

Gurnell Leisure Centre

London Borough of Ealing

Funding Plan

September 2017

## 1. Project Overview

- 1.1. Gurnell Leisure Centre is an aging facility that requires replacement to ensure its long term provision. In its current form Gurnell Leisure Centre requires significant capital investment to ensure it remains operational up to 2023, to align with the Leisure Contract.
- 1.2. Gurnell Leisure Centre has been open since 1981 and was the borough's first 'leisure water' facility alongside the standard competition pool provision. The industry standard lifespan for similar facilities is 30 years and Gurnell Leisure Centre has already been open for 35 years.
- 1.3. The council would need to spend considerable amounts of money to refurbish the existing centre. It is difficult to estimate this cost, but it was estimated as being as much as 80% of the cost of a complete replacement. The level of refurbishment required to the structure, roof and plant areas would also result in a significantly lengthy closure period for the facility.
- 1.4. If refurbishment to the existing leisure centre had been offered as the only option, the council would not have been able to deliver the full mix of facilities needed to meet the projected future demand.
- 1.5. It was therefore recommended that a refurbishment wasn't the most appropriate way to ensure the building's operational security and replacement was the preferred option.
- 1.6. The council reviewed a range of funding options to contribute to the replacement of Gurnell Leisure Centre, which are summarised in this document and have been regularly revisited during the course of the projects' development.
- 1.7. Ealing's Cabinet approved a mixed funding solution in March 2015 (see Appendix 1), which was to work with Willmott Dixon, via the SCAPE framework, to consider the feasibility of the long term replacement of Gurnell Leisure Centre. The replacement of Gurnell Leisure Centre would be funded via enabling residential development on the site, with the council contributing between £10-15m towards a total project cost of £35m at that time, whilst adding to the housing provision in the borough.
- 1.8. Since the March 2015 report further detailed design work and wider feasibility activities have conclude a £37.7m total scheme cost, with the council able to contribute £12.5m towards the leisure centre replacement costs.
- 1.9. A contribution of £12.5m is within the context of the council's, and many other local authorities, funding challenges, as reported in our last budget account sign off by cabinet in March 2017 (see Appendix 2).

## **2. Funding Proposals**

2.1. The council has an agreed Capital Strategy for our approach to providing capital investment of this nature. The Capital Strategy (see Appendix 3) outlines the council's approach to capital investment, ensuring that it is in line with the council's corporate priorities. It is good practice that capital strategy and asset management plans are regularly reviewed and revised to meet the changing priorities and circumstances in Ealing. Within this strategy there are four areas which comprise the funding sources for capital contributions:

- *Borrowing*
- *Capital Receipts*
- *Revenue Funding*
- *External Grants.*

2.2. Each of the above were considered prior to taking the original cabinet decision in March 2015 to work with Wilmott Dixon Group, as part of a mixed funding approach to the replacement of Gurnell Leisure Centre.

### ***Borrowing***

2.3. The council seeks to minimise the level of borrowing required to finance capital expenditure by maximising grants and contributions received, and ensuring that any surplus assets are sold. The council has discretion to decide how much borrowing is required to fund the capital programme. The current policy is to borrow only the amount that the council considers to be prudent and affordable.

2.4. The Local Government Act 2003 replaced the previous system of local government capital finance with a new one, known as the 'Prudential Regime' from 1 April 2004. In the Prudential Regime each local authority decides their own borrowing limits, whereas previously local authorities were only able to borrow in line with central government prescribed limits.

2.5. These new borrowing limits must take account of the authority's financial situation, Medium Term Financial Strategy (MTFS)(see Appendix 4), and in particular affordability, as funding of capital expenditure has an ongoing revenue cost which must be met from council tax or, for housing investment, from housing rental income.

2.6. CIPFA has developed a Prudential Code of Capital Finance in Local Authorities, which specifies those indicators that the council must consider as a part of its budget setting process. These are included in the annual budget report to council and have become an increasingly important aspect of the annual budget setting process.

## ***Capital Receipts***

- 2.7. A capital receipt is an amount of money exceeding £10,000, which is generated from the sale of an asset. The rationalisation of the asset portfolio is a fundamental part of the asset management strategy. It provides benefits such as reduction in revenue costs that relate to surplus assets and it also releases assets for disposal. Capital receipts are an important funding source for the current capital programme.
- 2.8. The council's policy is to treat all capital receipts as a corporate resource, enabling investment to be directed towards those schemes or projects with the highest corporate priority.
- 2.9. This means that individual services are not reliant on their ability to generate capital receipts. The timing and value of asset sales is the most volatile element of funding. As a result, the Executive Director of Corporate Resources closely monitors progress on asset disposal.

## ***Revenue Funding***

- 2.10. Although the opportunities to fund capital expenditure directly from the general fund revenue budget are limited, there are examples of revenue funding contribution to capital e.g. funds are allocated from the schools' individual revenue budgets to supplement the capital resources allocated to schools improvement and expansion projects.
- 2.11. However, as is described later in this document, the council's current financial position and challenges face over the MTFS means that the ability to provide capital funding through revenue contributions is not possible.

## ***External Funding***

- 2.12. This covers a variety of funding sources such as:
- Specific invitations from central government, for example through earmarked grant funding. Schools benefit from a significant amount of capital grants to fund their expansion and improvement projects.
  - Ealing also receives funding from Transport for London (TfL) to fund particular capital schemes such as highways improvements.
  - A significant amount of capital expenditure is funded through negotiated Section 106 Planning Gain Agreements.
  - Ealing also works in partnership with other agencies and service providers to ensure the ambitions for the area are delivered. Ealing aims to facilitate capital investment by other bodies where it meets local priorities.

2.13. The following points summarises the reasoning and ability of the council to directly the project, without needing to look at enabling development on the Gurnell site, reflecting the above Capital Strategy sources of funding.

### **3. Borrowing/Capital Receipts and Revenue Funding**

3.1. Since 2010 Ealing has implemented a significant savings programme to deal with the combined impact of funding and cost pressures. At the point of review in early 2015, the council were facing the unprecedented challenge of needing to achieve net savings of £167.5m for delivery by 2018/19. A situation that has unfortunately got worse during the following years, with a further £49.44m needing to be achieved by 2020/21 financial year; taking the total savings of the period to well in excess of £200m.

3.2. The overall financial situation continues to present the council with significant challenges and is expected to do so for a number of years. The council's medium term financial projections show a continuing reduction in central government support. The ongoing budget has increasing costs relating to inflation and service pressures as well as the on-going loss of government grants. The council therefore has to continue to plan for several years of financial restraint.

3.3. The budget process is designed to ensure that resources are aligned with council priorities as defined in our Corporate Strategy (see Appendix 5). The council must set a balanced budget; we must act responsibly with local people's money. We will focus the money the council spends on delivering our principles. They are:

- *Making every effort to protect those at risk in our borough including elderly, disabled, children and young people who use our services.*
- *Building residents' resilience and social capital through acting as an enabling council.*
- *Intervening in problems as early as possible to deliver the best results for residents.*
- *Seeking solutions that make use of local people's knowledge, enthusiasm and commitment to the borough.*
- *Seeking to maximise employment and economic growth in the borough by being an exemplary employer and by encouraging local business growth.*
- *Making our services and those we commission world class and focused on what matters to local people*

- 3.4. Ealing Council's Capital Portfolio comprises of funding from borrowing, revenue funding, reserves, S106, invest to save and government grants.
- 3.5. The council's general fund capital programme equates to £360m, as shown in Table 1.1.
- 3.6. A number of potential funding sources, such as capital receipts (Mainstream Funding) from the sale of assets are reflected in table 1.1.
- 3.7. Many sites which could have provided off-site housing opportunities have already been allocated across the council's services, as part of its requirement to deliver a balanced budget for all its objectives. However, many of those that remain unmarked for disposal are noted as being core strategy assets and therefore their disposal detrimental to provision of key services.
- 3.8. Despite challenges, an exercise undertaken by the council of assessing the potential to dispose of non-core strategy assets, in order to subsequently generate capital receipts as part of the council's future Asset Management programme, was successful and has enabled London Borough of Ealing to commit an allocation of £12.5m from its mainstream funding, to the redevelopment of Gurnell Leisure Centre.

Table 1.1. Ealing Council's Capital Funding Programme

Summary Capital Programme 2016/17 - 2020/21						
Department	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Total Budget 2016/17 to 2020/21
	£m	£m	£m	£m	£m	£m
CHILDREN'S & ADULTS	44.049	54.931	42.285	19.607	1.025	161.897
ENVIRONMENT & CUSTOMER SERVICES	39.787	45.580	10.097	5.475	3.314	104.253
CORPORATE RESOURCES	15.655	16.860	0.789	0.556	-	33.860
REGENERATION & HOUSING	19.554	28.529	5.833	3.125	2.829	59.870
COUNCIL WIDE	-	0.550	-	-	-	0.550
<b>General Fund Total</b>	<b>119.045</b>	<b>146.450</b>	<b>59.004</b>	<b>28.763</b>	<b>7.168</b>	<b>360.430</b>
HRA	72.058	128.913	74.027	70.639	55.139	400.776
<b>Total</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>	<b>761.206</b>
<b>FUNDED BY:</b>						
Mainstream funding	54.947	74.195	32.648	14.819	2.425	179.034
Specific funding (split as follows)	64.098	72.255	26.356	13.944	4.743	181.396
Grant	50.378	58.674	24.699	13.069	4.743	151.563
Revenue Contribution	3.309	2.269	1.200	0.825	-	7.603
Parking Reserve	0.250	-	-	-	-	0.250
Invest to save	1.025	1.700	0.165	0.050	-	2.940
Partnership	2.827	3.510	0.292	-	-	6.629
S106	6.309	6.102	-	-	-	12.411
<b>Total General Fund</b>	<b>119.045</b>	<b>146.450</b>	<b>59.004</b>	<b>28.763</b>	<b>7.168</b>	<b>360.430</b>
<b>HRA</b>						
Mainstream funding	51.773	101.139	52.948	49.688	38.161	293.709
Specific funding (split as follows)	20.285	27.774	21.079	20.951	16.978	107.067
Grant	-	0.720	0.270	-	-	0.990
HRA Major Repairs/ Depreciation Reserve	20.285	27.054	20.809	20.951	16.978	106.077
<b>Total HRA</b>	<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>
<b>Total Funding</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>	<b>761.206</b>

3.9. In March 2015, Cabinet approved the feasibility of replacing Gurnell Leisure Centre via entering into a Development Agreement with Willmott Dixon's subsidiary Be:Here, which highlighted a potential contribution of between £10-15m by Ealing Council from the aforementioned available funding sources.

3.10. A commitment to make a contribution of between £10-15m, given the financial challenges faced by the council, highlights our commitment to the provision of high quality leisure and recreational facilities, contributing significantly to enabling healthy lifestyles as part of our Public Health agenda. A figure greater than this was not possible due to the council's legal obligation of meeting a balanced budget, across a range of council services, on behalf of our residents. Hence why a mixed funding approach was taken to the replacement of Gurnell Leisure Centre, with the council contributing as much mainstream funding as is possible.

3.11. Following further design work, negotiation of an Agreement for Lease (AFL) and financial appraisals (see Appendix 6); Cabinet agreed to enter into the AFL in May 2016, allocating an in principle contribution of £12.5m towards the delivery of the leisure centre, for which the estimated total cost with ancillary facilities has increased to £37.7m .

3.12. The background of this decision and the £12.5m contribution is as follows:

3.13. Prior to March 2015's cabinet report, no LBE budget allocation had been recommended, nor made, to fund the redevelopment of Gurnell Leisure Centre. The assessment for a capital construction cost of between £30-35m was further evidenced in Architect 3D Reid's feasibility study completed in December 2015, with a leisure centre of approx. 8,195 sq m GIA. A list of the facilities the feasibility study was based around providing is included within the table below '*Table 1.2. - Illustrative Project Funding Table*' as included in *May 2016 Cabinet Report (see Appendix 6)*..

3.14. The cost assessment included a basement to accommodate re-provision of the existing 175 surface level car parking spaces for sport and leisure use, which would be lost by the proposed residential development. It was estimated that this would enable a capital receipt / developer contribution to be generated with a potential value of £20m which was to contribute to the construction cost for the new leisure centre. Based on the designs to date this was estimated to require a potential Council contribution of £10 – 15m. This assessment excluded VAT and there was no allowance for the removal of contamination or asbestos, or for service diversions and other abnormal costs. This estimate did provide an allowance for the internal fit out of fixed items but not equipment, which is normally picked up by the operator. It also included an allowance towards cost inflation to the projected start on site.

3.15. The majority of project costs are incurred by Willmott Dixon, as part of the SCAPE Framework Agreement as part of the feasibility stage of the project. However, there are costs that the Council will need to make provision for in terms of planning briefs, design briefs, business planning and wider project management costs.

3.16. As with other recently approved cross-council projects, such as Perceval House and Ealing Town Hall, the council would incur some direct costs, which it will need to meet. Therefore, a budget allocation is required of up to £75k to cover these costs. Examples of Council costs include legal, planning and design briefs, Quantity Surveyor and financial appraisals as part of open book design process and business revenue modelling.

3.17. **Illustrative Project Funding Table as included in May 2016 Cabinet Report (see Appendix 6) :**

Item	Cost	Enabling	Comment
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	£m	Funding £m	
Leisure Centre	30	-	Assume £30m scheme following design revision, review of materials etc
450 Housing Units at 30% affordable	-	20	450 units and a 30% affordable has been used for the purpose of illustration as this represents a mid-range from appendix 1 housing options table. Represents 61% of total replacement cost.
Client design contingency for Abnormal and unknowns at 10%	3	-	This will be in addition to the project contingency already built into the estimated leisure centre cost, given the early stage of design and exclusion of abnormalities and unknowns
Sub Total	33	20	
Difference	13		Council contribution of 39% of total redevelopment costs to provide a flag ship leisure centre

3.18. The figures presented in the above Project Funding Table are for illustrative purposes only. The final costs were always noted as being subject to further design development, consultation and planning. Further design work will include reviews of both the Housing and Leisure provision. Based on design proposal presented in this report, a Council contribution of £13m would be required to fund the scheme. This assumed generation of an estimated £20m capital receipt to be secured through the proposed enabling development.

- 3.19. Following the May 2016 Cabinet Report and an updated appraisal, a capital contribution of £12.5m was subsequently agreed upon and built into the council's budget over the Medium Term Financial Strategy Period of the next 4 years. Given the additional pressure of £49.44m mentioned in para 3.1, the council are not able to contribute the top end, £15m, of the original range.
- 3.20. Taking into account the shrinking local government finances and the extensive assessments of sites for disposal Ealing Council has undertaken, it is noted that a further contribution through any asset disposal funding process is extremely unlikely and not seen as a further feasible funding option for redevelopment.
- 3.21. Central Government have issued guidance for Local Authorities to become as lean and efficient as possible, which has resulted in LBE using measures such as asset stripping in order to create headroom for essential projects where necessary. This is profiled in LBE's Medium Term Financial Strategy dated until 2021, which demonstrates that many assets are now locked into disposal agreements, with the incoming monies profiled against core service savings.

#### **4. External Funds and Grants**

- 4.1. Ealing Council has a very successful track record in securing external funding as part of a mixed approach to delivering Sport, Leisure and Physical Activity Projects, in alignment with the adopted Sports Facility Strategy (see Appendix 7). These are endorsed by Sport England and our National Governing Body Partners. These strategies have informed the facility mix of the leisure centre and all of the facilities within the site are evidence based and/or required to ensure a viable revenue operation for the site. The facility mix does not include 'nice to have' options.
- 4.2. The Facility Strategy forms a key evidence base and recommends levels of future sports facility provision underpinning the Council's Local Plan including the Adopted Policies Map and Development Plan Documents (DPDs), particularly: Development (or Core Strategy) DPD (April 2012), Development Sites DPD (Dec 2013), Planning for Schools DPD (May 2016) and Population projections by age group by sport to 2031.
- 4.3. The evidence base and adoption of the aforementioned strategy has enabled Ealing to attract approximately £20m of external funding over the past 5 years, to improve the network of outdoor sports facilities available to borough residents. Previous schemes such as Spikes Bridge Park, Lord Halsbury Playing Fields, Pitshanger FC Sports Pavilion etc. have significantly improved opportunities for residents and helped to secure the futures of these key voluntary and charitable organisations. Recent schemes in delivery include approximately £7m from the new Park Life funding stream for large developments at Gunnersbury and Rectory Park.

4.4. As a result of the significant levels of grant funding secured across a range of projects distributed across the borough, Ealing has maximised its opportunities and in many cases there will be a geographical overlap with an existing externally funded scheme for that area and local demographic, which is often contrary to the funding guidelines and assessment criteria of many funding bodies.

4.5. The table below outlines the potential funds and grants available to the local authority, following a wider Grant Finder Tool-Kit Assessment being run based upon the key objectives and facilities being delivered as part of the Gurnell Leisure Centre scheme. The full list is appended to this document.

*Table 1.2 – Potential funding sources applicable for the Gurnell Scheme*

<b>Potential NGB/Charity Funding Source</b>	<b>Amount £,000</b>
Sport England	0.5 – 2.00
John Lyon's Charity Grants	Not stated
Suez	0.05
Biffa Award	0.05 – 0.075
Edge Foundation	0.03 – 0.1
London Marathon Charitable Trust	0.02 – 0.15
Big Lottery Fund – Reaching Communities	0.1
Adam Millichip Foundation	Not stated
Community Buildings – Pre feasibility	0.005 – 0.04
The Taylor Family Foundation	0.05
<b>Total</b>	<b>£0.805- 2.365m</b>

*Source: London Sport's funding search tool as of August 2017 identifying those funders who grant £20,000 or more to local authorities.*

4.6. The potential funding sources shown in table 1.2 shows that a maximum of £2.365m could be applied for and would need to achieve a 100% success rate, which is highly unlikely.

4.7. The largest possible funder would be Sport England, from whom Ealing have secured significant funds and have an excellent working relationship. Ealing Senior Officers have spoken to senior colleagues at Sport England about the likelihood of funding towards this project. A summary of these discussions and formal response is attached (see Appendix 8) from Sport England. Unfortunately they would not be in a position to fund this project, given the level of Strategic Project funding they have compared to the projects already in development that are applying for these limited funds.

4.8. With the removal of Sport England funding, the range of potential grant funding reduces to circa £300,000.00. To put this into context the skate park element of the project is estimated at £375,000.00, so whilst any level of external funding is welcome, the ability to offset the level of enabling development required to deliver the new leisure centre is not viable based upon both the professional opinion of Ealing Officers and senior funding officers at Sport England.

## **5. Summary**

5.1. Gurnell Leisure Centre requires replacement as it has reached the end of its operational life. This borough and London wide strategic facility, compounded by the lack of 50m facilities in London, is crucial in supporting Ealing's successful wider leisure and public health offer.

5.2. The council, as like many other local authorities, are facing unprecedented financial challenges which for Ealing represents an over £200m budget reduction by 2020/21.

5.3. Despite these challenges, Ealing Council has worked within its capital funding strategy and has identified £12.5m of investment into the new facility. This significant investment has reduced the total number of enabling units for the Gurnell site to meet the total cost of £37.7m for the leisure centres' replacement.

5.4. The replacement of Gurnell Leisure Centre would contribute significantly to the ability for the Leisure Contract to contribute to the Council's Medium Term Financial Strategy (MTFS) as well as the removal of subsidy for leisure provision in the borough.

5.5. Whilst the number of units required on the Gurnell site to enable the delivery of the leisure centre remains around the 600 figure, the council have exhausted its options for future financial investment.

5.6. We have explored the potential for external funding, but as summarised in section 4 and through the information provided from Sport England directly; there are not the levels of external funding available which would further reduce the scale of enabling development required to deliver a new Gurnell Leisure Centre.

## Schedule of Appendices

Primary Appendix No & Title	Page No	Sub Appendix No & Title (Where Applicable)	Page No
1) March 2015 Cabinet Report: Gurnell Leisure Centre Redevelopment	13-25	1.1a) Gurnell Leisure Centre redevelopment: State of the art leisure facility	26-28
		1.1b) Redevelopment Proposals	29-37
		1.2) Key areas of Focus in setting up of CIC following feedback from HLF specialist advisors	38-39
2) Budget Strategy 2017-18	40-80	2.1) Medium Term Financial Strategy 2017/18 – 2020/21	81-101
		2.2) Summary Revenue Budget 2017/18	102
		2.3a) All Growth approved to date by Cabinet 2017/18 – 2020/21	103
		2.3b) All Savings approved to date by Cabinet 2017/18 – 2020/21	104-108
		2.4) Parking account 2017/18	109
		2.5) Grants Schedule	110-111
		2.6) Analysis of Reserves	112
		2.7) New Capital Schemes	113-116
		2.8) Summary of Capital Programme 2016/17 – 2020/21	117-146
		2.9) Capital Strategy 2017/18	147-158
3) Capital Strategy 2017-18	Revert to pages 147-158	N/A	
4) Medium Term Financial Strategy 2017-18 – 2020-21	Revert to pages 81-101	N/A	
5) Corporate Plan 2014 - 2018	206-227	N/A	
6) May 2016 Cabinet Report: Gurnell Leisure Centre Redevelopment Updated Funding Strategy	228-240	N/A	
7) Sports Facility Strategy 2012-2021	241-381	N/A	
8) Sport England Statement: Funding & Support Statement	382	N/A	



<b>Report for:</b> <b>ACTION/INFORMATION</b>
<b>Item Number:</b> <b>18</b>

<b>Contains Confidential or Exempt Information</b>	<b>YES (Part)</b> Appendix 1 contains exempt information in accordance with paragraph 10.4 of the Access to Information Procedure Rules
<b>Title</b>	Gurnell Leisure Centre – Redevelopment
<b>Responsible Officer(s)</b>	Keith Townsend – Executive Director Environment and Customer Services
<b>Author(s)</b>	Jonathan Kirby – Assistant Director Major Projects
<b>Portfolio(s)</b>	Councillor Patricia Walker: Leisure, Culture and Customer Services
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 <sup>th</sup> March 2015
<b>Implementation Date if Not Called In</b>	8 <sup>th</sup> April 2015
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Gurnell, Leisure, Housing, planning, Regeneration, subsidy

**Purpose of Report:**

Gurnell Leisure Centre forms part of the Council’s existing leisure stock and is operated, under contract, via a third party. The facility has a limited operational timeframe of approximately 8 years, and requires significant investment during this period. The Tri-Borough Leisure Contract made with SLM (“The Leisure Contract”) provides the Council with an option to include Gurnell Leisure Centre in the Contract for the final 5 years of its operation subject to a competitive market exercise relating to the management and operation of Gurnell Leisure Centre or if it is satisfied with SLM’s provision of the services under the Leisure Contract and SLM’s proposals in connection with Gurnell Leisure Centre represent value for money and otherwise meet Ealing’s specified requirements.

Gurnell Leisure Centre facilitates the largest ‘learn to swim’ school in London, with over 3,300 members; a membership base significantly larger than the London Aquatic Centre; and is a major foundation for the future the provision of a surplus generating leisure portfolio for the borough. Gurnell Leisure Centre has the opportunity to be a regionally significant facility, given it provides offers a 50m pool, for which there is a limited provision in London and is currently home to Ealing Swimming Club, the largest swimming club in the country with over 1,650 members

Following discussions over the past year, the Council have an opportunity, via the SCAPE Framework, to engage with Willmott Dixon, to consider the feasibility of the long term replacement of Gurnell Leisure Centre. The replacement would be funded via enabling residential development on the site to fund part of the construction costs of the facility, whilst adding to the housing provision in the borough.

## **1. Recommendations**

### **2. It is recommended that Cabinet**

- 1.1. Note and agree that the council wish to provide a flagship water based leisure facility, which includes a 50m pool.
- 1.2. Agree that the Executive Director of Environment and Customer Services, using the SCAPE framework, appoint Willmott Dixon to work with the Council on a feasibility study for the redevelopment of Gurnell Leisure Centre.
- 1.3. Note that a further report will be presented to Cabinet in Autumn 2015 on the outcome of the feasibility stage of the project development under the SCAPE Framework, which will seek authority to proceed with a preferred option
- 1.4. Note the financial modelling, within confidential appendix 1, in relation to the estimated cost and potential enabling development options for the redevelopment of the leisure centre.
- 1.5. Note that the council will be exploring a range of options for the provision of enabling development, including options for Broadway living involvement in the scheme

## **2. Reason for Decision and Options Considered**

- 2.1. Gurnell Leisure Centre, which is built upon a former landfill site, forms a core part of the Council's leisure provision. The site would be a major contributor towards achieving a surplus generating leisure provision, largely based upon the largest 'learn to swim' programme in London. The facility includes the borough's only 50m pool, and is one of only a small number in London, which has been the home of Ealing Swimming Club, the largest swimming club in the country with over 1,650 members.
- 2.2. The proposed refurbishment of the Gurnell Leisure Centre, features in both the Corporate Plan and also is integral to the Council's adopted Sports Facility Strategy 2012-2021, with regards to a 50m and learner pool provision, to meet current demand and future population growth.
- 2.3. The Leisure Contract provides the Council with an option to include Gurnell Leisure Centre in the Contract for the final 5 years of its operation subject to a competitive market exercise relating to the management and operation of Gurnell Leisure Centre. The Council has the right to include the Gurnell Leisure Centre in the Leisure Contract (whether or not a market testing exercise is carried out under clause) if it is satisfied with SLM's provision of the services under the Leisure Contract and SLM's proposals in connection with Gurnell Leisure Centre represent value for money and otherwise meet Ealing's specified requirements for the management and operation of Gurnell Leisure Centre.

