaller is better	Monthly	91	100
		Number of contacts to the front door	Smaller is better	Monthly	34,419	40,000
		Number of referrals from the contact centre	Smaller is better	Monthly	1,484	1,563
		Number of care reviews (unique persons only) - NEW	Bigger is better	Monthly	2,413	2,574
		Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Smaller is better	Quarterly	202.9	462.1
		Percentage of service users who have control over their daily life	Bigger is better	Annual	Impacted by the COVID-19 pandemic ⁹	

⁸ No target set as performance information will not be available in 2020/21 due to the impact of the Covid19 pandemic

⁹ No performance or targets available as the Adults Social Care Users survey was suspended in 2020/21 due to the Covid19 pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
		Percentage of service users who say that care and support services help them in feeling safe	Bigger is better	Annual		
		Percentage people who use services who are satisfied with their care and support	Bigger is better	Annual		
		Percentage of people who use services who find it easy to find information about support	Bigger is better	Annual		
	Increase the proportion of active residents	No. of visits to leisure centres	Bigger is better	Monthly	302,953	1,429,291
		Proportion of residents aged 16+ who are active	Bigger is better	Every 6 months	58.2%	60.0%
	Reducing the number of days delayed in hospital	Delayed transfers of care - Whole system (Rate per 100,000 population)	Smaller is better	Monthly	Impacted by the COVID-19 pandemic ¹⁰	
		Delayed transfers of care - Social care (Rate per 100,000 population)	Smaller is better	Monthly		
		Delayed transfers of care - NHS & Social care (Rate per 100,000 population)	Smaller is better	Monthly		
	Reduce childhood obesity	Child excess weight in 4-5 year olds	Smaller is better	Annual	21.2%	21.5%
		Child excess weight in 10-11 year olds	Smaller is better	Annual	37.9%	38.2%
	Increase the proportion of 5-year olds free from tooth decay	Percentage of 5-year olds who are free from obvious dental decay	Bigger is better	Every 2 years	Not applicable ¹¹	73.3%

¹⁰ No performance or targets available as the reporting of these indicators was suspended in 2020/21 due to the Covid19 pandemic

¹¹ As it is a biennial indicator no outturn applies for 2020/21

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2020-21 Performance	2021-22 Target
	Reduce alcohol related hospital admission rate	Rate of hospital admissions per 100,000 population for alcohol-related conditions (Narrow definition)	Smaller is better	Annual	Year-end outturn awaited	645