SLM (Everyone Active) would continue to provide a core leisure service, across the following 6 strategic aims:

- *To provide high quality, affordable and accessible opportunities for sport and physical activity that will increase levels of participation, particularly by children, young people and under-represented groups.*
- *To enable and encourage more people in the three boroughs to lead a healthy active lifestyle, contributing to better public health outcomes including reduced obesity levels.*
- *To provide an affordable, financially sustainable revenue position for each Authority in respect of their respective leisure services.*
- *To provide a continuously improving leisure service and annually improve user satisfaction levels.*
- *To make a positive impact on the environmental sustainability of the leisure service to include: reducing utility and water consumption, waste land-filling and pollution; and proactively promoting sustainable travel.*
- *To make a positive impact on social and economic sustainability through working closely with the Authorities to provide enhanced staff training and career development opportunities as well as volunteering, apprenticeship and employment opportunities for local people.*

2.4. In determining/agreeing annual activity prices, membership and play and play pricing options and discounts, the councils seek to ensure these:

- *Are affordable to people on low incomes;*
- *Encourage increasing participation;*
- *Generate sufficient income to sustain the leisure centre services.*

2.5. To achieve the above objectives, and ensuring a high performing contract which allows for future potential surplus within the Leisure Contract, the facilities will require investment, which will become more demanding as the building enters its final years of operation. It should be noted that any capital investment not covered by the current Facilities Management arrangements remains the responsibility of the Council.

2.6. The following table highlights the proposed facility mix for the site, which incorporates both the essential and highly desirable elements, which would be expected at the feasibility stage. This is so that the Council can look to make an informed decision, based upon capital, revenue and demand, during the development of the project, whilst ensuring the maximum quality and provision from a public building is achieved.



2.7. Table 1.1. has been included in full as part of 3D Reid's indicative Redevelopment document, attached as appendix 2A/B. It is important to note that this document is a starting point and comments have already been provided back in relation to leisure, housing and overall site design.

2.8. The following proposed facility mix is based upon current provision and future demand in the opinion of the Council's leisure services, based upon experience and strategy. This mix of facility has been discussed with SLM (Everyone Active) so that an operator's perspective is also taken into account to ensure the provision is robust.

2.9. Members should note that the facility mix in Table 1.1. will be reviewed and developed during the feasibility study, to ensure that the optimum facility mix to maximise the commercial return from the site.

**Table 1.1. Facility Mix**

<b>Proposed Facility Mix</b>	<b>Description</b>
Competition and training pool	50m x 8 lanes
Teaching Pool	16m x 12 m with moveable floor
Fun splash water space	
Wetside Changing Rooms	As per <i>M<sup>2</sup></i> pool space Sport England standards
Wetside Group Changing Rooms	As per <i>M<sup>2</sup></i> pool space Sport England standards
Main Gym	140-160 stations
Main Studio	30 person
Secondary Studio	18 - 20 person
Sports Hall	4 - 6 courts
Dry side changing	As per <i>M<sup>2</sup></i> dry side space Sport England standards
Soft Play Area	
Spectator Seating	300 person
Café	45 - 70 covers
Meeting Space	16 - 20 people

## Housing

- 2.10. The financial summary in confidential Appendix 1, shows a range of enabling development to meet the full cost of the leisure centre, however this has to be considered against deliverability of the enabling development, within the parameters of utilising existing developed footprint and being of the minimum scale required, to meet the replacement cost of Gurnell Leisure Centre. Therefore the mix and tenure of any enabling development, will also need to be carefully considered, to ensure that maximum receipt can be generated for minimal enabling development provision.
- 2.11. For the purpose of illustration, it is prudent to take a mid-range, as shown in table 1.2, which shows the construction costs will not be met entirely by enabling development alone. The enabling development will also be subject to initial feasibility, led by the Housing and Regeneration team.
- 2.12. Since the Housing Commission report approved at Cabinet on April 24th 2012 the Council has been developing and refining its plans for regeneration and new development. The Council wishes to build more new homes over a range of tenures, including affordable and private rent, to assist in meeting the housing demand in the borough and the commitment is to provide at least 500 new Council homes in the next 5 years.
- 2.13. The Council's evidence base shows that demand for housing in Ealing continues to be high across all tenures. Affordability is a major issue and makes it difficult for residents to access homes in the private sector to buy or rent. Social housing is affordable, but in high demand and is consequently limited in supply as few properties become available for re-letting.
- 2.14. The Council's 2013 Strategic Market Housing Assessment identified a significant annual shortfall of 1,995 new homes of all tenures that are required in Ealing. The 2011 census has also shown the borough has undergone significant demographic change since the last census, affecting the type of new homes required.
- 2.15. In addition Ealing have recognised the importance of the private rented sector to assist in the supply of new homes. The Council's Private Rented Sector Housing Strategy 2014-2019 has identified 4 key priorities:
- *Increase the supply of private housing*
  - *Support residents to access affordable, well managed private rented homes*
  - *Improve the condition of private housing through regulation*
  - *Develop strong partnerships to support the private housing sector*

## *The Process*

- 2.16. Public sector organisations have the ability to re-provide public assets through SCAPE, cross-funded by residential development. SCAPE is an OJEU and Public Contract Regulation compliant framework, where Willmott Dixon scored the highest overall for cost and quality for the major works framework. SCAPE enables local authorities and the public sector to deliver new facilities, such as schools, leisure centres, town halls, libraries and other uses, in a transparent manner that adheres to best value criteria. SCAPE has been proven to save local authorities time and money, with a current average of 14p for every £1 spent saved across all projects through procurement, supply chain and early risk reduction savings. A recent example of this method is Westminster Council, for the redevelopment of Moberly Sports Centre & Jubilee Sports Centre.
- 2.17. Willmott Dixon have a number of subsidiary companies, who they will be able to draw upon experience and expertise to enable the council to make an informed decision. Be-Here are one of Willmott Dixons subsidiary companies, which develops and operate homes specifically for the private rented sector. Unlike conventional residential developers they let, manage and maintain the completed apartments once they are constructed, to create a high quality environment specifically tailored to its private rented community. The Council also have a number of potential options, which will be explored in relation Providing enabling development, to ensure that the council best meets its objective of re-providing Gurnell Leisure Centre.
- 2.18. Under the terms and conditions of the SCAPE framework, the contracting authority have the opportunity not to proceed at various stages in the process. The SCAPE process chart is shown in Appendix 3. It is envisaged that the project will have reached feasibility stage of this process by September 2015, with the outcome being presented back to Cabinet in October 2015, as per the high level programme in section 16.
- 2.19. The Council will also explore a range of enabling development opportunities so that an informed decision can be made on the most applicable route to meet both the Council's objective of providing a high quality leisure facility and ensuring best consideration is achieved.
- 2.20. Consideration will also be given within the development of the feasibility study, to the need and merits of replacing Gurnell Leisure Centre or not as part of this assessment. It is prudent for this option to be considered and this option would be standard in any early project feasibility.

### 3. Key Implications

- 3.1. The financial modelling shows that the proposed enabling development may not meet the full costs of replacing the leisure facilities, however, based upon the mid-range scenario in table 1.2, it could contribute 61% towards the total cost of replacing Gurnell Leisure Centre.
- 3.2. The replacement of Gurnell Leisure Centre would contribute significantly to the ability for the Leisure Contract to contribute to the Council's Medium Term Financial Strategy (MTFS) as well as the removal of subsidy for leisure provision in the borough.
- 3.3. The replacement of Gurnell Leisure centre, with a 50m pool and learner pool, would contribute significantly to the current demand and future provision for water space based upon future population projections.
- 3.4. The proposed enabling development, required to fund at least part of the new leisure centre facilities, will provide additional housing provision, in accordance with the Council's Housing Policy objectives and presents an opportunity for 'new' innovative modes of delivery, which could potentially include Broadway Living.
- 3.5. A core part of the initial Feasibility will be planning considerations, as the site is designated as Metropolitan Open Space and is also included within a Flood Plain. However there is a significant built footprint on the site and, through innovative design, officers are confident that the site can be enhanced to provide a much higher quality open space provision. This will however be subject to securing planning consent.
- 3.6. The Council will be required to enter into legal arrangements with Willmott Dixon, via the SCAPE framework, however this contract will have review points, where the project can be reviewed and a decision made whether to proceed or not. This decision will be brought back to cabinet in Autumn 2015.
- 3.7. This project therefore provides an excellent opportunity for joint working across the Council to meet a number of the Council's corporate objectives, but clearly there will need to be compromise on both elements to ensure deliverability.

## **4. Financial**

### **a) Financial Impact on the Budget**

- 4.1. At present no budget allocation has been made to fund the re-provision of Gurnell Leisure Centre. The assessment for a capital construction cost of between £30-35m, is based on the 3D Reid feasibility study completed in December 2015, with a leisure centre of approx. 8,195 sq m GIA. This includes the full range of facilities incorporated within table 1.1. The cost assessment includes a basement to accommodate re-provision of the existing 175 car parking spaces for sport and leisure use, to vacate the proposed space ear marked for Housing development. This will enable a capital receipt / developer contribution to be generated with a potential value of £20m which will contribute to the construction cost for the new leisure centre. Based on the current design this would lead to a potential Council contribution of £10 – 15m. The assessment excludes VAT and there is no allowance for the removal of contamination or asbestos, or for service diversions and other abnormal costs. It does provide an allowance for the internal fit out of fixed items but not equipment, which is normally picked up by the operator. It also has an allowance towards cost inflation to the projected start on site.
- 4.2. The majority of costs are incurred by Willmott Dixon, as part of the SCAPE Framework Agreement as part of the feasibility stage of the project. However, there are costs that the Council will need to make provision for in terms of planning briefs, design briefs, business planning and wider project management costs.
- 4.3. As with other recently approved cross Council projects, such as Perceval House and Ealing Town Hall, the Council would incur some direct costs, which it will need to met. Therefore a budget allocation would be required of up to £75k to cover these costs. Examples of Council costs include legal, planning and design briefs, Quantity Surveyor and financial appraisals as part of open book design process and business revenue modelling.

**Table 1.2 – Illustrative Project Funding Table**

Item	Cost £m	Enabling Funding £m	Comment
Leisure Centre	30	-	Assume £30m scheme following design revision, review of materials etc
450 Housing Units at 30% affordable	-	20	450 units and a 30% affordable has been used for the purpose of illustration as this represents a mid-range from appendix 1 housing options table. Represents 61% of total replacement cost.
Client design contingency for Abnormal and unknowns at 10%	3	-	This will be in addition to the project contingency already built into the estimated leisure centre cost, given the early stage of design and exclusion of abnormal and unknowns
Sub Total	33	20	
Difference	13		Council contribution of 39% of total redevelopment costs to provide a flag ship leisure centre

4.4. The figures presented in the Project Funding Table 1.2. are for illustrative purposes only. The final costs will be subject to further design development, consultation and planning. Further design work will include reviews of both the Housing and Leisure provision. Based on design proposal presented in this report a Council contribution of £13m would be required to fund the scheme. This assumes generation of an estimated £20m capital receipt to be secured through the proposed enabling development. At present no Council funding has been allocated to this project. Funding could be provided through mainstream borrowing or use of the Community Infrastructure levy scheme.

## 5. Legal

5.1. The Council has the power to dispose of property under section 123 of the Local Government 1972 Act in any manner it wishes. This is subject to an obligation to obtain the best consideration that can reasonably be obtained (except for leases of seven years or less) unless the Secretary of State's consent is obtained for the disposal.

5.2. Any consultant or developer partner must be selected in accordance with EU procurement rules or framework rules and the Council's CPRs. This is because of the Council's ongoing requirements on the site, which will be specified within the redevelopment agreement, will be met via the utilisation of SCAPE Framework. The Scape Framework for major works has been procured in accordance with EU procurement rules and Willmott Dixon is the sole provider for this framework.

5.3. The project will be subject to a planning application and each planning application is assessed upon its merits against the planning policy framework.

## **6. Value For Money**

6.1. As detailed above the SCAPE framework does offer value for money to local authorities and the majority of risk, at feasibility stage, sits with Willmott Dixon.

6.2. Any proposed enabling development will reduce the Council's contribution to the full refurbishment of Gurnell Leisure Centre, as these costs sit with the Council under the current contract, whether it is part refurbishment or full replacement of the facility

6.3. The proposed replacement leisure facility would contribute significantly to the Council's overall leisure contract and enabling the removal of all subsidy from the Council's leisure provision, contributing to the MTFs and beyond.

6.4. The proposals would contribute to a number of Council corporate objectives in relation to housing provision, potential for revenue contribution to the Council from the housing provision, should this be the preferred and most viable route, as well as to wider Health and wellbeing benefits from leisure and recreation.

## **7. Sustainability Impact Appraisal**

7.1. This project will look to maximise the core principles of BREEAM, and maximise the opportunities for sustainable technologies as part of the early design process.

## **8. Risk Management**

8.1. The primary risks in relation to the project are;

- Planning – Gurnell Leisure Centre is located within the Floodplain.
- Capital costs and enabling development contribution
- Stakeholder Management

## **9. Community Safety**

None

## **10. Links to the 6 Priorities for the Borough**

- **Securing public services**  
Investing in schools to improve standards and give parents better choices, investment in youth services to improve opportunities for young people, and by fighting to protect and develop the health services the borough needs
- **Securing jobs and homes**  
Through a new partnership with local businesses and housing associations create new jobs and build 3,000 affordable homes.
- **Delivering value for money**  
We want to keep council tax low and will freeze council tax for a further year. We have also frozen councillors' allowances for the next four years.

## **11. Equalities, Human Rights and Community Cohesion**

- 11.1. A Initial EA screening form has been completed, which reflects that this is a replacement and enhancement of an existing facility

## **12. Staffing/Workforce and Accommodation implications:**

None

## **13. Property and Assets**

- 13.1. Initial meetings have taken place involving a number of departments across the council, including early discussions with Everyone Active in relation to the facility mix
- 13.2. Further consultation will be undertaken and a full consultation plan produced should the project be approved to proceed.
- 13.3.

## **14. Any other implications:**

None

## **15. Consultation**

- 15.1. Initial meetings have taken place involving a number of departments across the council, including early discussions with Everyone Active in relation to the facility mix
- 15.2. Further consultation will be undertaken and a full consultation plan produced should the project be approved to proceed.



## 16. Timetable for Implementation

16.1. The following timetable has been developed to align with the transition of Gurnell LC from the GLL to SLM as part of the Tri-borough leisure contract,

Date	Activity
Feb-15	Gurnell Project Board meeting
	Discussion with SCAPE framework on appointment
	Draft Cabinet report - Corporate board Version
	Site visit and meeting with Westminster Council
Mar-15	Gurnell Project Board meeting
	Cabinet Report Submission
	SCAPE frame work agreement, Development agreement and legal formalities
March - June 15	Legal formalities and sign off
Sep-15	Feasibility Report - housing and facility
Sep-15	RIBA Stage C - housing and facility
Sep-15	Stage C sign off
Oct 15	Cabinet Report
Oct - Dec 15	Stage D - housing and facility
Jan-16	Planning application
Jan - Aug 16	Ealing - Planning determination period
	GLA - Planning determination Period
	SoS - Determination
Sep-16	Planning approval issued
Jan - April 16	RIBA Stage E design information
	RIBA Stage F/G - Production of Tender Information
April - June 16	Detail design, cost certainty schedule, market value assessment and open book financial review
July - Aug 16	Legals and sign offs
Sept - Oct 16	Mobilisation
Nov-16	Start on site
May-18	Estimated 18 month construction (Leisure)
May - July 18	Fit out and commissioning
Aug-18	Official Opening (Leisure)

## 17. Appendices

Confidential Appendix 1 – Housing mix financial assessment  
 Appendix 2A – 3D Reid Indicative redevelopment proposal  
 Appendix 2B – Presentation and design boards  
 Appendix 3 – SCAPE Framework process map

## 18. Background Information

- 18.1. Ealing Sports Facility Strategy 2012- 2021  
 18.2. The Council's Private Rented Sector Housing Strategy 2014-2019

### Consultation (Mandatory)

Name of consultee	Post held	Date sent to consultee	Date final response received	Comments appear in paragraph:
<b>Internal</b>				
Jackie Adams	Head of Legal (Property & Regulatory)	20/02/2015	12/03/2015	Throughout
Chris Bunting	Assistant Director Leisure	20/02/2015	12/03/2015	Throughout
Chuhr Nijjar	Senior Contracts Lawyer	20/02/2015	12/03/2015	Throughout
Lucy Taylor	Assistant Director Regeneration and Planning Policy	20/02/2015	12/03/2015	Throughout
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Key decision	NO
Report no.:	Report author and contact for queries: Jonathan Kirby – <a href="mailto:kirbyjo@ealing.gov.uk">kirbyjo@ealing.gov.uk</a> – Tel 020 8825 6099

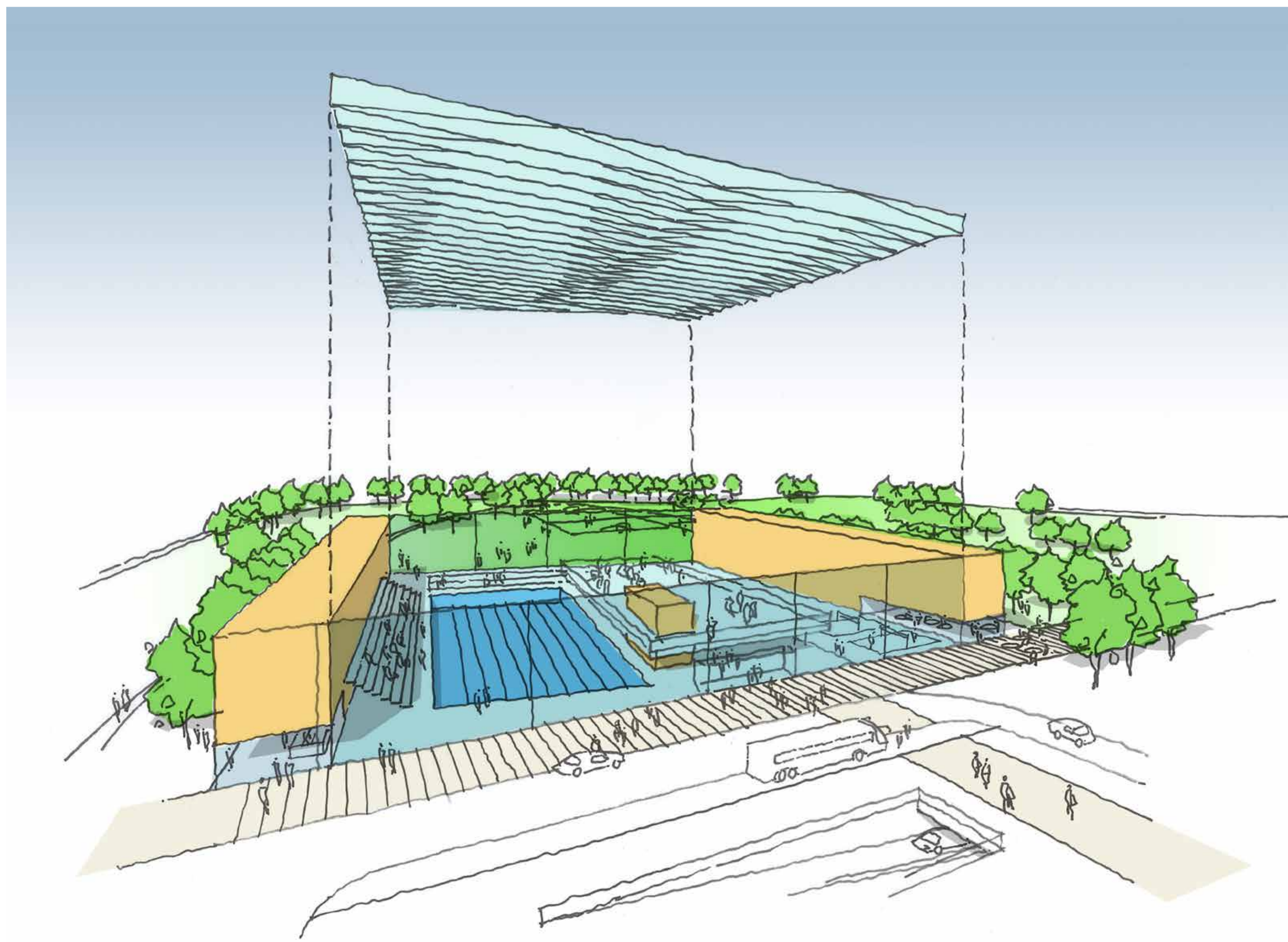
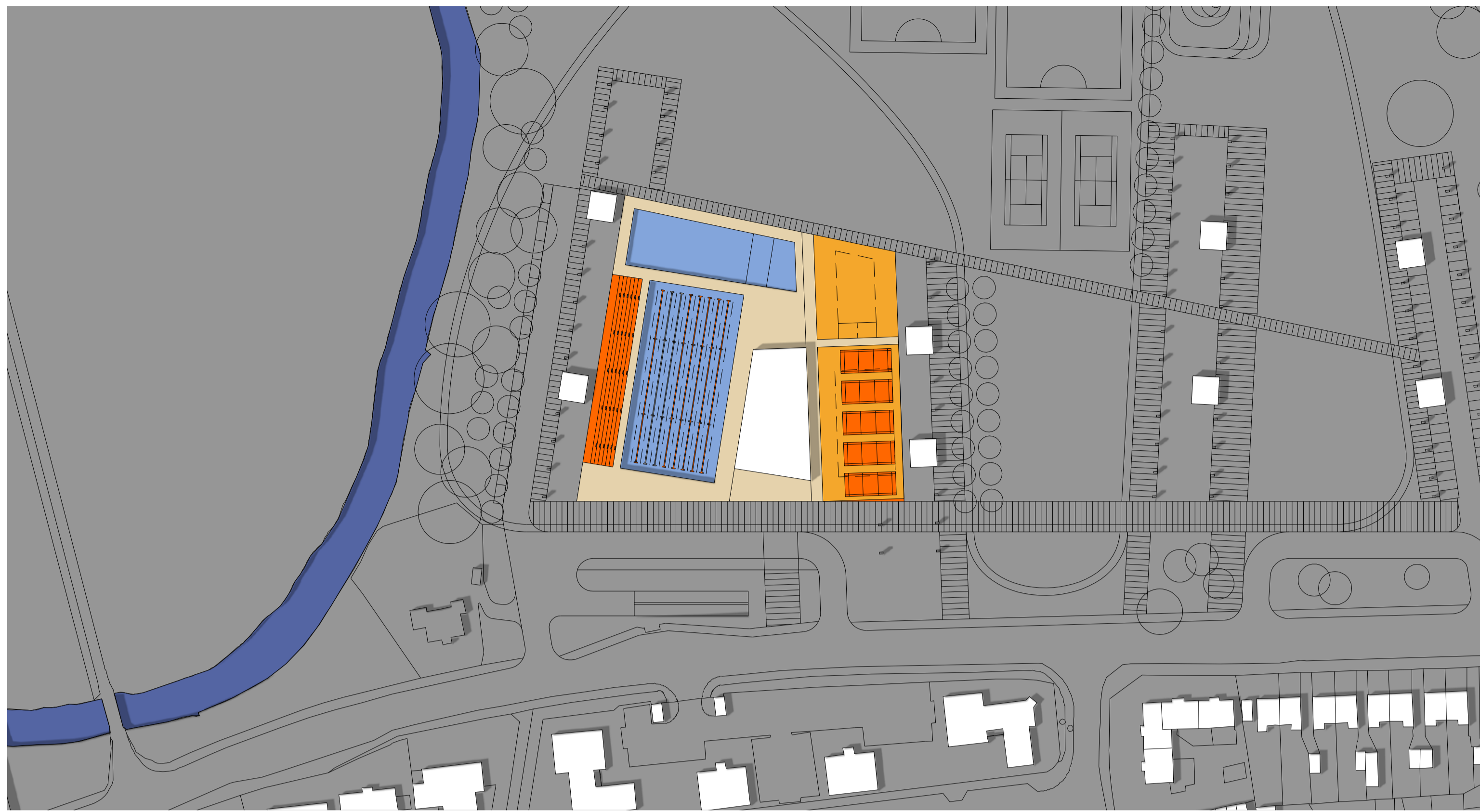
“A world class community leisure facility offering access and opportunity for amateurs and professionals alike.”



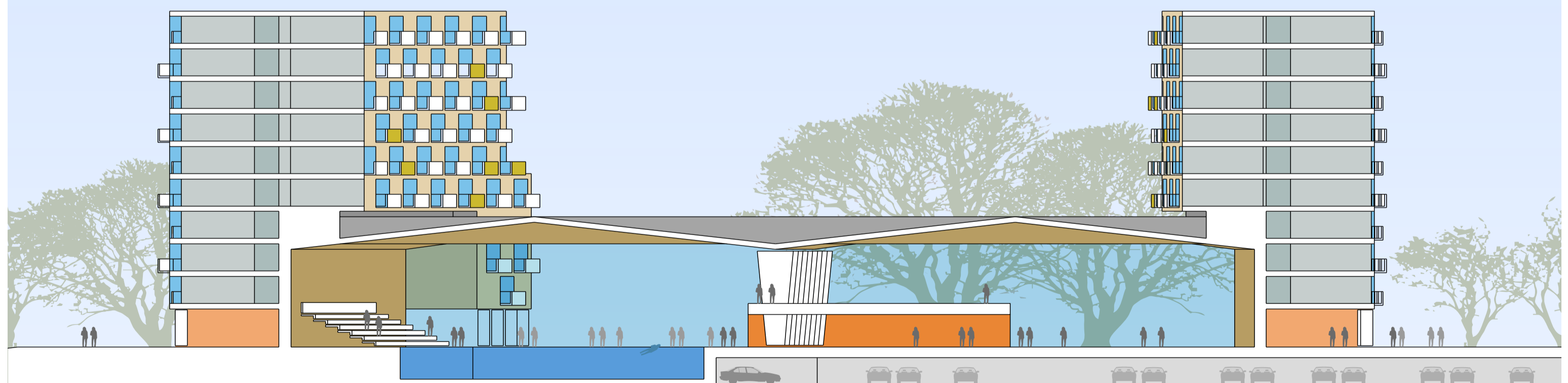
**A new Olympic standard pool - realising the London Games legacy**

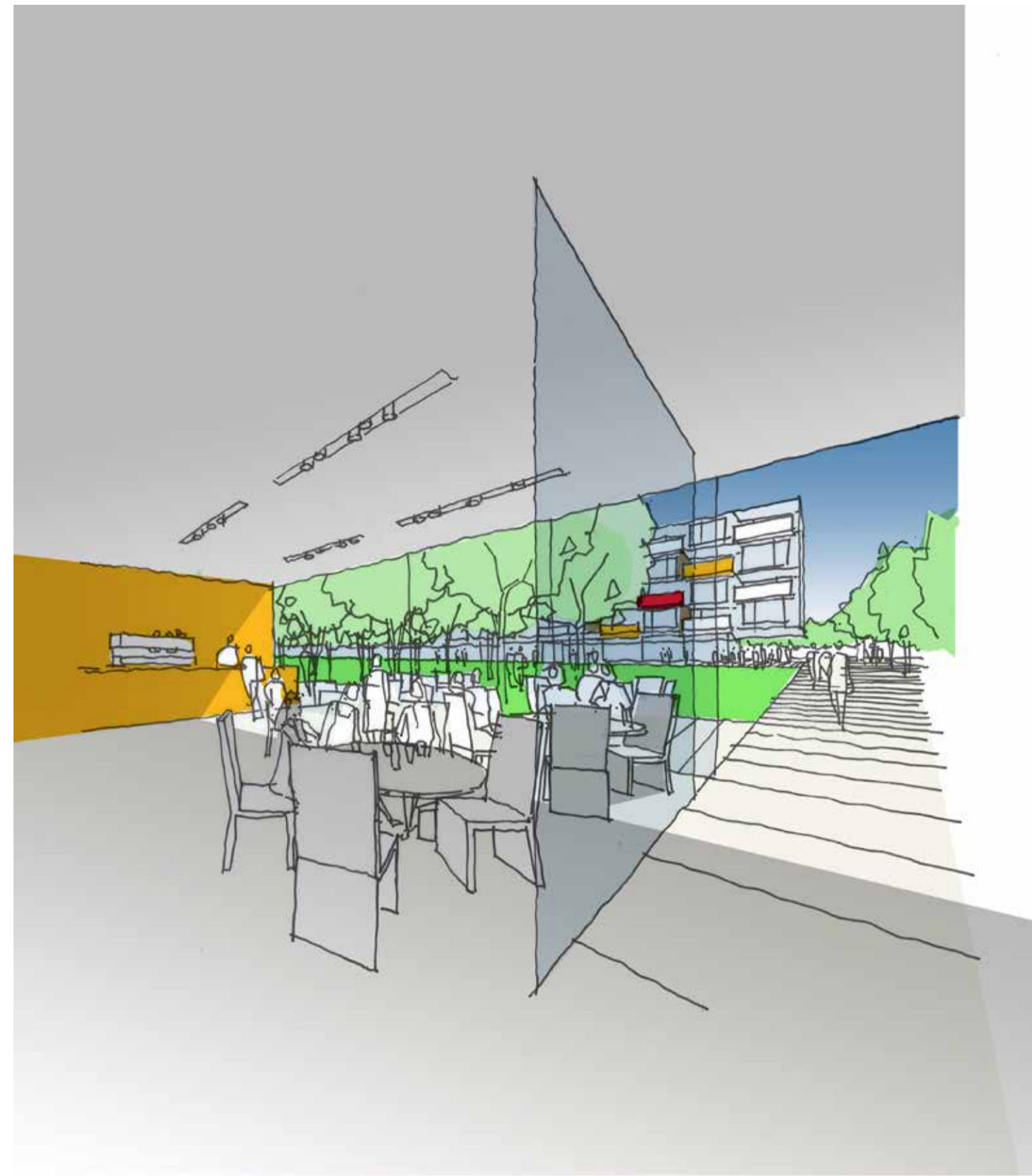
Including Gurnell Leisure Centre, London has only four 50 metre indoor swimming pools, and only one of these is Olympic standard.



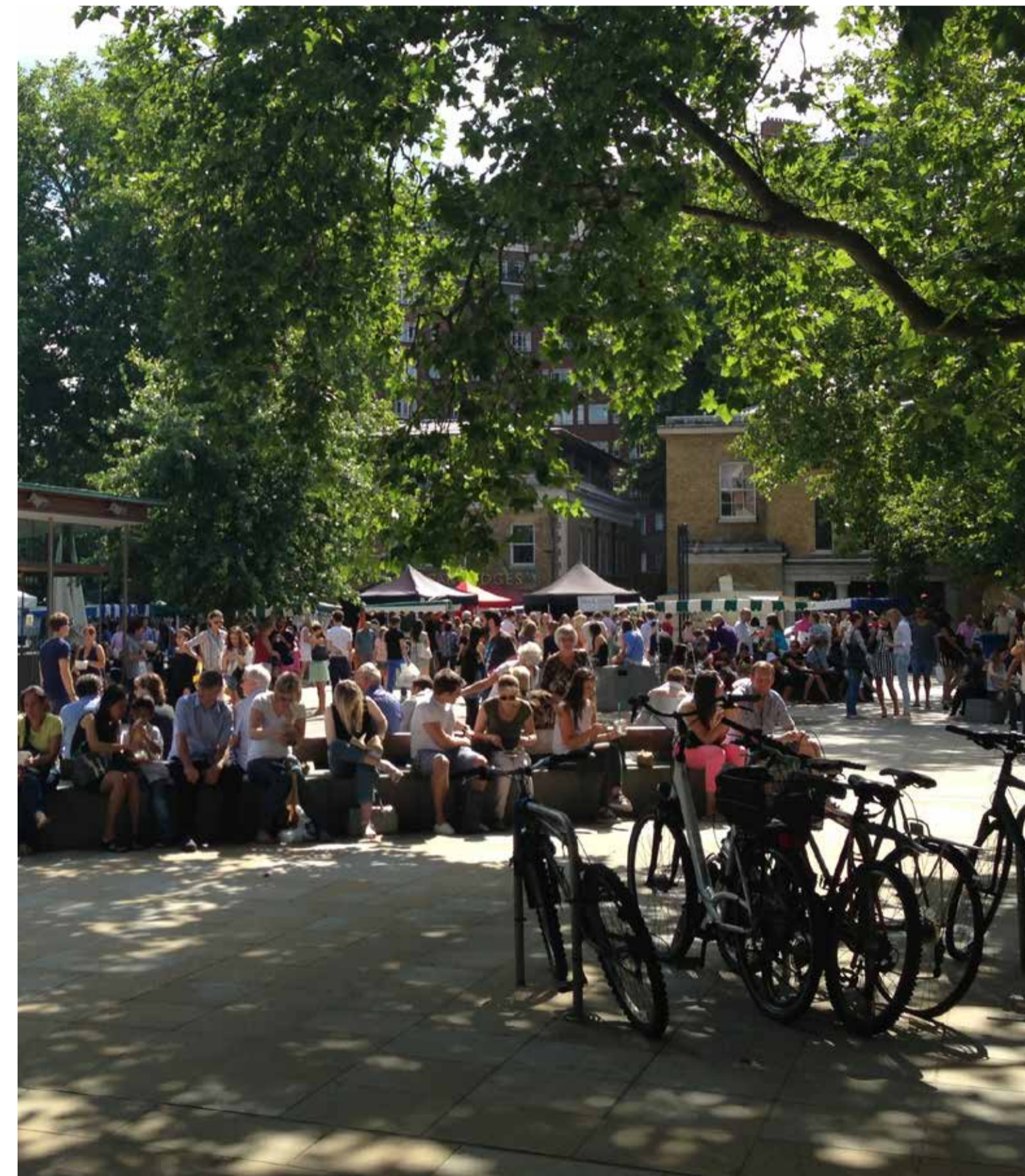


“An enhanced community leisure destination for London which would be a real manifestation of the Olympic Games legacy.”





“Access to high quality open spaces and opportunities for sports and recreation can **make an important contribution to the health and wellbeing of communities.**”



# Gurnell Leisure Centre, Ealing Redevelopment proposals

Prepared for LB Ealing\_December 2014





## State of the art community leisure facility

“A world class community leisure facility offering access and opportunity for amateurs and professionals alike.”

Below: images of the Commonwealth Arena and Sir Chris Hoy Velodrome; a project designed primarily as a community sports facility

We see a fantastic opportunity to redevelop the existing, tired and dated facilities at Gurnell with a state-of-the-art Olympic quality swimming pool to rival the facility in East London at Stratford, building on the incredible legacy of the Olympic, Paralympic and Commonwealth Games. An enhanced new facility will cater for amateurs and professionals alike and will not only support the residents of Ealing, but also a much wider catchment across West London and the Home Counties.

The current site occupies a unique position, providing good travel connections and excellent green spaces for sporting and leisure pursuits, but within the fringes of the city. The scale and beauty of the location encourages a wide range of activities inside and outside, providing facilities for a broad and diverse local population. The open spaces and greenery around the site also open themselves up as terrific playgrounds and recreation facilities for a new community of residents and provides the backdrop for a bustling new leisure destination with the new leisure centre at its heart. The spaces and the activities that they encourage will enhance the visitors experience and reinforce wider community participation.

The proposed new Gurnell Leisure Centre will be at the centre of the community, with the state of the art building framed by residences and connected to new and exciting public spaces. The environment and sustainable building systems will be at the forefront of the design solution and the schematic plans and images are an illustration of what might be possible.

We believe that the best design and the realisation of the new leisure centre will result from collaboration between all stakeholders and we look forward to working with the team in Ealing to realise your ambitions.





“Swimming is unique. No other sport or past-time is accessible to so many people, regardless of age or ability. It is a **true community activity.**”



**A new Olympic standard pool - realising the London Games legacy**

Including Gurnell Leisure Centre, London has only four 50 metre indoor swimming pools, and only one of these is Olympic standard.



## Gurnell Leisure Centre today

Built in 1981 the existing facility is outdated and in need of extensive refurbishment to make it fit-for-purpose. The maintenance and extensive upkeep of the facility is expensive and means it currently runs at a loss and cannot offer visitors the quality of experience they demand.

The site does not connect well with its surrounding spaces to create a holistic sports and leisure destination, instead turning its back on the parkland and creating a visual and physical barrier to it.

The appeal of the sports centre building is poor, providing an unwelcoming elevation, with poor accessibility, exacerbated by the swathe of surface car parking that further inhibits access to the parkland beyond. There is little permeability through the site and the wider playing fields are not used to their full potential.

Although recognised as a successful leisure centre in the past it would seem that the building and its environment are no longer fit for purpose and require significant investment to ensure that the public are served with an appropriate facility. Currently the Gurnell Leisure Centre is only used by locals and not seen as a leisure destination. The Gurnell site can offer far more than currently exists. We would like to help to change that.

“The centre today is a **tired and dilapidated** building, of its time and **no longer fit-for-purpose**, limiting the opportunity for future generations.”



## Our vision for the future

Our ambition is to put the leisure centre at Gurnell at the heart of a new leisure and residential community, providing an exemplar facility that rivals Stratford for its swimming pool, provides a wide range of internal and external sports spaces and reconnects the surrounding community with the parkland to the North. By consolidating the footprint of the leisure centre through well considered planning, the design creates significant additional space to build much needed new homes for young professionals and young families that complement the sports centre through providing additional active uses; cafes, a community centre and a nursery.

There is an opportunity to provide vibrant new public spaces between the residential buildings, conceived as new London squares, extending the parkland to the street edge, improving the accessibility and experience of the Metropolitan Open Land.

The new sports centre will integrate better with the surrounding external pursuits, whilst not only retaining, but increasing the number of dedicated parking spaces, all of which will be provided at basement level.

A ground-breaking and sustainable design, by the architects of the Commonwealth Games Arena and Sir Chris Hoy Velodrome in Glasgow will provide an identifiable landmark for the London Borough of Ealing. Landscape architects will sculpt the hard and soft landscaping to draw visitors in through the site and make the most of the new public spaces. We believe that Gurnell deserves to be regarded as one of the best sports and leisure destinations in London and the UK, and as a home to future gold medal winners: we propose to deliver a design that will achieve this.

“An **exemplar leisure facility** at the heart of a new community, this **highly sustainable building** sits comfortably within its landscape, providing a **cataylst for community cohesion** and engagement.”



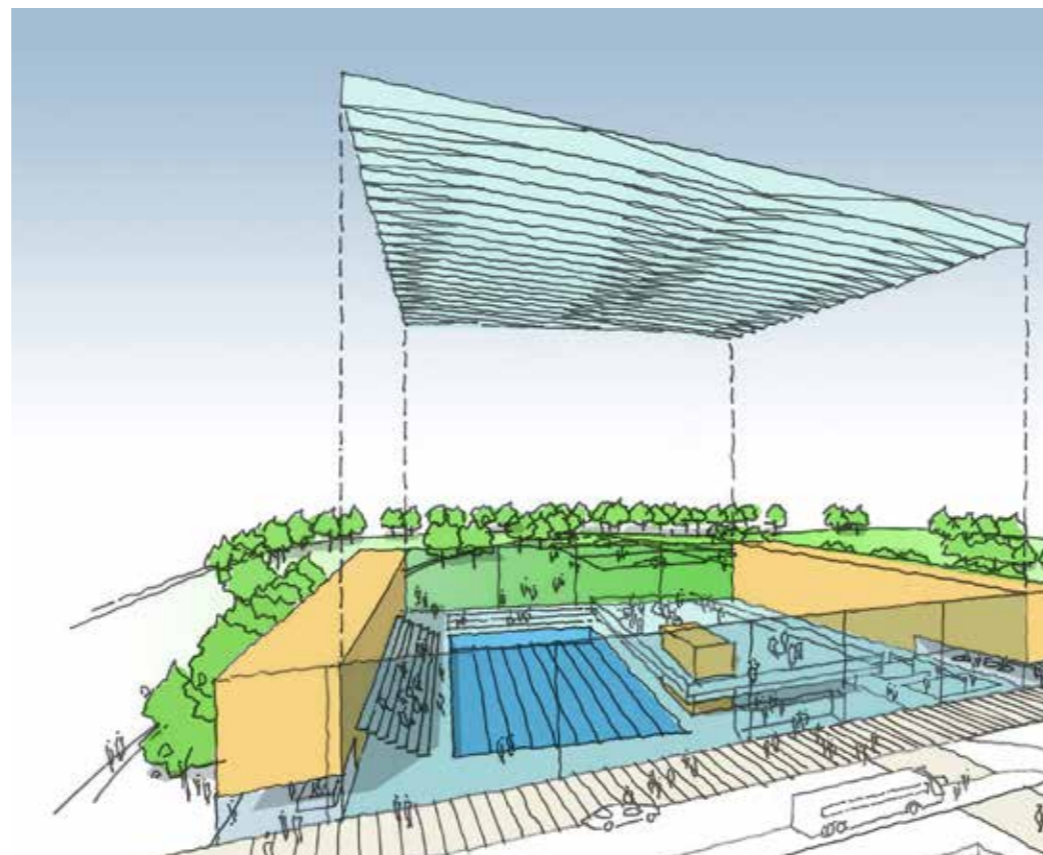
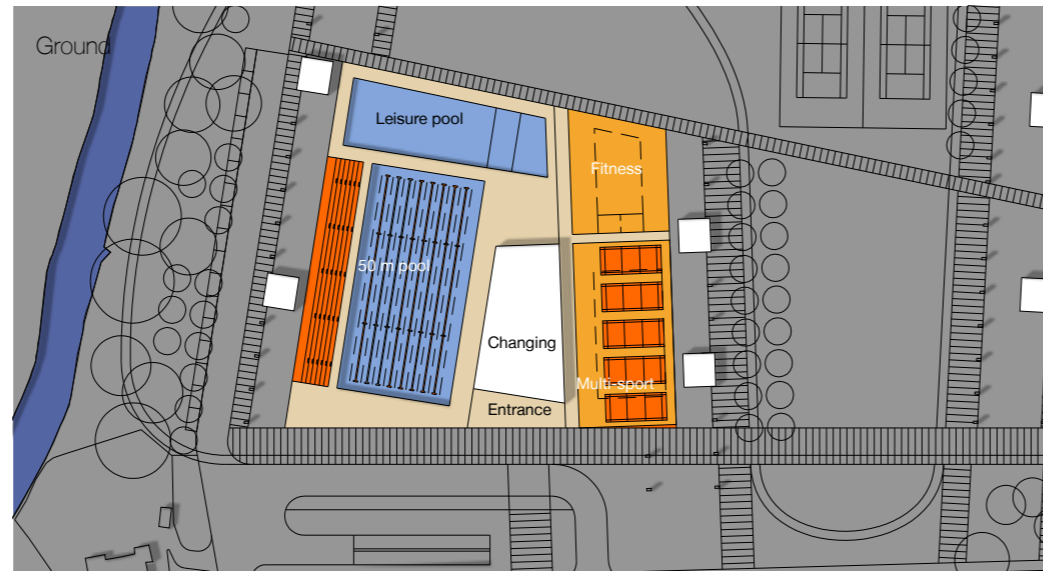
# The leisure centre

The new leisure centre will be state of the art, looking to the standard of venues delivered for the 2012 Olympic and Paralympic Games and the 2014 Commonwealth Games. Although designed for a much wider population with different capabilities, the Gurnell facilities will be of no lesser quality.

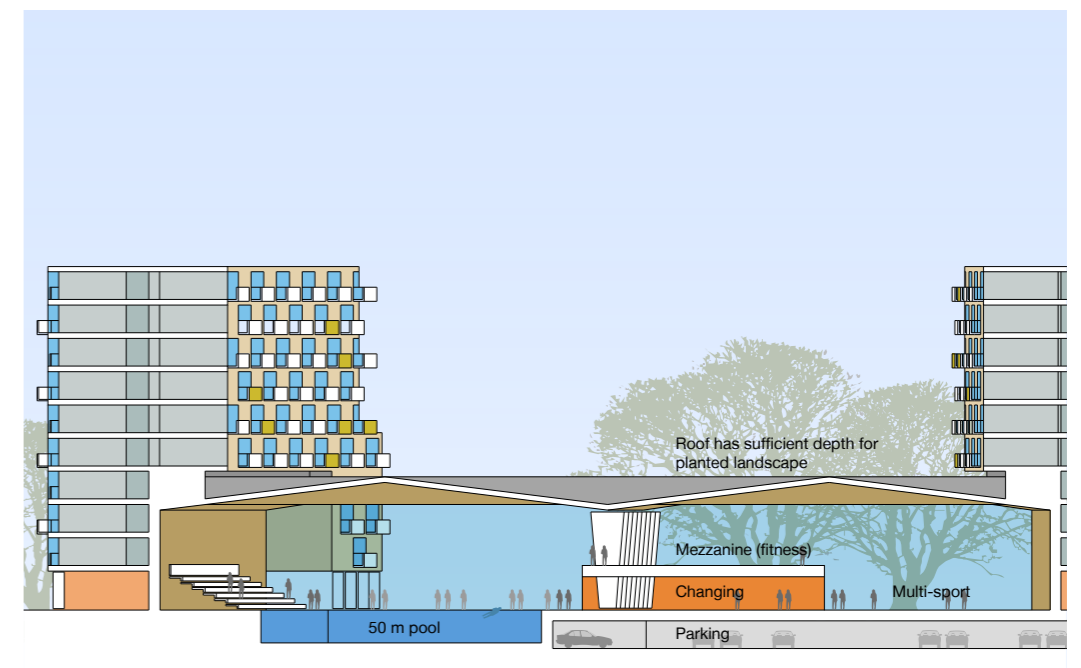
The schematic plans shown here seek to deliver a legible arrangement of leisure activities with simple circulation and an efficient use of space, ensuring safety and security for customers and staff alike. Glazed elevations to the north and south maximise daylight and views into the spaces without compromising the activities.

The outline schedule of accommodation is as follows:

<b>Competition and training pool</b>	50 m x 8 lanes
<b>Teaching pool</b>	16 m x 12 m with moveable floor
<b>Fun splash water space</b>	
<b>Wet side main changing</b>	
<b>Wet side group changing</b>	
<b>Main gym</b>	100 stations
<b>Female only gym</b>	40-60 stations
<b>Main studio</b>	30 person
<b>Secondary studio</b>	18 - 20 person
<b>Sports hall</b>	4-6 court multi-sport hall
<b>Dry side changing</b>	
<b>Soft play area</b>	Permanent activity area for under 8s
<b>Spectator Seating</b>	300 person
<b>Café</b>	45-70 covers
<b>Meeting space</b>	16-20 person meeting space
<b>Office and support areas</b>	



“An enhanced community leisure destination for London which would be a real manifestation of the Olympic Games legacy.”

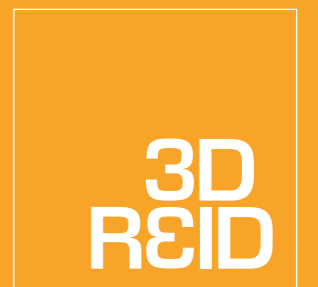




3DReid is an award winning architectural practice, highly experienced in designing both residential developments and sporting facilities. They designed and delivered the Emirates Arena and Sir Chris Hoy Velodrome, which acted as the main venue for the 2014 Commonwealth Games as well as a number of football stadia and other community focused sports and leisure facilities including local leisure centres, sports clubs and swimming pools as part of hotel developments.

The practice is also experienced in the design of residential developments working on a range of private sale and new PRS developments across London.





## Key areas of Focus in setting up of CIC following feedback from HLF specialist advisors

No	
1.0	<b>Governance and Control</b>
	Ealing & Hounslow (E&H) intend to establish a charitable development Trust (to generate funds) and a CIC (to operate the site). This double-headed design is intended to ensure you can maximise donor/foundation etc income (via the Trust) and maintain a level of council involvement/control in the business itself (via the CIC). We believe it is a workable solution but whether it works in practice, in our view, will depend on how E&H mitigate the following risks:
1.1	That the CIC's management team has no incentive to over perform financially because excess surpluses will be removed by the parent Councils (one solution is to agree a multi-year planning cycle, with Council subsidy levels agreed several years in advance)
Response	<ul style="list-style-type: none"> <li>• Its recognised that long term agreements will be necessary for the CIC to plan ahead and Winkworth Sherwood has been commissioned to draw up the following agreements: <ul style="list-style-type: none"> <li>• <b>Funding and Management Agreement</b> – to include 5 yr Bus Plan &amp; Service Plan and sections on monitoring and review (quarterly review meetings), managing poor performance etc.</li> <li>• <b>Support Services Agreement</b> – to include KPIs, service specs, performance</li> </ul> </li> <li>• Worth noting the risk works both ways and if the CIC underperforms then Councils will have to increase subsidy levels to ensure the project success. Note the terms of the HLF grant will last 25years, so we are bound by this and will therefore ensure there is agreement between both parties to maximise the opportunities.</li> <li>• It's the clear intention of the council's that surpluses will be reinvested/ring fenced for GP.</li> <li>• Councils both very committed to ensuring the CIC is successful – Project Sponsors have driven the project and secured council funding at a time of severe cuts and this should be an incentive for the CIC to achieve</li> <li>• `Memorandum and Articles of Association refer to Asset Lock – CIC's assets to be retained or sold for full market value so CIC retains the value of the assets transferred. This reaffirms the intention that all assets and surpluses will be ring fenced for the good of Gunnersbury</li> <li>• Business plan is challenging so the CIC will need to perform v well to meet targets/profit levels (long way off from excess surpluses!)</li> </ul>
1.2	That the CIC non-executive board members do not give the CIC executive sufficient space to be enterprising, resulting in underperformance of commercial revenues (the solution will concern the role and person spec agreed for the CIC trustees, ensuring that these players have a good understanding of how to perform the non-executive part)
Response	<ul style="list-style-type: none"> <li>• Role and spec to be developed but the intention is very clear, to give the CE autonomy to be very enterprising</li> <li>• Memorandum of Agreement – the articles will provide that the CIC Board comprises 2 council trustees out of possible 5, so will not have majority vote though still being</li> </ul>

	<p>discussed</p> <ul style="list-style-type: none"> <li>Contract between councils and CIC setting out independence</li> </ul>
1.3	That the two councils attempt to control the CIC at a tight level of operational detail, prioritising a political or policy agenda over the necessary enterprising/customer-responsive orientation (the solution is to ensure the Councils/CIC contract is specified in ways which deal with outcomes rather than outputs, and where the lease terms give longevity to the arrangement)
Response	<ul style="list-style-type: none"> <li>It is the intention that the CIC has operational freedom to achieve the objectives – The funding and management agreement will detail this (advice being sought to ensure robust agreements)</li> </ul>
1.4	That the Councils insist on the CIC using their back office functions on an on-going basis, functions that are unlikely to provide the level of reporting and responsiveness required by a small business of this nature (the solution is to recognise that, though the business may need help at the outset, it should be encouraged to move towards its own arrangements in the short term)
Response	<ul style="list-style-type: none"> <li>A Support Services Agreement is being set up to assist the CIC for <b>an initial period</b>. The Councils aim is to offer help the CIC whilst it is getting established, not long term</li> </ul>
1.6	That the CIC's operating flexibility and cost model is undermined by having to stay with existing Council employment terms and conditions (the Councils may need to underwrite any contingent liabilities associated with any future change to those terms and conditions).
Response	<p>Not the case</p> <ul style="list-style-type: none"> <li>The councils standard Terms and Conditions are not applicable to the new CIC appointed staff</li> <li>New staff to be employed directly by the CIC – head gardener, assistant curator</li> </ul>
	<b>Plan</b>
1.7	HLF are aware that the project's direction and success is greatly dependent on the proposed Chief Executive. In principle, there is no problem with developing all the component parts of a business, in line with the business plan, then recruiting a leadership team to get it going. In practice, we feel this approach will typically result in a lack of cohesion and pace during the development stages, and a level of frustration experienced by the incoming leader concerning what he/she is likely to perceive as unhelpful design constraints. Ideally, therefore, the Chief Executive we would like to suggest in the strongest of terms be recruited considerably earlier, such that he/she were able to influence the speed and shape of the project. We understand this issue remains one under review.
Response	<ul style="list-style-type: none"> <li>For early recruitment of CE, savings would have to be made elsewhere eg pushing back appointment of other posts. Will look at this during the project to see if opportunities for bringing the CEO appointment forward and delaying others is feasible</li> </ul>





**Report for DECISION:**

**Item Number: 9**

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	<b>BUDGET STRATEGY 2017/18</b>
<b>Responsible Officer(s)</b>	Ian O'Donnell, Executive Director Corporate Resources Ross Brown, Director of Finance
<b>Authors</b>	Maria Campagna, Strategic Finance Partner Corporate Tel. 0208 825 9727  Philip Lewis, Acting Financial Strategy Manager Tel 020 8825 5550
<b>Portfolio</b>	Cllr Yvonne Johnson – Finance, Performance and Customer Services
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	14 February 2017
<b>Implementation Date if Not Called In</b>	27 February 2017 (not applicable for recommendations to Council)
<b>Affected Wards</b>	All
<b>Area Committees</b>	All
<b>Keywords/Index</b>	Budget, MTFs, grant settlement, financial strategy, GLA precept, risk, growth, savings, capital programme.

## **Purpose of Report**

To seek Cabinet approval of all Revenue budget proposals and the Capital programme for recommendation to full Council at the statutory budget setting meeting on 21 February 2017. It provides a summary of all previous savings and growth proposals agreed at the Cabinet meeting on 15 November 2016. It presents the refreshed Medium Term Financial Strategy for approval and provides an update on the economic climate and funding position following the local government finance settlement for Ealing, which outlined provisional core funding figures for the three years 2017/18 to 2019/20 and confirmed the significant funding cuts set out in the four year settlement of 2016/17.

The report includes the legislative requirement for the Chief Finance Officer (Section 151 Officer) to report formally on the robustness of estimates, the adequacy of the reserves and on the risks in the council's budget strategy. The report also includes recommendations on prudential borrowing for the Council to approve in order to comply with statutory requirements.

## **INDEX TO REPORT: BUDGET STRATEGY 2017/18**

1. Recommendations
2. Reason for Decision and Options Considered
3. Budget Overview
4. Budget Planning Assumptions Review
5. Budgets and Business Plans 2017/18 to 2020/21 (including savings and growth proposals)
6. Legal
7. Value for Money
8. Sustainability Impact Assessment
9. Risk Management
10. Community Safety
11. Links to the Six Priorities of the Borough
12. Equalities, Human Rights and Community Cohesion
13. Staffing/Workforce and Accommodation Implications
14. Property and Assets
15. Consultation
16. Timetable for Implementation
17. Appendices
18. Background Information

## **1. Recommendations:**

1.1. It is recommended that Cabinet:

### **Budget Review: Revenue savings and growth proposals**

- 1.1.1. Approves an additional £25.209m of centrally held growth items for 2017/18 – 2020/21 (including £20.509m for 2017/18) since 15 November 2016 Cabinet meeting (para 5.2.3) and notes the growth proposals already submitted and approved by Cabinet on 15 November 2016 (para 5.2.1 and Appendix 3a).
- 1.1.2. Notes the repurposing of corporate budgets (para 5.2.4) and notes that no further savings proposals for 2017/18 have been made since 15 November 2016 Cabinet meeting.
- 1.1.3. Note the allowed increases in the social care precept and the referendum limit of the council (4.2.3 and 4.4.2) and recommend to Full Council the taking of the Social Care Precept of 2% on council tax.
- 1.1.4. Notes that the council is in a position to agree a balanced budget for 2017/18 and that any remaining budget gap following the council tax decision by Council on 21 February 2017 will be closed using reserves.
- 1.1.5. Notes the requirement for additional savings and/or income in future years as set out in para 3.1.6.
- 1.1.6. Notes that where information comes to light which indicates that particular savings proposals have significant and important implications not set out in this report, for example relevant to the council's equalities duties or other legal responsibilities, or where consultation is required because of the significant likely impact of proposals upon service users or providers, then those implications will be fully explored and, if necessary, a further report will be considered by Cabinet or the relevant officer or portfolio holder for finance, performance and customer services before a final decision is taken on whether or not to proceed to implementation. Where a decision is taken not to proceed with any savings proposal then alternative proposals will be brought forward for consideration.
- 1.1.7. Authorises the director or executive director with responsibility for each proposal to carry out any steps required in relation to those proposals, including carrying out any appropriate consultation, considering consultation outcomes and any other detailed implications before taking the final decision on whether or not to proceed to implement such a proposal, and amending any proposal prior to implementation as appropriate following consideration as above.
- 1.1.8. Notes in relation to the authorisation given in para 1.1.7 above that where it is reasonably practicable to do so, any key decisions should be brought back to Cabinet.

### **Fees and Charges**

- 1.1.9. Notes that there are no changes to fees and charges which require Cabinet approval.

## **Budget Review: Capital**

- 1.1.10. Notes the capital proposals already approved by Cabinet on 15 November 2016 and to be approved on 14 February 2017 bringing the total of all capital proposals to £30.210m (para 5.17 and Appendix 7, schemes 4, 5 and 9). Cabinet also approves the removal of the Children's Extended Nursery Provision scheme previously agreed by Cabinet on 15 November 2016 (para 5.17).
- 1.1.11. Notes the capital proposals to the HRA (Appendix 8, scheme 27 within HRA programme) to be considered as part of the HRA Business plan by Cabinet on 14 February 2017.

## **Business Rates**

- 1.1.12. a) Makes a decision that pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988, for 2017/18, the Council will offer a discount in National Non-Domestic Rates (NNDR) of two times the cost of accreditation to the first 100 businesses in Ealing which are, or which become accredited with the Living Wage Foundation and who meet the criteria as set out in the February 2016 Cabinet report: Discretionary Discount Scheme for Businesses accredited to Living Wage Foundation (para 5.23.9).
- (b) Authorises the Strategic Finance Partner – Local Tax and Accounts Receivable to make determinations in relation to applications for such discounts.
- 1.1.13. It is recommended that Cabinet endorses and approves the following recommendations and recommends to the Council that on 21 February 2017 it:

## **Revenue Budget and Medium Term Financial Strategy**

- 1.2.1. Considers and approves the revenue budget for 2017/18 as summarised in Appendix 2.
- 1.2.2. Considers and approves the refreshed Medium Term Financial Strategy (MTFS) for 2017/18 – 2020/21 (para 4.9.4 and Appendix 1).
- 1.2.3. Considers the advice of the Executive Director of Corporate Resources on the levels of reserves and robustness of estimates in setting the budget as required by Section 25 of the Local Government Act 2003 (para 5.11).
- 1.2.4. Notes the financial risks and pressures set out in section 4 and in particular para 4.9.
- 1.2.5. Notes the total savings of £28.896m, total growth of £3.524m and £25.209m of additional centrally held growth items approved by Cabinet on 15 November 2016 and 14 February 2017 through the budget review processes for the period of the refreshed MTFS, 2017/18 – 2020/21 (para 5.2 and 5.4 and Appendices 3a and 3b).
- 1.2.6. Approves the draft Schools budget of £314.095m and agrees that any changes to the budget reasonably required as a result of the final 2017/18 DSG settlement are delegated for decision to the Executive Director of Children, Adults & Public Health following consultation with the Executive

Director of Corporate Resources (see para 5.8.12 and Appendix 5).

- 1.2.7. Notes the MTFFS financial projections for 2018/19 to 2020/21 (para 4.9.4 and Appendix 1).
- 1.2.8. Notes that the General Fund balance is scheduled to remain the same at £15.473m for 2017/18 and notes the forecast levels of earmarked reserves (see para 5.13 and Appendix 6).
- 1.2.9. Approves the Parking Account 2017/18 (see para 5.6 and Appendix 4).

### **Capital Programme 2017/18 - 2020/21**

- 1.2.10. Approves the new capital projects, totalling £30.210m and the removal of a capital project totalling £1.600m (see para 5.17 and Appendix 7).
- 1.2.11. Approves the revised capital programme of £761.206m, as set out in (para 5.18 and Appendix 8).
- 1.2.12. Approves the use of underspends from 2016/17 to part fund new capital schemes as set out in paragraph 5.16.2 and 5.17.
- 1.2.13. Approves the revised Capital Strategy set out in Appendix 9.

### **Treasury Management and Pension Fund Update based on TM Strategy**

- 1.2.14. Approves the Treasury Management Strategy including the associated Prudential Indicators and Annual Investment Strategy and as set out in (para 5.21, Appendix 10, Annexes 3 and 5).
- 1.2.15. Approves the Treasury Management Policy Statement attached to Appendix 10 as Annex 1;
- 1.2.16. Notes the Director of Finance will implement the Treasury Management Strategy under existing officer delegated powers set out in Appendix 10 as Annex 2;
- 1.2.17. Approves the Minimum Revenue Provision (MRP) policy and in particular notes the revision to the policy changing the MRP Option 1 (pre 2008 debt) provision from reducing balance to straight line basis to achieve a more prudent provision for debt repayment; set out in Appendix 10 as Annex 4.
- 1.2.18. Notes that the Pension Fund cash (where held in house) and West London Waste Authority cash is also managed in accordance with the Treasury Management Strategy (2.9 to 2.13 of Appendix 10).

### **Council Tax and Business Rates**

- 1.2.19. Notes the GLA Band D precept of £280.02 for 2017/18, a 1.46% increase compared to the 2016/17 GLA precept (para 5.9);

- 1.2.20. Notes that the Executive Director of Corporate Resources calculated under delegated authority on 24 January 2017 the amount of 111,132.37 as the Council Tax Base, (the number of properties in Bands A-H in the Borough, expressed as an equivalent number of Band D units for the year 2017/18) in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) made under Section 33(5) and 34(4) of the Local Government Finance Act 1992 (para 5.22.1);
- 1.2.21. Notes the collection fund position as set out in para 5.22.2;
- 1.2.22. Notes the council's share of the business rates income forecast for 2017/18 at £46.910m agreed under delegated authority by the Executive Director of Corporate Resources (see para 5.23.4).

## **2. Reason for Decision and Options Considered**

- 2.1** This report is the latest in a series of reports to Cabinet on developing budget proposals for 2017/18. This report updates the position since the last budget strategy report to Cabinet on 15 November 2016, and it brings together a number of significant issues for Cabinet decision. The main purpose of this report is to enable Cabinet to consider further budget proposals and make recommendations to Council for when it finalises the budget and sets the council tax on 21 February 2017.

## **3. Budget Overview**

### **3.1 Budget Review Process**

- 3.1.1. The council uses a rigorous priority-led budget process, established in 2005 and now fully embedded across the council.
- 3.1.2. The outcome of the process is a set of business plan options put forward for consideration by the Cabinet and final approval by full Council at its statutory budget-setting meeting in February.
- 3.1.3. The top 6 priorities of the Administration are based on what residents and service users have consistently said that they want prioritised. These are to make Ealing:
- a Prosperous borough
  - a Safer borough
  - a Healthier borough
  - a Cleaner borough
  - a Fairer borough
  - an Accessible borough
- 3.1.4. The budget process for 2017/18 has been prepared in line with the Administration's principles for the budget process as follows:

The council must set a balanced budget, we must act responsibly with local people's money. We will focus the money the council spends on delivering our principles. They are:

- Making every effort to protect those at risk in our borough including elderly, disabled, children and young people who use our services.
- Building residents' resilience and social capital through acting as an enabling Council.
- Intervening in problems as early as possible to deliver the best results for residents.
- Seeking solutions that make use of local people's knowledge, enthusiasm and commitment to the borough.
- Seeking to maximise employment and economic growth in the borough by being an exemplary employer and by encouraging local business growth.
- Making our services and those we commission world class and focused on what matters to local people.

Whilst implementing these principles we will see to it that public money is used as efficiently as possible by cutting out waste, using new technologies to make services more efficient and seeking to work collaboratively with all our partners in the public sector and beyond.

3.1.5. Since 2010 Ealing has implemented a significant savings programme to deal with the combined impact of funding and cost pressures. Prior to the £3.187m additional savings approved at Cabinet on 15 November 2016, overall net savings of £167.5m had already been identified for delivery by 2018/19.

3.1.6. The current position based on the estimates that the government has provided for future funding to 2019/20, the possible deterioration in funding with the implementation of full business rates retention and the Fair Funding review in 2020/21, and taking into account the escalating demand pressures impacting social care leaves the budget gap for the MTFS period at £49.437m.

3.1.7 The council is reviewing its approach to budget setting and will from 2018/19 be adopting an outcomes based approach in order to ensure funding is used in the most impactful way to deliver the best outcomes for residents.

**Table 1: MTFS Budget Gap**

	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
<b>Budget Gap</b>	(26.421)	(9.758)	(13.258)	<b>(49.437)</b>

## 3.2 Financial Outlook and Context

3.2.1. The MTFS, covering the 4-year period 2017/18 – 2020/21, is presented in Appendix 1 for Cabinet approval. It reflects the impact upon Ealing of central government funding decisions, analysis of advice from various relevant organisations (e.g. levying bodies) and impacts of the national and local economic context.

3.2.2. The Chancellor of the Exchequer published the Autumn Statement on 23 November 2016.

3.2.3. The Autumn Statement set out the global economic context within which the UK is operating, and revised the forecast for growth in the UK and revised the forecast for reducing borrowing and for reducing the deficit. More details of the economic environment facing the council are set out in the council's MTFS, as refreshed in its annual review and as set out in Appendix 1,

including the continuing pressures facing the council over the medium term and the need to find further significant levels of savings. The MTFS document includes a glossary, setting out common terms used in the budget process.

3.2.4. The overall financial situation continues to present the council with significant challenges and is expected to do so for a number of years. The council's medium term financial projections show a continuing reduction in central government support. The ongoing budget has increasing costs relating to inflation and service pressures as well as the on-going loss of government grants. The council therefore has to continue to plan for several years of financial restraint. The future years' financial projections shown in the MTFS in Appendix 1 include ongoing forecast reductions in government funding which are expected to continue until at least the end of the decade.

### 3.3 Investing in Council Priorities

3.3.1. The budget process is designed to ensure that resources are aligned with council priorities and the budget being set for 2017/18 has been prepared in line with those priorities and the administration's principles, these are set out in paras 3.1.3 and 3.1.4 above.

3.3.2. The financial challenge still remains significant over the medium term. The council faces a number of financial uncertainties that could affect the council's financial position over the medium term, notably concerning the level of government grant funding and the continuing social care pressures.

3.3.3. The capital programme has been refreshed to take account of the council's priorities, the latest information on existing projects and the latest estimate of resources, including prudential borrowing.

3.3.4. Table 2 sets out significant new planned capital investments during the period covered by the MTFS. The investments are funded from borrowing, revenue funding, invest to save and government grants.

**Table 2: Key new Capital Investments**

	2017/18 - 2019/20
	£m
Secondary Schools Expansion, addition to the existing programme	13.100
Health, Independence and Efficiency	2.060
Investment in ICT	5.287
Investment in Parks and Community centres	4.814
Disabled Facilities and other improvement grants	3.429
Other new capital investments	1.520
<b>Total</b>	<b>30.210</b>

## 4. Budget Planning Assumptions Review

### 4.1 Policy Framework – the context for the budget decisions for 2017/18 and beyond



4.1.1. The context in which the council's budget is set is influenced by:

- The council's Vision, Corporate Plan and Strategic Priorities;
- The council's Medium Term Financial Strategy (MTFS);
- Central government policies, including legislative change, which may require additional expenditure in areas that would not otherwise be council priorities;
- External drivers – e.g. demand for services, inflationary pressures, change in interest rates etc.

4.1.2. Maintaining the council's financial resilience ensures the effective delivery of services during a difficult economic period and significantly reduced funding.

### **Major Factors Influencing the Budget**

## **4.2 Local Government Finance Settlement**

4.2.1. The provisional Local Government Finance Settlement was announced on 15 December 2016, it provided outline provisional core funding figures from 2017/18 to 2019/20 and confirmed the significant funding cuts set out in the four year settlement of 2016/17, including the stepped reduction of Ealing's Revenue Support Grant (RSG) from £48.371m in 2016/17 to £17.167m in 2019/20 (The 2017/18 provisional figure and change is shown in section 4.3 below). Whilst RSG reductions have been confirmed to 2019/20 figures for the remainder of core funding remains indicative. As discussed below, indicative figures are primarily in relation to the one-off Adult Social Care Grant, New Homes Bonus and improved Better Care Fund. The government has reserved the right to adjust the indicative figures as required, and has indicated there may be new burdens associated with certain funding streams. Therefore, whilst the provisional figures have been reflected in the MTFS, they should be treated as estimates only beyond 2017/18. The 2017/18 figures will be confirmed when the settlement is finalised in February 2017.

4.2.2. The escalation in social care demand pressures have caused the most significant movement in the MTFS. However, the settlement caused a deterioration in the MTFS position as the indicative figures showed the provisional reduction in funding was more than the estimated reductions built into the MTFS. Key differences were:

- Announcement of a new one off 2017/18 Adult Social Care (ASC) Support Grant of £241.1m country-wide. Ealing's grant award is £1.424m.
- Announcement that the 2017/18 ASC Support Grant is to be funded by reducing New Homes Bonus (NHB) by £241.1m moving from a 6 to 5 year rolling scheme with NHB grant no longer provided for the first 0.4% of new growth from 2017/18. The scheme amendment has resulted in a reduction of NHB for Ealing against the previous allocation of £2.526m in 2017/18 and significant reductions in future years.
- The draft settlement announcement increased the budget gap for 2017/18 by £1.102m and over the MTFS by period by £4.983m.

4.2.3. The settlement also set out the following:

- Allowance for local authorities to increase the Social Care Precept up to 3% in 2017/18 and 2018/19, but total increases cannot exceed 6% over the three years to 2019/20.

- Confirmation the improved Better Care Fund announced in 2016/17 will commence in 2017/18. The indicative funding is detailed below in section 4.6. The final allocations remain subject to change.

### 4.3 Settlement Funding Allocation (SFA)

4.3.1. The Settlement Funding Allocation (SFA) is a key driver in the setting of the Council's budget, it is provided as part of the Local Government Finance Settlement and is a key component of the government's assessment of Ealing's Core Funding. As indicated above, the allocation has been confirmed to 2019/20 under the multi-year offer accepted by Ealing following the 2016/17 settlement. However, it remains subject to future backdated adjustments to allow for the government's neutralisation of the impact of the revaluation of business rates in 2017 which will primarily impact Top-Up Grant (although the impact should be off-set by equivalent rises in business rates income).

4.3.2. Table 3 shows the final settlement for 2017/18 and compares this against the 2016/17 settlement, using the government's own adjusted figures for a like for like comparison. Overall the Settlement Funding Assessment shows a reduction in funding of £11.923m, or 10.02%, between 2017/18 and 2016/17.

**Table 3: Settlement Funding Allocation 2017/18**

	<b>Adjusted Final 2016/17</b>	<b>Settlement 2017/18</b>
	<b>£m</b>	<b>£m</b>
Revenue Support Grant (RSG)	48.371	35.007
Business Rates Baseline	41.056	42.511
Business Rates – Top-up grant	29.509	29.495
<b>Settlement Funding Assessment</b>	<b>118.936</b>	<b>107.013</b>
<b>Reduction from 2016/17</b>	<b>n/a</b>	<b>(11.923)</b>
<b>Percentage reduction</b>	<b>n/a</b>	<b>(10.02%)</b>

4.3.3. Table 4 below shows the reduction in the provisional settlement offered for 2019/20 compared to the 2016/17 adjusted final allocation. RSG reduces by 64.51% in cash terms by 2019/20 which is only partially offset by the increases in business rates baseline and top up grant.

**Table 4: Settlement Funding Allocation 2016/17 to 2019/20**

	<b>Adjusted Final 2016/17</b>	<b>Adjusted* 2019/20</b>	<b>(Reduction)/ Increase</b>	<b>Percentage Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	
Revenue Support Grant (RSG)	48.371	17.167	(31.204)	(64.51%)
Business Rates Baseline	41.056	45.439	4.383	10.68%
Business Rates – Top-up grant	29.509	31.527	2.018	6.84%
<b>Total</b>	<b>118.936</b>	<b>94.133</b>	<b>(24.803)</b>	<b>(20.85%)</b>

\*Final adjustment to Business Rates figures will be made after the submission of the 2016/17 NDR outturn positions through the NDR3 forms.

#### 4.4 Social Care Precept and Council Tax Referendum

- 4.4.1. The 2016/17 Local Government Finance Settlement introduced a new flexibility in respect of a social care precept of 2% per annum which can be levied on Council Tax to fund social care. As discussed in 4.2.2 the 2017/18 Provisional Local Government Settlement allows local authorities to increase this precept by up to 3% in 2017/18 and 2018/19, but total increases cannot exceed 6% over the three years to 2019/20.
- 4.4.2. Local authorities seeking to increase council tax levels by more than 2% (excluding the Social Care Precept) are required to gain approval through a local referendum. This threshold is the same as in 2016/17 but effectively is raised to 5% if the flexibility is used.

#### 4.5 New Homes Bonus

- 4.5.1. The 2017/18 Provisional Local Government Finance Settlement announced New Homes Bonus (NHB) will be reduced nationwide by £241.1m in 2017/18 moving from a 6 to 5 year rolling scheme with NHB grant no longer provided for the first 0.4% of new growth from 2017/18. Ealing's provisional 2017/18 New Homes Bonus (NHB) allocation was announced by the government on 15 December 2016.
- 4.5.2. The total allocation to Ealing in 2017/18 is £7.388m. However, the changes to the NHB allocation methodology announced in the settlement mean that future years' reductions in NHB funding will be greater than originally forecast. Table 5 reflects the provisional forecast of NHB to be received by Ealing based on the new allocation methodology and using 2016/17 stock data projected forward. The final allocation is based on the net change in stock (as per council tax records).

**Table 5: Ealing NHB allocation**

	<b>2016/17 Allocation £m</b>	<b>2017/18 Forecast £m</b>	<b>2018/19 Forecast £m</b>	<b>2019/20 Forecast £m</b>	<b>2020/21 Forecast £m</b>
<b>Total</b>	<b>9.853</b>	<b>7.388</b>	<b>3.307</b>	<b>1.658</b>	<b>0.994</b>

- 4.5.3. The NHB scheme is funded from existing local government funding, taking a top slice from funding from the Revenue Support Grant to redistribute as NHB.
- 4.5.4. The council's overall NHB is allocated based on new homes built and empty properties brought back into use, with an additional amount payable for affordable homes. Detailed modelling work on the likely future revenue streams is on-going and will be incorporated into the MTFs. This funding will continue to be used to support the council's overall budget position.
- 4.5.5. As announced in the 2017/18 Provisional Local Government Finance Settlement the one-off Adult Social Care Support Grant is to be funded by reducing NHB by £241.1m. This has resulted in a reduction for Ealing against the previous allocation of £2.526m for 2017/18.
- 4.5.6. The one-off Adult Social Care Support Grant will be used to fund Adult Social Care services, distributed as part of the new centrally held growth (para 5.2.3).

#### 4.6 Better Care Fund

- 4.6.1. The government is providing £1.5bn for authorities to spend on adult social care by 2019/20 to be included in an improved Better Care Fund. Allocations will commence in 2017/18, with the £1.5bn only fully allocated in 2019/20. This will be a separate grant and the allocation methodology will benefit those councils who benefit less from the additional council tax flexibility for social care. The provisional figures have been reflected in the MTFs but are yet to be confirmed. They are calculated under a formula each year which off-sets allocations by amounts that could be raised using the social care precept and council tax growth. Table 6 shows the provisional Better Care Fund allocation as per the settlement.

**Table 6: Ealing Better Care Fund Allocation**

2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
-	0.456	4.436	3.996	<b>8.888</b>

#### 4.7 External Factors – interest rates and inflation

- 4.7.1. The base rate is a major influence on the returns that council can achieve on investment income. The base rate currently stands at 0.25% since August 2016 and is not predicted to increase before 2019.
- 4.7.2. CPI and RPI have seen an upward trend over the past five months with CPI increasing by 1.6% since December 2015. Inflation is expected to move higher and surpass the government target rate of 2% (CPI) although the expectation is that the MPC (Monetary Policy Committee) will look through inflation worries and refrain from increasing rates in light of the fragility of the economy brought on by a number of factors. Further inflation data is included in the MTFs as Appendix 1.
- 4.7.3. Although the budget allows for additional inflation on some budgets via specific growth bids, there remains a risk that exceptional increases in costs may occur on some budgets (e.g. where contractual increases are linked to specific indices such as pay and fuel). The council holds a risk provision for inflation on contracts, which is available to services subject to the

relevant approvals.

## 4.8 Other Factors

4.8.1. In addition to the external factors already mentioned, there are other pressures that are highly likely to impact on the budget, which are listed below:

- Delivery of agreed savings – the budget for 2017/18 and over the medium term requires the council to deliver on all the savings set out in this report. These savings will be closely monitored on a regular basis throughout the financial year to ensure that they are on track to be achieved. Where savings are unlikely to be achieved then management actions will need to be taken to ensure the overall budget can be achieved.
- Demand-led services (Children and Adults) – The Children’s and Adults’ budgets are under great pressure due to the demand led nature of these services. One of the main risks in the budget relates to demographic change
  - Adults – Residents are living longer and have greater expectations about the quality and range of services the council should provide. It has proven extremely difficult to forecast numbers and needs that results in a risk that current forecasts could be understated, that may give rise to budget pressures.
  - Children’s – There are ongoing pressures in respect of expensive care placements due to the increased complexities of children in care. There also remain pressures in respect of SEN transport.
- Homelessness – There is a risk that levels of homelessness increase in the borough with the subsequent requirement for the council to support individuals in Temporary Accommodation.
- Income – Levels of council income are impacted by individual’s responses to the economic climate, as people may cut back on areas of discretionary spending. This could impact on levels of planning, property and car park income. In addition leisure services income could reduce.
- Schools expansion – pressures caused by steeply increasing pupil numbers.
- Education Funding Reform – the ongoing review of funding to schools and Local Education Authorities has impacted the 2017/18 budget (with the phasing out of Education Services Grant) and is anticipated to deliver further pressures in future years as the National Funding Formulae are fully introduced.
- Levies paid to external bodies - payments outside the council’s control that need to be met from its budget requirement (more detail in section 5.14).
- Pension Fund – Employer contributions into the pension fund can fluctuate depending on the net liability of the fund and an agreed deficit repayment plan. An actuarial review of the pension fund assets and liabilities is carried out every three years with the outcome feeding into the MTFS for the following three years. The latest valuation was as at 31 March 2016 and has been reflected in the general fund budget from 2017/18. The next review is due 31 March 2019.

- Business Rates Revaluation – As of April 2017 business rates revaluation will come into effect. Whilst council premises will be impacted by the rises in business rates in the borough (12.5% rise in rateable values on average), there is a risk of an overall reduction in the council's income from business rates and top up grant due to the volatility of appeals and uncertainty regarding transitional arrangements.

#### **4.9 Annual Review of the Medium Term Financial Strategy (MTFS)**

- 4.9.1. The MTFS provides a robust financial framework to support achievement of the council's overall objectives and delivery of services. The revenue budget has been developed based on the 10 key aims of the MTFS (detailed in Appendix 1).
- 4.9.2. Cabinet last reviewed the MTFS on 15 November 2016. The aim of the MTFS is to ensure a stable and sustainable financial position that will allow the council to achieve its vision and strategic objectives.
- 4.9.3. By necessity the strategy is fluid and moves to reflect such matters as the changing circumstances faced by the council, updated priorities and ambitions, the latest financial situation and external factors such as national settlements. Members are asked to consider and agree the amended MTFS for 2017/18 and beyond as set out in Appendix 1, noting that the council, in common with all local authorities, continues to face a challenging financial outlook. Financial planning over the medium term will help meet the challenges in a structured way, ensuring resources are directed to priority areas.
- 4.9.4. Table 7 summarises the MTFS modelled on a 2% council tax increase in 2017/18 and a 0% increase from 2018/19 (see detail in Appendix 1). The MTFS shows a balanced position for 2017/18. Table 7b summarises the impact on the budget gap of different council tax scenarios (see Appendix 1, section 11 for more details).

**Table 7a: Summary of Medium Term Financial Strategy**

Budget Totals	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
<b>Expenditure</b>				
Base budget services	165.118	143.880	112.496	102.724
Savings b/f from previous budget process	(20.859)	(4.850)	-	-
Growth b/f from previous budget process	1.140	0.100	-	-
Savings from 2017/18 budget process	(2.935)	(0.238)	(0.014)	-
Growth from 2017/18 budget process	2.259	0.025	-	-
Other adjustments	(0.843)	-	-	-
Budget Gap	-	(26.421)	(9.758)	(13.258)
<b>Total departmental budgets</b>	<b>143.880</b>	<b>112.496</b>	<b>102.724</b>	<b>89.466</b>
<b>Below the line items</b>				
Levies	30.786	31.826	32.667	32.667
Inflation	4.000	7.500	11.000	14.500
Improved Better Care Fund	(0.456)	(4.892)	(8.888)	(8.888)
Pensions contribution provision	3.350	3.600	3.850	5.850
New Homes Bonus	(7.388)	(3.304)	(1.658)	(0.994)
Education Services Grant	(1.275)	-	-	-
2017/18 Adult Social Care Support Grant	(1.424)	-	-	-
Other Service budget adjustments held centrally	34.569	34.094	34.694	34.694
Central, Council Wide and Investments Budgets	42.291	44.815	45.950	46.270
Transfers to/(from) reserves	(9.143)	-	-	-
<b>Total non-departmental budgets</b>	<b>95.310</b>	<b>113.639</b>	<b>117.615</b>	<b>124.099</b>
<b>Net budget requirement</b>	<b>239.190</b>	<b>226.135</b>	<b>220.339</b>	<b>213.565</b>
<b>Funding</b>				
Revenue Support Grant & Top-Up Funding	64.503	56.017	47.567	39.567
NNDR (incl. section 31 grant)	46.910	48.768	50.208	50.208
Council Tax	120.148	121.350	122.564	123.790
Collection Fund	7.629	-	-	-
<b>Total Funding</b>	<b>239.190</b>	<b>226.135</b>	<b>220.339</b>	<b>213.565</b>

**Table 7b - Budget Gap - council tax scenario impact analysis**

Council Tax Scenario	Budget Gap		
	2018/19 £m	2019/20 £m	2020/21 £m
0% increase (as per table 7a)	(26.421)	(9.758)	(13.258)
2% increase until 2019/20	(23.994)	(7.233)	(13.209)
3.99% increase until 2019/20, 1.99% in 2020/21	(19.117)	(4.500)	(10.417)

4.9.5. A summary of the 2017/18 budget by service is set out in Table 8 below, a more detailed analysis

of the Revenue Budget 2017/18 is set out in Appendix 2.

**Table 8 – Revenue Budget 2017/18**

	<b>2016/17</b>	<b>2017/18</b>
	<b>£m</b>	<b>£m</b>
Children’s, Adults & Public Health	105.053	95.135
Regeneration & Housing	9.902	7.703
Environment & Customer Services	17.689	13.800
Corporate Resources	24.541	19.473
Chief Executive	1.486	1.322
Housing Benefit	6.447	6.447
<b>Total Budget for Services</b>	<b>165.118</b>	<b>143.880</b>
Other centrally held budgets	4.000	7.350
Other centrally held service budgets	4.654	34.569
Finance, contingency and other non-operational costs	46.453	42.291
Transfer to reserves	18.012	(9.143)
Other grants	(14.205)	(10.543)
Levies	31.097	30.786
<b>Total Budget Requirement</b>	<b>255.129</b>	<b>239.190</b>

## **5 Budgets and Business Plans**

### **5.1 Budgets and Business Plans 2017/18 to 2020/21**

5.1.1. The Capital Programme and the Revenue Budget have been produced as a result of work that has been underway since April 2016 on producing budgets and service plans in the budget and service review process.

5.1.2. The Housing Revenue Account (HRA) must be operated for all local authorities with a retained housing stock and is “ring-fenced” from the general fund. The revenue budget for this was approved by Cabinet on 17 January 2017. The HRA 5 year business plan (including the capital programme) has been submitted to Cabinet for approval on 14 February 2017.

### **5.2 Budget Growth proposals**

5.2.1. As part of the budget review process, growth proposals were made. These add to the original savings target, i.e. they create the need for the services requesting growth to fund the equivalent amount in new savings.

5.2.2. A summary of all growth bids approved, are provided in Appendix 3a.



**Table 9 – Total growth proposed to date for each directorate**

Directorate	Growth approved			
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Children’s, Adults & Public Health	2.807	-	-	2.807
Regeneration & Housing	0.394	0.100	-	0.494
Environment & Customer Services	0.048	0.025	-	0.073
Corporate Resources	0.150	-	-	0.150
<b>Total Services</b>	<b>3.399</b>	<b>0.125</b>	<b>-</b>	<b>3.524</b>

5.2.3. Growth is also held centrally for services over a range of pressures. These are shown in Appendix 1, Annex 1. Key centrally held service growth items include:

- £13.780m of Adult Social Care growth in 2017/18 rising to a total of £14.980m by 2019/20, to meet growth pressures in homecare and placement costs.
- £5.354m of Childrens Social Care growth in 2017/18 to meet demand growth pressures in placement costs
- £3.000m of ongoing growth and £2.000m of one-off 2017/18 growth for Childrens Services following a budget review.

5.2.4. These pressures have been partially off-set by permanent and one-off reductions in 2017/18 by the following key corporate provisions.

- Treasury Management budget - £4.346m (following a review of pre-2008 asset repayment policy).
- Pension fund central contribution - £2.650m (following the completion of the triennial valuation for implementation on 1 April 2017).
- Levies - £1.300m (pan-London work to reduce freedom pass fraud has resulted in lower Concessionary Fares charges to local authorities from TfL over 2015/16 and 2016/17 which are expected to persist).
- NDR revaluation risk - £2.000m (one-off funding has been released following a review of the impact of the 2017 Business Rates Revaluation. This is off-set in 2017/18 by £0.800m and in future years by a growth pressure for LBE properties resulting from the Revaluation).

More detail regarding corporate provisions and centrally held items is provided later in this report.

### 5.3 New savings proposals

5.3.1. There are no new savings since Cabinet meeting on 15 November 2016 and the detailed savings are provided in Appendix 3b.

### 5.4 Total Savings

5.4.1. Table 10 shows total gross savings made up of those previously agreed at November and July Cabinets for each directorate. Table 11 shows these total savings by type.

**Table 10 – Total gross savings proposed to date for each directorate**

Directorate	Gross Budget	Net Budget	Savings proposed and approved			
	2016/17	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m	£m
Children's, Adults & Public Health	518.295	105.053	11.156	2.950	-	14.106
Regeneration & Housing	65.363	9.902	2.593	0.439	-	3.032
Environment & Customer Services	51.419	17.689	4.063	1.699	0.014	5.776
Corporate Resources	40.501	24.541	5.818	-	-	5.818
Chief Executive	2.975	1.486	0.164	-	-	0.164
<b>Total Services</b>	<b>678.553</b>	<b>158.671</b>	<b>23.794</b>	<b>5.088</b>	<b>0.014</b>	<b>28.896</b>

**Table 11 – Total gross savings proposed to date by type**

2017/18 Budget Strategy	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
	Management savings	0.898	(0.076)	-
Income	3.550	1.109	-	4.659
Contractual savings	1.957	3.304	-	5.261
Efficiency savings	9.866	0.537	0.014	10.417
Service savings	5.023	0.114	-	5.137
Transfer of funding	2.500	0.100	-	2.600
Demand management	-	-	-	0.000
<b>Total</b>	<b>23.794</b>	<b>5.088</b>	<b>0.014</b>	<b>28.896</b>

**N.B.** The categories shown above are not mutually exclusive.

## 5.5 Assumptions for 2017/18 Budgets

5.5.1. Budgets reflecting cost increases identified between 2016/17 and 2017/18 have been drawn up in consultation with the Director of Finance, Strategic Finance Partners and other staff within the council's departments. The planning assumptions used in calculating the figures have made no provision for inflation. For 2017/18 there has been no automatic inflationary increase of budgets except where directorates have submitted growth bids, the assumptions are set out below:

- (i) **Pay** – Local Government Association negotiated a pay award of 1% for the period 1 April 2016 to March 2017, with a further 1% taking effect from 1 April 2017. This will be met from the inflation budget.
- (ii) **All other budgets** – 0% increase covers supplies and services, transport related costs and other administrative budgets, with the exception of budgets that are already subject to contractual increases, where the appropriate inflation will have to be applied. The inflation budget has been increased by £1.000m in 2017/18 to reflect the inflationary pressures in the wider economy.
- (iii) **Income** – a 0% assumption has been made on income budgets, which means that where services have increased income, (perhaps by an increase in charges), this would have been reflected as a savings proposal where it will generate income above the budget.

## 5.6 Parking Account

5.6.1. The budget also includes a contribution from the Parking Account. All charges against the Parking Account are bound by the rules set out in the Traffic Management Act 2004 which essentially limits the areas on which a surplus can be spent to include:

- Off street car parks
- Highway improvements
- Controlled parking zones.

5.6.2. The parking contribution to concessionary fares for 2017/18 is £8.774m. A detailed breakdown of the parking account for 2017/18 is at Appendix 4.

## 5.7 Fees and Charges

5.7.1. The council charges for a range of services, a full fees and charges schedule is published on the council's website. Approval of fees and charges is dependent on legislation so decisions may be made by Cabinet, Regulatory Committee or by Officer Decision under delegated authority.

5.7.2. Any significant change to a specific fee or charge must take account, from an equalities perspective, of the impact on paying customers of not only the proposed change in question but also of changes to other council fees and charges for which that individual may be liable.

5.7.3. There are no fees and charges changes which require Cabinet approval.

## 5.8 Schools Budget

5.8.1. The Dedicated Schools Grant (DSG) is split into three notional funding blocks:

- Schools Block (SB)
- Early Years Block (EYB)
- High Needs Block (HNB)

5.8.2. The SB primarily funds mainstream schools. The EYB primarily funds early education provision in private settings, school nurseries and the education of two year olds from households with low incomes. HNB primarily funds pupils with high needs, which are usually pupils with Special Educational Needs (SEN) who have Statements for SEN or Education Health and Care plan (EHCP) or pupils that are being funded out of school.

5.8.3. Ealing's Schools Block Unit of Funding (SBUF) for 2017/18 is £5,150.00 per Full Time Equivalent (FTE) pupil. This is a decrease on the 2016/17 SBUF of £5,298.27. Across all schools the SBUF is multiplied by the October 2016 school census of 45,646 pupils. The Department for Education (DfE) has confirmed that Ealing's SB allocation for 2017/18 is £235.077m (2015/16 £236.361m for 44,611 pupils). The reduction in SBUF is down to rebasing between the SB and HNB. This was undertaken to better reflect actual spend in the blocks and to contribute funding to the growth pressures within the HNB.

5.8.4. In 2015/16 local authorities became responsible for calculating the budgets of non-recoupment academies and free schools. The budget calculated for these schools is then recouped from the authority by reducing the DSG paid to Ealing. In 2016/17 this recoupment figure was £35.155m and this is currently also the indicative figure for 2017/18 also.

5.8.5. From 2017/18 a new method of allocating early years funding to local authorities will be introduced through a National Early Years Funding Formula. Allocations will be based on a formula which consists of a uniform base rate with built-in top ups for additional needs (based on eligibility for free schools meals, disability living allowance and the number of children speaking English as an additional language). The allocations will be adjusted by an area cost factor to take account of geographical variations in staff and property costs.

5.8.6. The EYB comprises:

- Funding for the three and four year old first 15 hours entitlement to free education;
- Funding for three and four year olds additional 15 hours entitlement to free education (this is new for 2017/18);
- The early years pupil premium; and
- Participation funding for disadvantaged two year olds 15 hours free education.
- A lump sum for maintained nursery schools

5.8.7. Funding for the three and four year old entitlement to 15 hours free education (and the additional free 15 hours introduced from 2017/18). The DfE has made a provisional allocation of £24.198m in 2017/18 (£21.493m in 2016/17) by multiplying the funding per pupil by pupil numbers from the January 2016 early years census and school census. The 2017/18 allocation will be updated in June 2017 and will be based on  $5/12 * \text{January 2016 pupil numbers} + 7/12 * \text{January 2017 pupil}$

numbers. A minimum of 93% of three and four year old funding must be passed onto providers which has reduces the amount that can be retained for funding of central services. For 2017/18 this has been set at £1.694m whereas indicatively, after rebasing, this was £7.876m in 2016/17.

- 5.8.8. Local authorities will also receive from 2017/18 a maintained nursery school supplement as a lump sum payment. For Ealing the allocation for 2017/18 is £0.778m.
- 5.8.9. An Early Years Pupil Premium of £300 per eligible children aged 3 and 4 years old was introduced in 2015/16, and has been retained at this level in 2017/18. This is paid as part of the DSG. Ealing has been allocated a provisional amount of £0.120m in 2017/18, based on a DfE estimate of eligible pupil numbers.
- 5.8.10. For disadvantaged two year olds the 2017/18 provider hourly rate has been confirmed by the DfE, at £5.92 per hour per child with a grant allocation of £3.592m. In 2016/17 Ealing received a grant allocation of £3.361m, the hourly rate per child of £5.53 per hour.
- 5.8.11. The HNB is a single block for local authorities' high needs pupils/students aged 0-24. This block includes hospital education. This is not based on pupil numbers. An allocation for high needs in schools in 2017/18 of £50.258m was issued by the DfE (£43.415m in 2016/17). The budget for these schools will be reduced to account for EFA funding direct to providers. In 2017/18 this reduction is £0.940m, the figure for 2016/17 was £0.969m.
- 5.8.12. In summary, Ealing's provisional DSG allocation for 2017/18 is £314.095m before expected deductions for recoupment and additional allocations for early years, (£304.895m in 2016/17 before deductions). A summary of the elements that make up these figures are set out in Table 12 below.

**Table 12: Summary of provisional Dedicated Schools Grant**

	2016/17	2017/18	Variance	
	£m	£m	£m	Status
Schools Block	236.426	235.077	(1.349)	Confirmed – Reduction relates to rebasing with High Needs Block.
Early Years Block/Pupil Premium/Disadvantaged	25.054	28.760	3.706	Provisional
High Needs Block	43.415	50.258	6.843	Confirmed – Increase
<b>Total</b>	<b>304.895</b>	<b>314.095</b>	<b>9.200</b>	

#### **Universal Free School Meals for Infants**

- 5.8.13. From September 2014, every child in reception, year 1 and year 2, in state-funded schools, was offered a free school lunch. The Department for Education has allocated Ealing a revenue grant of £4.627m for the academic year September 2016 - August 2017. The DfE will update the allocation for academic year September 2017 – August 2018 using data from the October 2016 and January 2017 census.

## 5.9 GLA Precept 2017/18

5.9.1. The Mayor of London issued a consultation document in December 2016 proposing an increase in the council tax precept of £4.02 from its 2016/17 level of £276.00 per Band D council taxpayer to £280.02 in 2017/18. The precept represents some 20.6% of the overall headline council tax bill in 2017/18. At the time of writing this report the GLA's final draft budget was scheduled to be published by February 2017 and will be considered by the London Assembly. Should the Assembly agree a precept other than the amount set out in this report, which is considered unlikely, then a revised Council Tax Resolution will be tabled at the Council meeting. Otherwise, the amounts in this report are final.

5.9.2. The amount of GLA precept per council tax band is set out in Table 13 below.

**Table 13 – GLA Precept by Council Tax Band**

Band	A	B	C	D	E	F	G	H
£	186.68	217.79	248.91	280.02	342.25	404.47	466.70	560.04

## 5.10 Specific Grants

5.10.1. In 2016/17, Ealing received approximately £58.050m in specific government grants (excluding DSG, housing benefit payments and monies for Public Health responsibilities).

5.10.2. The Education Funding Review has confirmed the phasing out Education Services Grant (ESG) by September 2017 with a small proportion for retained duties being transferred to DSG. Ealing's initial allocation for 2017/18's transitional funding is £1.275m which represents a cash reduction of over £2.000m.

5.10.3. At this point, not all government grants have been announced for 2017/18. Ealing is therefore awaiting notification of what some grants will be or, in some cases, whether they will still be receivable in 2017/18.

5.10.4. A detailed analysis of the specific grants changes is provided as Appendix 5.

## 5.11 Statutory Declarations on Robustness of Budget Estimates and Adequacy of Reserves

5.11.1. Section 25 of Local Government Act 2003 requires that the Chief Financial Officer (in Ealing's case, the Executive Director of Corporate Resources) must report to an authority in two areas:

- The adequacy of the proposed reserves
- The robustness of the estimates

5.11.2. It also states that the authority must have regard to this report when the council tax is being set. The Executive Director of Corporate Resources advises that in relation to the financial year 2017/18 the proposed budget is robust and the level of reserves and balances in the draft budget is adequate.

5.11.3. The 2017/18 budget setting process is designed to produce robust four-year revenue budget

estimates.

5.11.4. The budget proposals have been subject to considerable examination by the council's members and officers. As a result:

- The budget and service planning cycles are in line, so that resources are aligned with service objectives through the budget setting process.
- The revenue impact of decisions concerning capital spending is considered and incorporated in the budget proposals.
- Risks are fully considered and appropriately budgeted for.
- The budget does not include a proposed contribution to general reserves as the anticipated level of reserves as at 31 March 2017, is at the target level.
- The Cabinet receives and comments upon the budget report before the Council meets to set the budget.
- The council's scrutiny function has the opportunity to consider and comment upon the budget proposals to the Cabinet

## **5.12 Emerging and Known Risks**

- 5.12.1. As part of the Budget Review process, services were asked to consider and document all emerging and known risks in submitting their budget proposals. The revenue budget for 2017/18 is, like the budget for 2016/17, being set in difficult financial and economic circumstances.
- 5.12.2. In addition to the main financial risks facing the council set out in section 4, delivery of the planned savings is critical, including the delivery of £23.794m of savings in 2017/18. The delivery of savings will necessitate robust monitoring and financial control throughout the budget monitoring processes as mentioned below.
- 5.12.3. The council considers key corporate risks via the corporate risk register, which is monitored at a number of internal boards and by the Portfolio Holder for Finance, Performance and Customer Services. In addition, the council's Audit Committee meets quarterly and considers the adequacy of the risk management framework, the associated control environment, and the planned mitigating actions.
- 5.12.4. Despite the risks to the budget, the rigour of the process has enabled the council to consistently deliver an overall balanced budget. Services have proper governance arrangements in place to ensure that they maintain tight control of their budgets and ensure action plans are put into place immediately to contain any overspends arising.
- 5.12.5. The Table below shows the outturn position for previous years. The latest position for the current year, reported to Cabinet on 17 January 2017, indicated a balanced outturn position, after actions to mitigate the significant pressures within Children's & Adults in the 2016/17 forecast. The approach is to use a combination of reserves, contingency budgets and management actions to maintain the spending in Children's & Adults at target levels. Additional in year savings of £2.128m have been identified across Environment & Customer Services, Housing & Regeneration, Corporate Resources and Chief Executive.

**Table 14: Outturn position 2013/14 – 2016/17 (estimate)**

<b>Year</b>	<b>Outturn</b>
2016/17	Forecast balanced position reported to Cabinet on 17 January 2017
2015/16	(£0.010m) underspend
2014/15	(£0.025m) underspend
2013/14	(£0.025m) underspend

### **5.13 Adequacy of Reserves**

5.13.1. Under the 2003 Local Government Act, the Section 151 officer, (the Council's statutory Finance Officer - the Executive Director of Corporate Resources), has to be satisfied that the level of the general fund balance is adequate. This unearmarked reserve (the sum held centrally for unavoidable cost increases above expected inflation levels, other unforeseen items and spending pressures), acts as a financial safety net.

5.13.2. The council's general fund balance is at its target risk-assessed level of £15.473m and there is no planned contribution within the base budget for 2017/18.

5.13.3. There is no statutory definition of a minimum level of reserves and it is for this reason that the matter falls to the judgement of the S151 officer. In coming to a judgement on this matter the S151 officer has taken into account matters such as:

- Risks inherent in the budget strategy
- Risk management policies and strategies
- Past financial performance e.g. does the council have a history of containing spending within budget?
- Current budget projections
- The robustness of estimates contained within the budget
- The adequacy of financial controls and budget monitoring procedures
- Spending pressures

#### **Revenue Budget - 2% increase in council tax (social care precept)**

5.13.4. The estimated level of the general fund balance at 31 March 2017 is £15.473m, which is 6.5% of the total net budget for 2017/18 (£239.190m). The Executive Director of Corporate Resources considers that a balance of £15.473m at 31 March 2017 is adequate as the minimum sum given the risks the council is facing and considering Ealing's spending history. The adequacy of reserves will continue to be reviewed annually.



5.13.5. **The recommendation of the council's s151 Officer on balances is:** The draft medium term budget plan should ensure that the general fund balance is maintained at £15.473m, which is the estimated balance as at 31 March 2017. No budgeted contribution is required as part of the 2017/18 budget process. Table 15 shows the estimated general fund balance as at 31 March 2018.

**Table 15: Estimated General Fund balance as at 31 March 2018**

	£m
Balance 1 April 2017	15.473
Budgeted contribution to balances	nil
<b>Balance 31 March 2018</b>	<b>15.473</b>

5.13.6. The opportunity cost of holding the recommended general fund balance of £15.473m in 2017/18 in terms of investing in services or limiting the council tax rise is offset by the flexibility that it allows to deal with risk and adverse expenditure variations.

5.13.7. The opportunity has been taken to review all significant earmarked reserves (monies set aside for a specific purpose). Earmarked reserves reduce over the medium term as the sums built up in these are deployed, as shown in Appendix 6.

5.13.8. The earmarked reserves excludes locally managed schools balances, which are not available for use by the council. The council has a number of earmarked reserves as shown in Appendix 6 (see Table 16 for summary), including these examples:

- (i) **Business risk reserve** £14.989m as forecast at 31 March 2017. This reserve is set aside against future financial risks that may arise, e.g. legislative changes, major projects, funding risks. The council faces a number of significant risks in the medium term, such as funding, service pressures, for example in demand led services such as Children and Adults, and the need to deliver a significant level of savings. Currently planned drawdowns from reserves in 2017/18 totalling £9.143m are to be funded from the Business Risk Reserve.
- (ii) **PFI reserves** £21.641m as forecast at 31 March 2017. This reserve is aside for future PFI payments.
- (iii) **Insurance reserve** £4.950m as forecast at 31 March 2017. This is the fund established to cover future insurance claims.
- (iv) **Ealing civic investment fund** £4.690m as forecast at 31 March 2017 is in place primarily to fund improvements in the borough.
- (v) **Social Care Transformation Reserve** £2.920m as forecast at 31 March 2017 is in place to facilitate social care transformation.
- (vi) **Economic Volatility Reserve** £13.998m as forecast at 31 March 2017 is in place to manage any economic volatility in the collections fund.

5.13.9. The council has budgeted to transfer funds to and from earmarked reserves over the medium

term, this is reflected in Table 16.

**Table 16: Summary of reserves**

	<b>Balance 31/03/16 £m</b>	<b>Forecast Balance 31/03/17 £m</b>	<b>Forecast Balance 31/03/18 £m</b>	<b>Forecast Balance 31/03/19 £m</b>	<b>Forecast Balance 31/03/20 £m</b>	<b>Forecast Balance 31/03/21 £m</b>
General Fund Balance	15.473	15.473	15.473	15.473	15.473	15.473
Other earmarked reserves*	93.395	95.761	81.903	79.563	78.663	78.663
Schools Balances**	16.657	16.657	16.657	16.657	16.657	16.657

\* Other earmarked reserves includes PFI reserves

\*\* Schools balances do not form part of the general fund and are ring-fenced solely for schools' use.

## 5.14 Levies

- 5.14.1. Levies in 2016/17 made up 12.2% of the council's net budget. Set out in Table 17 are details of the levies made on the council, which although outside of the council's direct control, need to be taken into account when setting the budget and council tax. Final figures are still awaited and will be updated, any adverse changes will be met by a balancing adjustment on council wide budgets held centrally.

**Table 17: Levies**

<b>AUTHORITY</b>	<b>Original 2016/17 £m</b>	<b>2017/18 £m</b>	<b>Variance £m</b>	<b>Variance %</b>	<b>Provisional/Final</b>
Concessionary Fares	17.151	16.345	(0.806)	-4.7%	Final
West London Waste Authority	12.656	13.168	0.512	4.0%	Provisional
Environment Agency	0.247	0.254	0.007	2.8%	Provisional
London Pension Fund Authority	0.428	0.428	0.000	0.0%	Provisional
Lee Valley Park	0.330	0.306	(0.024)	-7.3%	Provisional
Coroners Service	0.285	0.285	0.000	0.0%	Provisional
<b>Total</b>	<b>31.097</b>	<b>30.786</b>	<b>(0.311)</b>	<b>-1.0%</b>	

- 5.14.2. Waste disposal costs have been provided by the West London Waste Authority that indicate an increase of £0.512m on the previous year's budget.

## 5.15 Central contingency

- 5.15.1. The contingency is the sum within the base budget that can be applied to issues as they arise during the year. This contingency for example can be used in the 2017/18 year to mitigate against pressures such as any potential shortfalls arising from the achievement of part year rather than full year savings.
- 5.15.2. The Executive Director of Corporate Resources has reminded officers that the contingency should be the last port of call for funding and that budget holders should explore all other possible avenues first within their devolved budgets. The recommended contingency sum for the 2017/18 financial year is £3.000m, the same as the 2016/17 level.

## 5.16 Capital Programme - Existing Capital Programme

- 5.16.1. The council approved the existing Capital Programme in February 2016. Subsequently the programme has been amended to include movements such as slippage from 2015/16, underspend on completed projects and other additions or deletions agreed by either Cabinet or officer (S151) decision in consultation with the relevant portfolio holders.
- 5.16.2. An underspend of £0.107m in 2015/16 was reported in the Budget Outturn report to Cabinet in June 2016, this underspend was adjusted in the capital programme and was taken centrally. It is now proposed to reduce the Capital Programme by this amount and use this resource to part fund new capital schemes proposed in 5.18.
- 5.16.3. Table 18 below summarises the movements since June 2016, including the amendments proposed in 5.17.2 below:

**Table 18 – Summary of capital budget movements**

	£m
<b>Existing Capital Programme 2016/17 – 2020/21</b>	<b>492.065</b>
<b>General Fund</b>	
Slippage from 2015/16 (approved June 2016 Cabinet)	17.719
Other movements (various approvals, Cabinet and officer)	60.167
<b>HRA</b>	
Slippage from 2016/17 (approved June 2016 Cabinet)	2.147
Other movements (various approvals, Cabinet and officer)	51.886
Additional HRA schemes to be included in Feb 2017	107.012
<b>Revised Capital Programme 2016/17 – 2020/21</b>	<b>730.996</b>

## 5.17 Additions to the Capital Programme

- 5.17.1. As part of the 2017/18 budget process new general fund capital proposals have been considered and agreed (£28.416m) by Cabinet in November 2016 taking into consideration the council's priorities. The Children's Extended Nursery Provision proposal of £1.600m included in the November 2016 approval has been removed from the programme due to the external grant funding no longer being available.
- 5.17.2. The new capital bids require funding from a combination of sources including the use of capital receipts, contribution from revenue, reserves, borrowing and external funding such as grants or Section 106. The new HRA capital investments will be considered by Cabinet on 14 February 2017.
- 5.17.3. The additions to the capital programme and the funding sources are summarised in Table 19 and outlined with a full breakdown in Appendix 7. Five additional schemes have been included to be funded by borrowing as part of the budget process since November 2016 Cabinet, these are identified in Appendix 7 as items 4, 5 and 9.
- 5.17.4. The capital programme additions include schools proposals for which the capital grant allocation is not confirmed, the grant announcement by DFE is expected in February 2017.
- 5.17.5. The funding of general fund additions of £30.210m requires additional borrowing of £12.600m, which has been built into the current MTFs (2017/18 – 2020/21).

**Table 19 – All Capital Additions**

<b>Capital Additions</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
<b>General Fund (Mainstream)</b>					
Borrowing	<b>5.406</b>	<b>3.092</b>	<b>1.677</b>	<b>2.425</b>	<b>12.600</b>
<b>General Fund (Specific)</b>					
Grant	1.234	5.734	4.744	4.743	<b>16.455</b>
Invest to Save	0.205	0.100	0.100	-	<b>0.405</b>
Revenue	0.750	-	-	-	<b>0.750</b>
<b>Sub-Total (Specific)</b>	<b>2.189</b>	<b>5.834</b>	<b>4.844</b>	<b>4.743</b>	<b>17.610</b>
<b>Total General Fund Additions</b>	<b>7.595</b>	<b>8.926</b>	<b>6.521</b>	<b>7.168</b>	<b>30.210</b>

## 5.18 Capital Programme in total

- 5.18.1. In the current financial year, as at quarter three services were reporting budget slippage to future years of £88.589m against the £279.654m revised capital budget, forecasting total spend of £189.263m in 2016/17.
- 5.18.2. The Capital Programme, as summarised in Table 20 and detailed in Appendix 8, illustrates the revised budgets taking into consideration change of spending profile between years. It is put forward to Cabinet and subsequently to Council for approval with the reminder to services that

Ealing Council's Financial Regulations specify that inclusion of a scheme in the capital programme implies no automatic approval for progression and is subject to a detailed report to Cabinet for formal approval and release of funding.

**Table 20 – Summary of Capital Programme 2016/17 - 2020/21**

Department	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Total Budget 2016/17 to 2020/21
	£m	£m	£m	£m	£m	£m
<b>CHILDREN'S &amp; ADULTS</b>	44.049	54.931	42.285	19.607	1.025	161.897
<b>ENVIRONMENT &amp; CUSTOMER SERVICES</b>	39.787	45.580	10.097	5.475	3.314	104.253
<b>CORPORATE RESOURCES</b>	15.655	16.860	0.789	0.556	-	33.860
<b>REGENERATION &amp; HOUSING</b>	19.554	28.529	5.833	3.125	2.829	59.870
<b>COUNCIL WIDE</b>	-	0.550	-	-	-	0.550
<b>General Fund Total</b>	<b>119.045</b>	<b>146.450</b>	<b>59.004</b>	<b>28.763</b>	<b>7.168</b>	<b>360.430</b>
<b>HRA</b>	<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>
<b>Total</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>	<b>761.206</b>

**FUNDED BY:**

Mainstream funding	54.947	74.195	32.648	14.819	2.425	179.034
Specific funding (split as follow s)	64.098	72.255	26.356	13.944	4.743	181.396
Grant	50.378	58.674	24.699	13.069	4.743	151.563
Revenue Contribution	3.309	2.269	1.200	0.825	-	7.603
Parking Reserve	0.250	-	-	-	-	0.250
Invest to save	1.025	1.700	0.165	0.050	-	2.940
Partnership	2.827	3.510	0.292	-	-	6.629
S106	6.309	6.102	-	-	-	12.411
<b>Total General Fund</b>	<b>119.045</b>	<b>146.450</b>	<b>59.004</b>	<b>28.763</b>	<b>7.168</b>	<b>360.430</b>

**HRA**

Mainstream funding	51.773	101.139	52.948	49.688	38.161	293.709
Specific funding (split as follow s)	20.285	27.774	21.079	20.951	16.978	107.067
Grant	-	0.720	0.270	-	-	0.990
HRA Major Repairs/ Depreciation Reserve	20.285	27.054	20.809	20.951	16.978	106.077
<b>Total HRA</b>	<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>
<b>Total Funding</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>	<b>761.206</b>

## 5.19 Capital Programme - Risk Management

5.19.1. There are three main risks inherent in the capital programme:

- **Capital receipts are not realised to the level anticipated.** This is a major risk in view of the significant sums involved and the reliance placed on capital receipts as a funding source for the capital programme. For this reason, capital receipts progress is monitored on a monthly basis.
- **Capital expenditure spending profile.** Capital scheme expenditure can be delayed for various reasons such as design or planning issues, weather conditions, and unexpected site issues. Capital spend can also be accelerated where a project progresses quicker than planned. The risk of a changing spend profile can be mitigated by close monitoring of capital projects and reapplying resources between years.
- **Capital project costs increase.** Cost increases can occur due to unforeseen issues that delay or prolong a project or require additional work, cost increases can also arise due to external influences such as rising construction costs. Close monitoring of projects should flag cost pressures at an early stage enabling funding of increased costs to be considered and managed within the council's overall funding envelope.

5.19.2. Procedures for the monitoring of the capital programme have been further strengthened with regular reviews of the full Capital programme by the Finance Strategy Group and Corporate Board. The main scope is to:

- Examine progress on services' capital programmes and monitor delivery of capital schemes;
- Monitor compliance with the financial approval process;
- Monitor and overview funding.

5.19.3. This process enhances governance of capital investments, supplements the budget monitoring reports considered by Finance Strategy Group and Corporate Board on a monthly basis and has improved control and delivery of the capital programme.

## 5.20 Capital Strategy

5.20.1. The capital strategy is a key corporate document that outlines the council's capital investment objectives and priorities. It is reviewed on a regular basis and is attached in Appendix 9.

## 5.21 Treasury Management and the Prudential Indicators

5.21.1. The Prudential Code regime for capital financing requires that capital expenditure plans are based on affordability, sustainability, and prudence. This budget report includes the council's proposed Treasury Management Strategy which is attached at Appendix 10.

5.21.2. The strategy statement has been prepared in accordance with the CIPFA Treasury Management Code of Practice. Accordingly, the council's Treasury Management Strategy is approved annually by full Council and there is also a mid-year report. The strategy and mid-

year report go to full Council. The Audit Committee receives quarterly update reports on treasury management activities.

- 5.21.3. In addition, there is also regular monitoring of treasury management activities by management and the portfolio holder for finance, performance and customer services. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities in regards to delegation and reporting.
- 5.21.4. The Treasury Management strategy sets out the investment strategy that the council follows, in addition to many other aspects of treasury management such as debt management, the Prudential Indicators, and the Minimum Revenue Provision (MRP) policy.
- 5.21.5. Prudential Indicators are indicators which focus upon the impact of future investment upon the level of council tax and housing rents and the impact upon the authority's overall borrowing, including charges to the revenue account.
- 5.21.6. The full Treasury Management Strategy is attached at Appendix 10 for consideration before the required formal consideration and approval by Council.

## **5.22 Council Tax and Collection Fund for 2017/18**

- 5.22.1. **Council Tax Base** - The council tax base is the number of properties in Bands A-H in the borough expressed as an equivalent number of Band D units. The Executive Director of Corporate Resources has calculated under delegated authority in January 2017 the amount of 111,132.37 as the council tax base for the year 2017/18, based on an outturn collection rate of 97.7%, nil change from 2016/17. Although collection rates in 2016/17 are better than expected, this is a prudent forecast taking into consideration the potential impact of welfare reforms which continue to take effect and will create challenges in maintaining collection rates.
- 5.22.2. **Collection Fund Surplus** - The projected surplus on the collection fund at 31 March 2017 is £13.021m, which has to be apportioned between the council (£7.629m), DCLG (£2.738m) and the GLA (£2.654m). The council's share has been added to the resources available to the council's general fund as part of balancing the budget for 2017/18.
- 5.22.3. **Council Tax in 2017/18 for Ealing's Services** – Final decisions on the budget and council tax will be taken on 21 February 2017 by Council. The level of council tax is a matter of political judgment, having due regards to the professional advice of officers, and in particular to the advice of the section 151 officer as regards the robustness of the budget and on reserves and balances.
- 5.22.4. Set out below are the *indicative* Basic Amounts of Ealing's council tax for 2017/18 (excluding GLA).

**Table 21 – Ealing’s council tax for 2017/18 by band - 2% increase (Social Care Precept)**

Band	A	B	C	D	E	F	G	H
£	720.75	840.88	961.00	1,081.13	1,321.38	1,561.63	1,801.88	2,162.26

5.22.5. Sensitivity analysis shows that for each budget adjustment of £1m, the impact on council tax is some £9.00 on Band D council tax or 0.85%. In terms of council tax sensitivity, for every 1% increase in the 2017/18 council tax additional £1.178m council tax revenue is raised and therefore for every 1% variation, a budget variation of £1.178m would be required.

### 5.23 Business Rates 2017/18

5.23.1. The Business Rates Retention scheme was implemented from April 2013. Under the scheme until 31 March 2017 Ealing retains 30% of all business rates collected in the borough, 20% goes to the Greater London Authority and 50% goes to the government. The government has announced there will be increased local retention to be delivered by 2020 – the first part of the change will occur from 1 April 2017 with an increased share being retained by GLA. Ealing will still retain 30% with 37% (up from 20%) being paid to GLA and Central government now getting 33% (down from 50%). Further details on wider retention are expected in the next year.

5.23.2. Each year, local authorities are required to provide details of expected business rates income for the following via the NNDR1 form, which is a government return.

5.23.3. The calculation was made and signed off under delegated authority in January 2017 by the Executive Director of Corporate Resources.

5.23.4. A summary of the estimated business rates income to be collected by Ealing and its distribution is set out in Table 22 below.

**Table 22: Estimate Business Rates Income**

	Business Rates Income		s31 Grant	Total
	%	£m	£m	£m
Business Rates Income	100	150.283	N/a	N/a
Central Share	33	49.593	N/a	N/a
GLA	37	55.605	N/a	N/a
Ealing	30	45.085	1.825	46.910

5.23.5. At the end of the financial year 2016/17 the council will be required to report the actual business rates collected via the NNDR3 form. This will be subject to audit and any variations shared between the government central share (50%), the GLA (20%) and Ealing (30%).

5.23.6. Ealing’s 2017/18 funding also includes a £29.495m top-up grant because our business rates income is less than our equivalent funding need. This figure has been adjusted during 2016/17 to reflect the 2017 Business Rates Revaluation impact which increased the Rateable



Values of Ealing's businesses.

- 5.23.7. If the council's retained business rates income falls by more than £5.401m (7.5%) below our individual baseline funding level, set by the government at £72.006m Ealing would qualify for a safety net payment.
- 5.23.8. A S31 Grant will be received by Ealing from DCLG to compensate for lost revenue as a result of government policies. Grants are paid directly to Ealing and the GLA by DCLG and do not form part of the business rates collected by Ealing for distribution in the relative shares.
- 5.23.9. On 16 February 2016, Cabinet made a decision to introduce a London Living wage (LLW) Business Rates Discretionary Discount scheme which encouraged employers to pay their employees a minimum on the London Living Wage. This scheme gave employers who pay business rates on property in the borough the opportunity to apply for a rating discount equal to two times the Living Wage Foundation accreditation fee for 2016/17, upon presentation of accreditation documentation from the Foundation issued, or renewed, during the 2016/17 financial year. The scheme was limited to the first 100 employers to apply. The decision made on 16 February 2016 was that the scheme was initially limited to one year (1 April 2016 to 31 March 2017) and that its success would be reviewed. The proposal is to extend this scheme for a further year – to run from 1 April 2017. This extended period will only cover new applications for the discount and any ratepayers already receiving the discount cannot apply again. The rest of the scheme rules will stay the same.

## **5.24 Localised Council Tax Support Scheme**

- 5.24.1. With effect from 1 April 2013, council tax benefit was replaced by the localised council tax support (CTS) scheme, and from the same date councils introduced a scheme of council tax discounts and premiums for second homes, repossessed properties, empty and unfurnished properties and properties undergoing structural repair or alteration.
- 5.24.2. A report on Ealing's council tax support scheme was presented to Council on 20 December 2017, it recommended the scheme was unchanged from 2016/17.

## **5.25 Revenue and Capital Budget Developments 2016/17**

- 5.25.1. There are no material revenue budget developments further to the Budget Update 2016/17 as at 31 October 2016 reported to Cabinet on 17 January 2017. Section 5.18 provides the latest capital position as at 31 December 2016.

## **6 Legal**

- 6.1. The council has a legal duty to set a balanced budget.
- 6.2. (Please also see section 11 below: Equalities, Human Rights and Community Cohesion)
- 6.3. **In regard to the council's employment law duties:**
- 6.3.1. Directors, including the Chief Executive, have the delegated authority to delete vacant posts

and create new posts within their service, within budgetary constraints

- 6.3.2. Under s188 of the Trade Union and Labour Relations Act 1992, the council has a legal obligation to consult if there are proposals to dismiss 20 or more employees (within 90 days of each other).
- 6.3.3. Employees have the right not to be unfairly dismissed. The council's policies and practices reflect this right. Contractual arrangements for matching and redeployment will be applied to minimise the need for compulsory redundancies.
- 6.3.4. The council has a legal obligation to make redundancy payments to any employees with more than 2 years' service who are dismissed by reason of redundancy. This arises from the Employment Rights Act 1996 and contracts of employment.
- 6.3.5. Employees whose posts are deleted are contractually entitled to pay protection in certain circumstances.
- 6.3.6. A number of budget savings proposals have included staff reorganisation proposals were in relation to all those proposals.
- 6.3.7. Some savings proposals, even where those proposals do not have any staffing implications will have more detailed legal or practical implications. Where this is the case, these detailed implications will need to be considered before a final decision is taken on whether or not to implement them.

#### **6.4 In relation to Discretionary Relief to payers of the National Non-Domestic Rates (NNDR)**

- 6.4.1. Section 69 of The Localism Act 2011 amended section 47 of the Local Government Finance Act 1988 to allow authorities to grant discretionary relief to business rates. Under this provision authorities can create their own discount schemes in order for example to promote growth and jobs in its area, or in specified areas. The relief is to be awarded on a daily basis. Any such scheme needs to be approved by the Council's Cabinet.
- 6.4.2. By virtue of section 47(5C) of the Local Government Finance Act 1988 when making a decision to fix criteria for relief, the Council must have regard to any relevant guidance issued by the Secretary of State.
- 6.4.3. Under Section 47 Local Government Finance Act 1988, a decision to set criteria for discretionary relief is not limited to charitable or non-profit making organisations. However, where, as with this proposal, the criteria would allow relief to be granted to businesses which are other than charitable, or non-profit making, the Council may make the decision only if it is satisfied that it would be reasonable for it to do so, having regard to the interests of persons liable to pay council tax set by the Council.
- 6.4.4. The Non-Domestic Rating (Discretionary Relief) Regulations 1989 contain provisions in relation to the notices which the Council must give when making decision and determinations under section 47 of the Local Government Finance Act 1988.
- 6.4.5. Entitlement to relief is subject to State Aid de minimis limits. State Aid law is the means by which the European Union regulates state funded support to businesses. Providing

discretionary relief to ratepayers is likely to amount to State Aid. However, the grant of relief in accordance proposed scheme will not breach the rules regarding State Aid where it is provided in accordance with the De Minimis Regulations (as set out in EU Commission Regulation 1407/2013).

## **7 Value for Money**

- 7.1. The Council has prioritised achieving Value for Money (VFM) in order to ensure resources are released for the provision of “front line” services. The budget process has required services to demonstrate VFM through detailed budget submissions including benchmarking comparisons and the review process has produced significant management savings, efficiency savings, increased income and contractual savings of £20.395m (net of growth) in 2017/18.
- 7.2. The budget proposals include examples of delivering VFM such as streamlining management structures, removing or reducing subsidy from non-statutory services, rationalising building stock and review of charges.

## **8 Sustainable Impact Assessment**

- 8.1. There are no adverse environmental impacts arising from this report. All capital budget proposals are required to set out how the proposal contributes towards carbon emission reduction.

## **9 Risk Management**

- 9.1. Some of the main risks facing the council on its budget are set out in section 4.8. It is important that spending is contained within budget so that the council can maintain its financial standing in the face of further pressure on resources in 2017/18 and beyond as set out in the annual review of the Medium Term Financial Strategy (MTFS). The biggest risks to the budget are non-delivery of the approved savings and growing demand, which are mitigated by close monitoring by officers through the Financial Strategy Group and Corporate Board. The council continues to manage within its means and, subject to management actions, is projected to deliver a balanced budget for this financial year to 31 March 2017.
- 9.2. Each service monitors on a monthly basis the financial risks and progress to mitigate the risks.

## **10 Community Safety**

- 10.1. Not applicable.

## **11 Links to the Six Priorities of the Borough**

- 11.1. The council’s MTFS, budgets and capital programme are designed to deliver the Council’s six priorities.

11.2. These are to make Ealing:

- a Prosperous borough
- a Safer borough
- a Healthier borough
- a Cleaner borough
- a Fairer borough
- an Accessible borough

11.3. The corporate plan drives the medium-term financial strategy, with changes in allocations determined in accordance with policies and priorities. The proposed budget addresses the delivery of local and national priorities and the council's performance and focus on the needs of its communities. Effective financial management supports the strategic objective for improved value for money and keeping council tax low.

## **12 Equalities, Human Rights and Community Cohesion**

12.1. **In regard to equalities and human rights considerations**, S 149 Equality Act 2010 requires public authorities to have due regard to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

12.2. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

12.3. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

12.4. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

- 12.5. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) tackle prejudice, and
  - (b) promote understanding
- 12.6. Compliance with the duties in S149 may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited under the Act. The Council's equality analysis assessment toolkit supports this approach.
- 12.7. The Human Rights Act 1998 makes it unlawful for public authorities to act in a way that is incompatible with a Convention right. Anyone who feels that a public authority has acted incompatibly with their Convention rights can raise this before an appropriate UK court or tribunal.
- 12.8. The Human Rights Act protects a person from discrimination in the enjoyment of those human rights protected by the European Convention of Human Rights. These rights include the absolute right not to be subject to inhuman or degrading treatment, the right to respect for their private and family life, their home and their correspondence, which may only be restricted only in specified circumstances and the right to hold a broad range of views, beliefs and thoughts, and to follow a religious faith. The right to manifest those beliefs may be limited only in specified circumstances.
- 12.9. Discrimination occurs when a person is treated less favourably than another person in a similar situation and this treatment cannot be objectively and reasonably justified.
- 12.10. The Human Rights Act prohibits discrimination on a wide range of grounds including 'sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status'.
- 12.11. The case law relating to this right has shown that the term 'other status' includes, among other things, sexual orientation, illegitimacy, marital status, trade union membership, trans- sexualism and imprisonment. It can also be used to challenge discrimination on the basis of age or disability.
- 12.12. Services undertake an initial or, if required, a full EAA for proposals put forward for approval by Cabinet. Only full EAAs are published as part of Cabinet reports.
- 12.13. Where it has been assessed that a full EAA is required but that full EAA is not appended to this report, the full EAA will be prepared and taken into account prior to the final decision on whether or not to proceed with each proposal where such a full EAA is required.
- 12.14. Implementation of each of the proposals will follow the council's processes, policies and local terms and conditions to ensure fair selection, assimilation and recruitment and to ensure on going monitoring of diversity.

- 12.15. **In regard to the Council's public law duties** - When making decisions the council must act reasonably and rationally. It must take into account all relevant information and disregard all irrelevant information and consult those affected, taking into account their views before final decisions are made. It must also comply with its legal duties, including those relating to equalities as referred to above.

### **13 Staffing/Workforce and Accommodation implications**

- 13.1. Some of the further savings proposals in this report, highlighted in Appendix 3b have potential staffing implications. It is anticipated that detailed proposals affecting staff will have been developed by March 2017, at which point, consultation with staff affected by any proposals will begin. Any such proposals are subject to consultation.

### **14 Property and Assets**

- 14.1. In building the budget requirement, due regard has been made to the revenue consequences of the current approved capital programme. The financial strategy embraces the need for an integrated approach to service planning and budget setting, both for revenue and capital spending.

### **15 Consultation**

- 15.1. Consultation on service priorities has occurred extensively across directorates as part of our business planning and budget process activities. There will be further consultation in relation to specific proposals as necessary.
- 15.2. Overview and Scrutiny Committee will consider this report at its meeting on 9 February 2017 and comments will be tabled at this meeting for consideration.
- 15.3. Consultation with the Ealing Business Partnership takes place on 7 February 2017.

## 16 Timetable for Implementation

16.1. The key dates of the budget strategy (including meetings which have already taken place) are as follows:

	<b>2016</b>
- Cabinet agreed budget process and Timetable for 2017/18	12 July
- Cabinet considered budget strategy report including budget savings	15 November
	<b>2017</b>
- Cabinet considered Housing Revenue Account for 2017/18	17 January
- Consultation with Ealing Business Partnership	7 February
- Overview and Scrutiny Committee to consider Budget report	9 February
- Cabinet approves all budget proposals including capital proposals and considers further budget options in the context of the final Settlement and the GLA precept	14 February
- <b>Full Council to set budget and council tax for 2017/18</b>	21 February

## 17 Appendices

1		Medium Term Financial Strategy 2017/18 – 2020/21
2		Summary Revenue Budget 2017/18
3	a	All Growth approved to date by Cabinet 2017/18 – 2020/21
	b	All Savings approved to date by Cabinet 2017/18 – 2020/21
4		Parking Account 2017/18
5		Grants Schedule
6		Analysis of Reserves
7		New Capital Schemes
8		Summary Capital Programme 2016/17 – 2020/21
9		Capital Strategy 2017/18
10		Treasury Management Strategy Statement, MRP statement and Annual Investment Strategy 2017/18

## 18 Background Information

Cabinet reports:

- Budget Strategy 12 July 2016,
- Budget Strategy 15 November 2016 on budget proposals / review
- HRA Budget Report on 17 January 2017
- HRA Business plan 2017 on 14 February 2017
- Discretionary Discount Scheme for Businesses Accredited to Living Wage Foundation, 16 February 2016

18.2. Fees and charges can be viewed at the following link:

[https://www.ealing.gov.uk/downloads/download/3478/fees\\_and\\_charges](https://www.ealing.gov.uk/downloads/download/3478/fees_and_charges)



## Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
<b>Internal</b>				
Councillor Yvonne Johnson	Cabinet Member for Finance, Performance & Customer Services	31/01/17	02/02/17	Throughout
Ian O'Donnell	Executive Director Corporate Resources	27/01/17	30/01/17	Throughout
Ross Brown	Director of Finance	26/01/17	27/01/17	Throughout
Paul Najsarek	Chief Executive	31/01/17	31/01/17	Throughout
Judith Finlay, Keith Townsend, Pat Hayes	Executive Directors	01/02/17	01/02/17	Throughout
Helen Harris	Director of Legal and Democratic Services	31/01/2017	02/02/17	Throughout

### (a) Report History

<b>Decision type:</b> For decision	<b>Urgency item?</b> No
Authorised by Cabinet member:	Date : Report deadline: Date report sent:
Report no.:	<b>Report authors and contacts for queries:</b> Maria Campagna, Strategic Finance Partner - Corporate, 0208 825 9727 Philip Lewis, Acting Finance Manager, Strategic Planning, 020 8825 5550

**Ealing Council**

**February 2017**

**Medium Term Financial  
Strategy**

**2017/18 – 2020/21**



## **CONTENTS**

- 1. Background**
- 2. Objectives of the Financial Strategy**
- 3. National context - Update on the Economy**
- 4. The Economy and the Council's Investments**
- 5. Other Implications of the National Economic Situation**
- 6. Funding from Government**
- 7. Council Tax Policy**
- 8. Delivering the Council's Priorities**
- 9. Budget Review Process**
- 10. Council's Business and Financial Planning Timetable**
- 11. Forecast Spending Levels – The Medium Term Financial Model**
- 12. Sensitivity Analysis**
- 13. Capital Programme**
- 14. Value for Money**
- 15. Risk Management**
- 16. General Fund Balance**
- 17. Contingency**
- 18. Monitoring and Review**

## **Annexes**

- 1. Medium Term Financial Forecast**

## **Glossary of Terms**

**EALING COUNCIL**

**MEDIUM-TERM FINANCIAL STRATEGY (MTFS)**

**2017/18 – 2020/21**

**1. BACKGROUND**

In February 2016 the council agreed the medium term financial strategy based on the objectives of the Corporate Plan, the latest resource projections and estimates of expenditure. This document refreshes and updates the council's strategy.

The MTFS flows from the council's Corporate Plan 2014 - 2018 and sets out how it will ensure a stable and sustainable financial position to allow the Council to achieve its strategic objectives. The MTFS also takes into account the significant on-going funding reductions confirmed in the local government financial settlement for 2017/18 published December 2016.

The strategy highlights that the council will continue to face ongoing reductions in funding over the medium to longer term given the current position on public finances.

In the face of one of the most challenging financial periods ever faced by local government, the council's financial standing is sound and it has responded well to the pressures it faces. The council again spent within its budget for 2015/16 with a very modest increase in the general fund balance at year-end and is undertaking management actions to control overspends and deliver a balanced outturn in 2016/17 providing a strong base for the council to face the challenges in 2017/18 and beyond. The most recent Statement of Accounts, for 2015/16, received an unqualified external audit opinion.

Despite these achievements, the MTFS is being produced at what continues to be a challenging time for all authorities, there is little room for maneuver on finances and continuous delivery of savings is required to maintain financial stability.

**Council Priorities**

At a time when household budgets continue to be under pressure Ealing remains committed to keeping council tax at an affordable level. The Administration has indicated it wishes to maintain council tax as low as possible for 2017/18, noting the advice of the Executive Director of Corporate Resources, as Section 151 officer, that the council will have to find additional savings in future years to be able to deliver a balanced budget.

## **Delivering the Administration's Manifesto**

The budget process is designed to ensure that it is priority-led so that resources are aligned with the priorities of the Administration. The top 6 priorities of the Administration are based on what residents and service users have consistently said that they want prioritised. These are to make Ealing:

- A prosperous borough
- A safer borough
- A healthier borough
- A cleaner borough
- A fairer borough
- An accessible borough

The budget process for 2017/18 has been prepared in line with the Administration's budget setting principles. These are as follows:

The council must set a balanced budget, we must act responsibly with local people's money. We will focus the money the council spends on delivering our principles. They are:

- Making every effort to protect those at risk in our borough including elderly, disabled, children and young people who use our services.
- Building residents' resilience and social capital through acting as an enabling council.
- Intervening in problems as early as possible to deliver the best results for residents.
- Seeking solutions that make use of local people's knowledge, enthusiasm and commitment to the borough.
- Seeking to maximise employment and economic growth in the borough by being an exemplary employer and by encouraging local business growth.
- Making our services and those we commission world class and focused on what matters to local people.

Whilst implementing these principles we will see to it that public money is used as efficiently as possible by cutting out waste, using new technologies to make services more efficient and seeking to work collaboratively with all our partners in the public sector and beyond.

## **2. OBJECTIVES OF THE FINANCIAL STRATEGY**

- Prioritise resources to align spending plans with the council's vision and strategic objectives and resident priorities
- Maintain council tax as low as possible
- Maintain a balanced budget position, and to set a medium term financial plan maintaining and strengthening that position
- Provide a robust framework to assist the decision making process
- Undertake a prudent level of capital investment to meet the council's strategic priorities and remain within prudential borrowing limits
- Manage council finances within the context of a forward looking three year rolling business planning framework
- Deliver value for money to local taxpayers
- Exercise probity, prudence and strong financial control
- Manage risk, including holding reserves as appropriate & sustainable levels of debt
- Continually review budgets to ensure resources are targeted on key objectives

The MTFS 2017/18 – 2020/21 contains 10 strategic objectives set by members that underpin the annual budget setting process as set out above.

The financial strategy covers the period 2017-2021 and sets out the resource issues and principles that shape the council budget; it identifies current issues and considers potential developments / related issues that are likely to provide the basis for future revenue and capital budgets. The Housing Revenue Account (HRA) is not included, as a separate revenue budget was agreed by Cabinet on 17 January 2017. The business plan and capital programme will be considered by Cabinet on 14 February 2017.

The council remains in a strong financial position, general fund balances were at the target level of £15.473m (6.2% of net budget) in March 2016 and are forecast to remain at this level as at March 2017. This is despite the council delivering a significant savings programme over the past five years. The target level of £15.473m will remain unchanged over the MTFS due to the current economic volatility and significant uncertainty around local government funding and additional burdens.

The MTFS supports all other council strategies, such as the Asset Management Strategy and the People Strategy. In particular, it acts as a linchpin linking the council's more detailed service plans, asset management plans and capital plans with the longer term to show that the council's plans are financially achievable.

## **3. NATIONAL CONTEXT – UPDATE ON THE ECONOMY**

Ealing's financial and service planning takes place within the context of the national economic and public expenditure plans and the financial strategy has been formulated within the context of the current UK economic position.

The Chancellor of the Exchequer made his Autumn Statement on 23 November 2016. With lower potential output over the next 5 years, the Office for Budget Responsibility (OBR) expects weaker GDP growth than at Budget 2016. The OBR forecasts GDP growth to be 1.4% in 2017, rising to 1.7% in 2018, 2.1% in both 2019 and 2020, and 2.0% in 2021. GDP growth

## MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2020/21

has been revised down by 0.8 percentage points in 2017 and by 0.4 percentage points in 2018, and is unchanged in both 2019 and 2020. GDP growth on a per capita basis has been revised down by the same amount, given the unchanged forecast for population growth.

**Table 1 – GDP Growth Forecasts**

	2015	2016	2017	2018	2019	2020	2021
Autumn Statement 2016	2.2%	2.1%	1.4%	1.7%	2.1%	2.1%	2.0%
Budget 2016	2.2%	2.0%	2.2%	2.1%	2.1%	2.1%	n/a
Autumn Statement 2015	2.4%	2.5%	2.4%	2.3%	2.3%	2.3%	n/a

The forecast for borrowing has also been revised in the autumn statement and shows borrowing rising to £68.2bn in 2016/17 from a budget of £55.5bn, and then falling to £20.7bn in 2020/21 compared to a budget of a (£11.0bn) surplus.

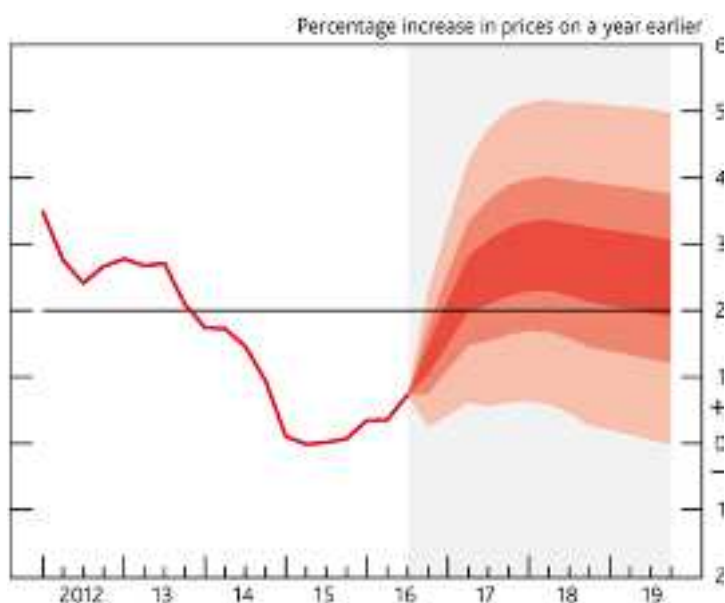
The UK base rate remains at an historic low of 0.25%, and current indications are that interest rates are unlikely to be increased in the short-term due to slower growth prospects, subdued wage growth coupled with small inflationary pressures.

The target rate for CPI inflation remains at 2% and at November 2016, stood below this level at 1.2%. CPI has been below the target rate since December 2013 when it fell to the target level for the first time since November 2009. CPI inflation is expected to rise to 2% in the first half of 2017 as the influences of past falls in energy and food prices waned.

Whilst the current economic outlook continues to improve there remains a great deal of uncertainty and it remains important that the council has a level of reserves that allows it to withstand unanticipated financial impacts of future developments at a local and national level.

The Bank of England's November 2016 inflation forecast is shown in the following fan chart. This forecast is based on the Monetary Policy Committee's (MPC) best collective judgment of the outlook for CPI inflation and shows the probability of inflation movements with the darker central part of the fan being the more probable.

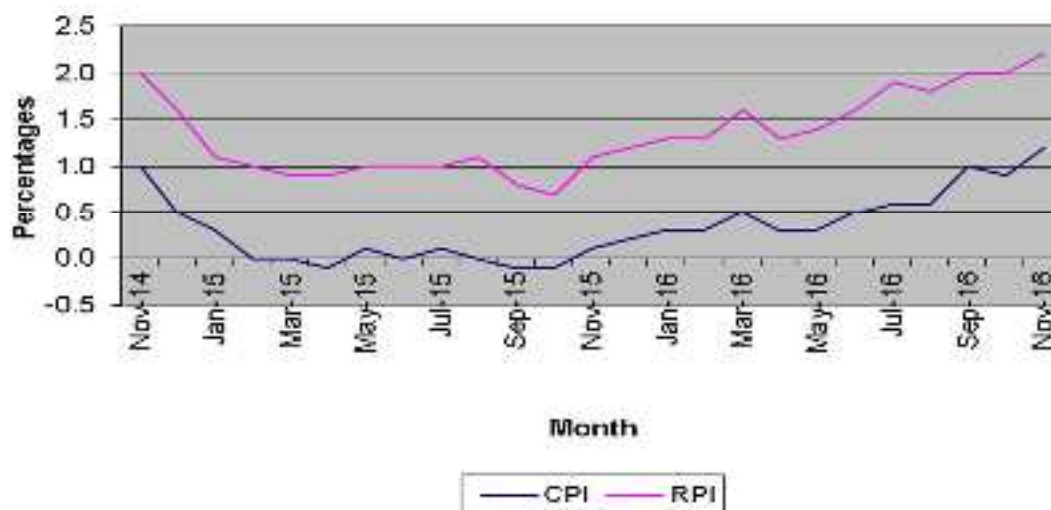
**Chart 1 – CPI Inflation forecast as at November 2016**



Source: Bank of England

The following graph shows the percentage change over 24-months for inflation both RPI and CPI. The government’s target rate for CPI inflation is 2%. CPI inflation is expected to rise to 2% in the first half of 2017 as the influences of past falls in energy and food prices waned.

**Chart 2 – RPI and CPI 24-month percentage change**  
**RPI compared with CPI**



Source Data: Office for National Statistics

A key element in the budget preparation process is building in an appropriate central allowance for inflation, whilst noting that it is difficult to forecast exactly how it will vary against the estimates made. Some specific allowances have been built into the budget for prices where contractually required. No other specific allowances have been built into the budget for pay and price inflation. Instead an overall inflation allowance of £4m has been allocated for 2017/18.

**4. THE ECONOMY AND THE COUNCIL’S INVESTMENTS**

One of the most significant possible on-going impacts of the wider economy for Ealing is in the area of its treasury management investments.

The UK base interest rate, currently stands at 0.25% after being cut by the Monetary Policy Committee (MPC) to counteract the downturn it foresaw the Brexit decision might have on the UK economy. UK interest rates underpins investment returns and is not expected to start increasing again until December 2019. However because this position is data dependent increases could come earlier or later than anticipated if inflation expectations or wage increases change. In this regards short term returns are expected to remain low during 2017/18. The council can place investments for up to two years with local authorities, picking up some higher yields on longer term investments, but these are still low relative to historical rates.

There are still significant imbalances in global financial markets and counterparty risk remains high. This therefore requires the council to continue to monitor and restrict lending to much higher quality counterparties over shorter duration.

The council continues to regard security of the principal sum it invests as the key objective of its treasury management activities on investments. The council continues to minimise risks, with the rate of return on the investments remaining lower as a result. The separate and detailed annual Treasury Management Strategy document presented to members for approval as part of the budget setting process goes into this in greater detail.



## **5. OTHER IMPLICATIONS OF THE NATIONAL ECONOMIC SITUATION**

The other potential implications for Ealing of the wider economic situation include:

- The council may find it harder to collect sums due to it, for example for council tax and business rates. Despite the increased pressures, to date the performance on income collection has been strong.
- The council will face increased demand for its services to assist residents falling into hardship.
- Government funding is tighter with public spending reduced even further than forecast.
- The council may find its suppliers and contractors at risk of liquidation, potentially affecting delivery of services.
- Inflation pressures may be greater than assumed.

## **6. FUNDING FROM GOVERNMENT Business Rates Retention**

The Business Rates Retention scheme was implemented from April 2013. Under the scheme until 31 March 2017 Ealing retains 30% of all business rates collected in the borough, 20% goes to the Greater London Authority and 50% goes to the government. The government has announced there will be increased local retention to be delivered by 2020 – the first part of the change will occur from 1 April 2017 with an increased share being retained by GLA. Ealing will still retain 30% with 37% (up from 20%) being paid to GLA and Central government now getting 33% (down from 50%). Further details on wider retention are expected in the next year.

The 2013/14 Local Government Finance Settlement was the first under this scheme and provided each local authority with a starting position (funding baseline) under the business rates retention scheme. This included the following calculations, which were to be fixed until the planned reset of the system in 2020, but now will be reviewed as part of the move to full business rates retention planned for 2020 and have been adjusted for the 2017 business rates revaluation.

- Individual authority Settlement Funding Assessment;
- Baseline funding level;
- Individual authority business rates baseline;
- Tariffs and top-ups (uprated annually by RPI) and
- Safety net guaranteed funding level.

Where a council's individual business rates baseline is less than their baseline funding (like Ealing), they receive a top up payment to ensure they are not unfairly penalised.

Ealing's funding received via the business rates retention system is comprised of Revenue Support Grant and business rates, as outlined in the table below (figures are taken from the provisional Local Government Finance Settlement for 2017/18). We will also receive a top- up to our funding baseline, which will be index-linked to RPI in future years.

	2017/18 £m
Revenue Support Grant	35.007
Business Rates – Individual Authority Baseline	42.511
Business Rates – Top-Up	29.495
<b>Settlement Funding Assessment (SFA)</b>	<b>107.013</b>

A safety net is available and Ealing’s element of the business rates would need to fall by more than £5.401m below our baseline of £72.006m in order for the safety net to be activated.

## 7. COUNCIL TAX POLICY

The budget for 2017/18 has been constructed around the administration’s wish to maintain council tax as low as possible. In recognition of the continuing social care pressures, then acceptance of the 2% social care precept flexibility in 2017/18 has been factored in.

The council’s approach is to deliver an affordable but prudent and realistic level of council tax over the period of the MTFS. The council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities.

The proposed local Band D council tax (excluding the GLA precept) for 2017/18 is **£1,081.13**, meaning that although underlying council tax levels in Ealing will have not changed since 2008/09, council tax payable will increase by £21.20 (2%) for the social care precept. The council will continue to work to ensure the right balance of council tax and spend is achieved throughout the MTFS period, in accordance with its business and financial planning framework and process and in the context of the council’s overall strategic priorities.

The advice of the Executive Director of Corporate Resources as Section 151 officer is that there are funding risks in freezing council tax and not using the social care precept flexibility to levy an additional 2% on council tax to fund social care in 2017/18 as proposed. Whilst noting that there are difficult economic conditions and financial pressures upon many in the community, if council tax continued to be frozen, it would potentially create additional pressure on future years’ budgets due to the effects of inflation and increasing demand for services, particularly social care.

### Social Care Precept

The Local Government Finance Settlement made an allowance for local authorities to increase the social care precept up to 3% in 2017/18 and 2018/19, but total increases cannot exceed 6% over the three years to 2019/20. From 2017/18 councils have the flexibility to raise council tax by an additional 3% in respect of a social care precept that is ring-fenced for social care.

## **8. DELIVERING THE COUNCIL'S PRIORITIES**

The role of the council's financial planning process is to support the achievement of the council's strategic goals, Corporate Plan and Community Strategy.

The council has six priorities that respond to residents' concerns and to ensure the delivery of high quality and cost effective services.

- A prosperous borough
- A safer borough
- A healthier borough
- A fairer borough
- An accessible borough

Over the last eight years the council has successfully delivered low council tax levels (significantly below both the national and outer London average) and high quality services.

### **Link to corporate plan**

[https://www.ealing.gov.uk/info/201072/strategies\\_plans\\_and\\_policies/300/corporate\\_plan](https://www.ealing.gov.uk/info/201072/strategies_plans_and_policies/300/corporate_plan)

This MTFs contains the most up to date information at the time of drafting but the council's financial position is dynamic. The council faces a number of financial uncertainties that could affect the council's financial position over the medium term, including:-

- Central government policies, including legislative change, which may require additional expenditure in areas that would not otherwise be council priorities.
- Changes in interest rates.
- The impact of market forces on costs, particularly with regard to major contracts and the local employment market.
- The raising of community expectations, leading to additional demand for services or improved services.
- The growth in population, leading to additional demand for services.

## **9. BUDGET REVIEW PROCESSES**

The council continues to use a rigorous priority led budget review process, which helps to assess service budget proposals and bids for growth against the council's vision and priorities. Departmental budget options are reviewed each year at a series of confidential officer budget review meetings in the autumn. These budget meetings are challenge sessions on the direction of travel of service divisions, in terms of finance and performance. Service ideas and proposals are presented by the relevant executive director and service directors with the relevant portfolio holders also in attendance. These meetings do not constitute formal decision-making bodies. The objectives of the review process are as follows:

- To provide directorates with an opportunity to submit proposals for growth and savings compared to the current business plan for the period.
- To provide a mechanism for challenging departments' proposals and how they meet corporate priorities in a robust and constructive fashion
- To measure these proposals against the prevailing financial situation including the Budget Gap.
- The outcome of the process is a set of business plan options put forward for consideration by the Cabinet, Overview & Scrutiny committee and final consideration by full Council at its budget-setting meeting in February.

## 10. COUNCIL’S BUSINESS AND FINANCIAL PLANNING TIMETABLE

Date	Activity
April	<ul style="list-style-type: none"> <li>Commence work on strategic budget and service planning.</li> </ul>
July	<ul style="list-style-type: none"> <li>Budget strategy and process reported to Cabinet</li> </ul>
Nov	<ul style="list-style-type: none"> <li>Cabinet review budget options</li> <li>Cabinet receives preliminary budget proposals including savings</li> </ul>
Dec	<ul style="list-style-type: none"> <li>Local Government Provisional Financial Settlement</li> </ul>
Feb	<ul style="list-style-type: none"> <li>Budget Strategy report to Overview &amp; Scrutiny Committee</li> <li>Consultation with Ealing Business Partnership</li> <li>Cabinet reviews proposed budget and recommends to Full Council.</li> <li>Local Government Final Financial Settlement</li> <li><b>FULL COUNCIL APPROVES THE BUDGET AND COUNCIL TAX</b></li> </ul>

## 11. FORECAST SPENDING LEVELS – THE MEDIUM TERM FINANCIAL MODEL

The financial implications of the MTFs are set out in this section, which summarises the revenue budget projections over the medium term. Ealing faces a period of funding restraint and in the MTFs model the council, like other councils, is forecasting on this basis. The model provides the latest indication of the council’s financial position for 2017/18 to 2020/21.

The council reported a modest underspend of £0.010m in 2015/16 and the latest forecasts for the 2016/17 revenue budget reported to Cabinet on 17 January 2017 as at quarter three indicates that spending will again be within the agreed budget despite pressures within Adults and Children’s Social Care after the approved use of corporate reserves and in-year management mitigation actions. Work is ongoing to seek to reduce these pressures and recovery plans monitored monthly to ensure a balance position by year end. As previously reported to Cabinet, this position includes drawing down from the £3m centrally held contingency budget.

The MTFs is intended to set out a sustainable and affordable financial plan that addresses the council’s priorities over the next four years. It should provide for realistic levels of spending, not dependent upon the use of one-off reserves. It should provide for a prudent level of reserves for contingencies.

The settlement set out the funding allocation for the council for 2017/18. It is the view within local government finance, based on government announcements to date, that overall local government funding is likely to continue to fall over the medium term. An estimate of funding for 2018/19 to 2020/21 has been included in this MTFs.

The overall net budget proposed for 2017/18 is £239.190m which can be funded through the Revenue Support Grant and business rates of £111.413m, council tax income (based on a 2% increase for the social care precept) of £120.148m and the collection fund surplus of £7.629m. A summary of the proposed budget is set out in Annex 1.

Looking forward over the MTFs period a variety of planning scenarios are of course possible and for the purposes of this document, three indicative scenarios are set out below. Where these include council tax increases, these increases have been set at 2% and 3.99%, which is within the government’s 5% council tax cap for 2017/18 (3% of which can only be raised in respect of the social care precept flexibility), above which a local referendum would be required:

## MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2020/21

**Scenario 1** Key assumptions are as follows: (Exemplified details in **Annex 1**)

- Funding decrease as per the provisional Local Government Finance Settlement 2017/18 which includes indicative figures to 2019/20.
- Contingency £3m
- General fund balance maintained at £15.473m per annum
- Council tax social care precept increase of 2% in 2017/18 and a freeze in future years.
- NDR income based on revenues' forecasts.
- Budget Gap are adjusted over the MTFS where impacted
- Planned transfers from reserves in 2017/18 are adjusted where impacted and no transfers to/ from reserves are planned in 2018/19 onwards.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Net Spend	239.190	252.556	230.097	226.823
RSG/Business Rates	(111.413)	(104.785)	(97.776)	(89.776)
<b>Council Tax</b>	<b>(120.148)</b>	<b>(121.350)</b>	<b>(122.564)</b>	<b>(123.790)</b>
Collection Fund	(7.629)	-	-	-
<b>Budget Gap</b>	<b>-</b>	<b>(26.421)</b>	<b>(9.757)</b>	<b>(13.258)</b>
Closing Balance	15.473	15.473	15.473	15.473
<b>Council Tax Increase (excl. GLA)</b>	<b>2.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

**Scenario 2** Council tax increased by 2% for the social care precept to 2019/20.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Net Spend	239.190	252.556	232.524	231.775
RSG/Business Rates	(111.413)	(104.785)	(97.776)	(89.776)
<b>Council Tax</b>	<b>(120.148)</b>	<b>(123.777)</b>	<b>(127.515)</b>	<b>(128.790)</b>
Collection Fund	(7.629)	-	-	-
<b>Budget Gap</b>	<b>-</b>	<b>(23.994)</b>	<b>(7.233)</b>	<b>(13.209)</b>
Closing Balance	15.473	15.473	15.473	15.473
<b>Council Tax Increase (excl. GLA)</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>0.00%</b>

**Scenario 3** Council tax increased by 3.99% including the 2% social care precept to 2019/20, and increased by 1.99% in 2020/21.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Net Spend	241.534	252.556	237.401	239.385
RSG/Business Rates	(111.413)	(104.785)	(97.776)	(89.776)
<b>Council Tax</b>	<b>(122.492)</b>	<b>(128.654)</b>	<b>(135.125)</b>	<b>(139.192)</b>
Collection Fund	(7.629)	-	-	-
<b>Budget Gap</b>	<b>-</b>	<b>(19.117)</b>	<b>(4.500)</b>	<b>(10.417)</b>
Closing Balance	15.473	15.473	15.473	15.473
<b>Council Tax Increase (excl. GLA)</b>	<b>3.99%</b>	<b>3.99%</b>	<b>3.99%</b>	<b>1.99%</b>

## 12. SENSITIVITY ANALYSIS

A small change in key underlying assumptions can produce a significant change in the budget. The key sensitivities are outlined below:

Sensitivity	Change	Approximate annual impact £m
Business rates income	1.00%	0.469*
Pay award	0.25%	0.250
Interest rates	0.25%	0.500

\*Council receives 30% of growth under the current funding system.

For each budget adjustment of £1m, the impact on council tax is some £9.00 on Band D council tax or 0.85%. In terms of council tax sensitivity, for every 1% increase in the 2017/18 council tax additional £1.178m council tax revenue is raised and therefore for every 1% variation, a budget variation of £1.178m would be required.

### Allowances in the budget model

Within the budget model is an annual allowance for inflation of £4m which takes into account the following:

- (i) **General inflation** – The inflation allowance is primarily needed to cover general inflation. The general assumption is that services should first seek to cover inflation from their existing budgets, unless the council is tied contractually to increases that require additional funding. Contractual inflation is included within specific budget proposals where necessary.
- (ii) **Pay inflation** – Local Government Association has negotiated a pay award for two years of 1% per annum for the period 1 April 2016 to March 2018. This will be met from the Inflation budget as part of the MTFs. A 1% pay award broadly equates to an increase in costs of £1m.

### Employer Pension Contribution

The latest actuarial review of the pension fund was as at 31 March 2016, the outcome has been profiled into the budget for the next three years commencing 2017/18. The next actuarial review will be at 31 March 2019.

## 13. CAPITAL PROGRAMME

The Capital Strategy (updated in February each year and set out in its own separate document for approval by members) sets out a clear framework for funding and investment decisions in respect of capital assets, in the context of the council's vision and priorities and its financial resources. All new projects are assessed in terms of their contribution to the Corporate Plan objectives and their priority in terms of scarce resources.

The council reviews its capital spending plans each year and sets a Capital Programme. Revenue expenditure is concerned with the day-to-day running of services and capital expenditure is a key element in the development of the council's services concerned with investment in the assets required to deliver services. Decisions on the capital programme have an impact on the revenue budget, for example, in relation to:

- The revenue costs of financing capital, including prudential borrowing;
- The ongoing running costs and upkeep of new assets such as buildings.

The council's revenue and capital budgets are integrated with the financial impact of the proposed capital programme, which is reflected in the revenue estimates.

The council will only invest as long as its capital spending plans are **affordable, prudent and sustainable**. The key constraint on capital investment by the council is the scope to afford the financial implications in terms of acceptable council tax levels and, in the case of the housing revenue account, acceptable rent levels.

### 14. VALUE FOR MONEY

The council assesses and challenges the value for money provided by each service through the annual budget setting process. The council's budget review process guidance for 2017/18 required that, in seeking to deliver a balanced budget, Cabinet members would seek to identify efficiencies and savings that would not adversely impact on service delivery and identify options to improve value for money through improving performance and/or reducing service costs.

### 15. RISK MANAGEMENT

The current funding settlement only provides certainty for 2017/18, beyond this there remains a great deal of uncertainty. The MTFS therefore includes various assumptions on future funding which is based on government announcements made to date.

The MTFS model will continue to be updated as greater clarity is provided by the government on their medium term funding plans.

Given the uncertainties of the economic environment and the anticipated scale of the expenditure reductions required, there are inevitably significant risks involved in delivering balanced budgets over the medium term. Key strategic risks are regularly reported to Audit Committee and the Annual Budget setting report contains a detailed review of the risks to the MTFS.

Since 2013/14, the balancing of the budget in-year depends upon the council achieving its business rates projections. Business rates income continues to be closely monitored by the Financial Strategy Group.

The area of highest risk is represented by the continuing need to deliver significant cuts and efficiencies over the next four years. Robust and detailed plans will be required at an operational level to ensure that this risk is mitigated and savings are duly delivered. The risks on delivery of savings of the magnitude required will be mitigated by robust monitoring and financial control through the budget monitoring process, with action plans being required to find compensating savings for any overspendings identified.

The council is faced with an uncertain financial climate over the medium to long term which presents a high risk to the authority and there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the council remains sensible and necessary. The Executive Director of Corporate Resources, as the council's Chief Finance Officer, is required to state whether the reserves are adequate as part of the annual budget setting process.

As with any plan spanning a number of years it is prudent to consider all associated risks. The council, in common with most local authorities, continues to be at risk from many financial pressures. They include:

- Inflation differing from assumptions – directorates will be required to absorb inflation to help contribute to future years' budget gap
- Growth pressures for example due to changing demographics – growth will only be

provided for uncontrollable pressures

- Interest rates – variations due to economic factors
- Changes in legislation affecting the costs of carrying out services
- Reduction in fees & charges income
- Reduction in collection rate of debt
- Requirement to increase use of prudential borrowing to fund capital spend
- Any adverse claims experience increasing insurance premiums
- Service demands exceeding resources available
- Additional reductions in government funding beyond those already assumed in the MTFS.

## **16. GENERAL FUND BALANCE**

As well as holding specific earmarked reserves, the council holds the general fund balance to cushion the impact of any unexpected events/emergencies. The forecast on the balance over the period of the MTFS is shown as follows:

	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
Brought Forward	(15.473)	(15.473)	(15.473)	(15.473)
Contribution to/from General Fund	-	-	-	-
Carried Forward	(15.473)	(15.473)	(15.473)	(15.473)

The Executive Director of Corporate Resources reviews the level of the balance annually in relation to the overall financial position of the council and the CIPFA guidance on Local Authority Reserves and Balances 2003 does not recommend any % level. **The advice of the Executive Director of Corporate Resources as Section 151 officer is that the working balance of £15.473m is considered the minimum level required as at 31 March 2017.** This represents 6.5% of the net budget for 2017/18.

For 2017/18, as in 2016/17, the council does not plan to use any of the general fund balance to support the budget. Using the balance to avoid making budget reductions would have the effect of delaying the requirement to deliver sustainable savings.

There is an opportunity cost of holding a balance of £15.473m in terms of investing in services or limiting the council tax and this is offset by the flexibility that it allows the council to deal with risk and adverse expenditure variations. Each £1m drawing on reserves would reduce Band D council tax by some £9.00 or 0.85%.

## **17. CONTINGENCY**

The council needs to hold an adequate level of central contingency in the base budget as well as appropriate levels of reserves and balances. Each year when assessing the level of contingency the following are examples of the factors that are considered: -

- Budget risks (e.g. delivery of savings of almost £30m over the MTFS period)
- Financial risks arising from the recent welfare reform changes
- Inflationary pressures
- Demographic pressures
- In year budget pressures on volatile and demand led budgets (e.g. social services placements)
- Unexpected events



## **MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2020/21**

- Current economic climate
- New burdens

The contingency figure presented in the draft budget is £3m for 2017/18, which is the same level as for 2016/17.

For 2017/18 there has been no automatic inflationary increase of budgets except where directorates have concluded that they are unable to contain specific inflationary pressures (e.g. on a number of our contracts where services are tied into specific contractual arrangements) and have submitted growth bids.

### **18. MONITORING AND REVIEW**

Cabinet receives regular budget update reports during the year on how the council is progressing against its MTFS. All processes and procedures relating to the monitoring of the budget are set out in the council's Financial Regulations.

The strategy is published on the council's website and communicated to staff and stakeholders, for example, by publishing it on the council's website.

**MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2020/21**

**Annex 1** – Summary of Medium Term Financial Strategy assuming 2% council tax (social care precept) increase in 2017/18 and 0% from 2018/19. The MTFS shows a balanced position for 2017/18.

**Summary of Medium Term Financial Strategy**

Budget Totals	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
<b>Expenditure</b>				
Base budget services	165.118	143.880	112.496	102.724
Savings b/f from previous budget process	(20.859)	(4.850)	-	-
Growth b/f from previous budget process	1.140	0.100	-	-
Savings from 2017/18 budget process	(2.935)	(0.238)	(0.014)	-
Growth from 2017/18 budget process	2.259	0.025	-	-
Other adjustments	(0.843)	-	-	-
Budget Gap	-	(26.421)	(9.758)	(13.258)
<b>Total departmental budgets</b>	<b>143.880</b>	<b>112.496</b>	<b>102.724</b>	<b>89.466</b>
<b>Below the line items</b>				
Levies	30.786	31.826	32.667	32.667
Inflation	4.000	7.500	11.000	14.500
Improved Better Care Fund	(0.456)	(4.892)	(8.888)	(8.888)
Pensions contribution provision	3.350	3.600	3.850	5.850
New Homes Bonus	(7.388)	(3.304)	(1.658)	(0.994)
Education Services Grant	(1.275)	-	-	-
2017/18 Adult Social Care Support Grant	(1.424)	-	-	-
Adult Social Care growth	13.780	14.380	14.980	14.980
Care Act Funding Growth	1.731	1.731	1.731	1.731
Childrens Budget Review Growth	3.000	3.000	3.000	3.000
Childrens One-off Pressure	2.000	-	-	-
Childrens Social Care Growth	5.354	5.354	5.354	5.354
Temporary Accommodation	0.500	0.500	0.500	0.500
Other Service budget adjustments held centrally	8.204	9.129	9.129	9.129
Central, Council Wide and Investments Budgets	42.291	44.815	45.950	46.270
Transfers to/(from) reserves	(9.143)	-	-	-
<b>Total non-departmental budgets</b>	<b>95.310</b>	<b>113.639</b>	<b>117.615</b>	<b>124.099</b>
<b>Net budget requirement</b>	<b>239.190</b>	<b>226.135</b>	<b>220.339</b>	<b>213.565</b>
<b>Funding</b>				
Revenue Support Grant & Top-Up Funding	64.503	56.017	47.567	39.567
NNDR (incl. section 31 grant)	46.910	48.768	50.208	50.208
Council Tax	120.148	121.350	122.564	123.790
Collection Fund	7.629	-	-	-
<b>Total Funding</b>	<b>239.190</b>	<b>226.135</b>	<b>220.339</b>	<b>213.565</b>

Please note Non Departmental Budgets are shown on a cumulative basis rather than incremental.

## GLOSSARY OF TERMS

### **Actuarial Valuation**

An independent report of the financial position of the pension fund carried out by an actuary every three years. The actuary reviews the pension fund assets and liabilities as at the date of the valuation and makes recommendations such as, employer's contribution rates and deficit recovery period, to the council.

### **Baseline Funding Level**

The amount of a local authority's start-up funding allocation which is provided through the local share of the estimated business rates aggregate (England) at the outset of the scheme as forecast by the government. It forms the baseline against which tariffs and top-ups are calculated.

### **Budget Requirement**

The council's revenue budget on general fund services after deducting funding streams such as fees and charges and any funding from reserves. (Excluding council tax, RSG and business rates).

### **Capital Expenditure**

Spend on assets that have a lasting value, for example, land, buildings and large items of equipment such as vehicles. This can also include indirect expenditure in the form of grants or loans to other persons or bodies.

### **Capital Programme**

The council's plan of future spending on capital projects such as buying land, buildings, vehicles and equipment.

### **Capital Receipts**

These are proceeds from the disposal of land or other assets and can be used to finance new capital expenditure but cannot be used to finance revenue expenditure.

### **Capping**

This is the power under which the government may limit the maximum level of local authority spending or increases in the level of spending year on year, which it considers excessive. It is a tool used by the government to restrain increases in council tax. The council tax cap, currently at 2% excluding the social care precept, means that any local authority in England wanting to raise council tax by more than 2% on prior years must consult the public in a referendum, councils losing a referendum would have to revert to a lower increase in their bills. From 2016/17 councils have the flexibility to raise council tax by an additional 2% (3% in 2017/18) in respect of a social care precept that is ring-fenced for social care.

### **CIPFA**

The Chartered Institute of Public Finance and Accountancy is one of the UK accountancy institutes. Uniquely, CIPFA specialises in the public sector. Consequently CIPFA holds the responsibility for setting accounting standards for local government.

### **Collection Fund**

A statutory account maintained by the council recording the amounts collected from council tax and business rates and from which it pays the precepts to the Greater London Authority (GLA) and the Department for Communities and local Government (CLG).

### **Collection Fund Surplus (or Deficit)**

If the council collects more or less than it expected at the start of the financial year, the surplus or deficit is shared with the major precepting authority, in Ealing's case this is the GLA, in proportion to the respective council taxes. These surpluses or deficits have to be returned to the council taxpayer in the following year through lower or higher council taxes. If, for example, the number of properties or the allowance for discounts, exemptions or appeals vary from those used in the council tax base, a surplus or deficit will arise. The council generally achieves a surplus, which is shared with the GLA. From 2013/14 onwards the collection fund now also includes business rates income. Business rates surplus or deficit is shared with the GLA and CLG.

### **Contingency**

This is money set-aside centrally in the council's base budget to meet the cost of unforeseen items of expenditure, such as higher than expected inflation or new responsibilities.

### **Council Tax Base**

The council tax base for a council is used in the calculation of council tax and is equal to the number of Band D equivalent properties. To calculate this, the council counts the number of properties in each band and works out an equivalent number of Band D equivalent properties. The band proportions are expressed in ninths and are specified in the Local Government Finance Act 1992. They are: A 6/9, B 7/9, C 8/9, D 9/9, E 11/9, F 13/9, G 15/9 and H 18/9, so that Band A is six ninths of the 'standard' Band D, and so on.

### **The Council Tax Calculation**

The formal calculation of Ealing's council tax as presented in the Council Tax Resolution.

### **CPI and RPI**

The main inflation rate used in the UK is the CPI (Consumer Price Index), the Chancellor of the Exchequer bases the UK inflation target on the CPI. The CPI inflation target is currently set at 2%. The CPI differs from the RPI (Retail Price Index) in that CPI excludes housing costs. Also used is RPIX, which is a variation on RPI, one that removes mortgage interest payments.

### **Dedicated Schools Grant (DSG)**

This is the ring-fenced specific grant that provides most of the government's funding for schools. This is distributed to schools by the council using a formula agreed by the schools forum.

### **Earmarked Reserves**

These balances are not a general resource but earmarked for specific purposes.

### **Financial Regulations**

These are a written code of procedures set by a local authority, which provide a framework for the proper financial management of the authority. They cover rules for accounting and audit procedures, and set out administrative controls over the authorisation of payments, etc.

### **Financial Year**

The local authority financial year commences on 1 April and finishes on the following 31 March.

### **General Fund**

This is the main revenue fund of the local authority, day-to-day spending on services is met from the fund. Spending on the provision of housing however, must be charged to the separate housing revenue account (HRA).

### **General Fund Balance**

This is the main unallocated reserve of the council that is set aside to meet any unforeseen pressures. Currently this reserve represents around 6% of the non- schools budget.

**Gross Domestic Product(GDP)**

GDP is defined as the value of all goods and services produced within the overall economy.

**Gross Expenditure**

The total cost of providing the council's services, before deducting income from government grants, or fees and charges for services.

**Housing Revenue Account (HRA)**

A separate account of expenditure and income on housing that Ealing must keep. The account is kept ring-fenced from other council activities. The government introduced a new funding regime for social housing within the HRA from April 2012.

**Individual Authority Business Rates Baseline**

This is derived by apportioning the billing authority business rates baseline between billing and major precepting authorities on the basis of major precepting authority shares.

**Levies**

A levy is an amount of money a local authority is compelled to collect (and include in its budget) on behalf of another organisation. Ealing is required to pay levies to a number of bodies such as the West London Waste Authority and the London Pensions Fund Authority.

**Local share**

This is the percentage share of locally collected business rates that will be retained by local government, currently 50%. The local share of the estimated business rates aggregate is divided between billing authorities on the basis of their proportionate shares. Ealing is required to split the 50% with the GLA, 30%, 20%, respectively. From 2017/18 the local share will increase to 67%, though Ealing's element will remain unchanged at 30%. The GLA's share will be 37%.

**Net Expenditure**

This is gross expenditure less income, but before deduction of government grant.

**National Non Domestic Rates (NNDR)**

Also known as 'business rates', Non Domestic Rates are collected by billing authorities such as Ealing and, up until 31 March 2013 were all paid into a central national pool, then redistributed to authorities according to resident population. From 2013/14 local authorities retain a "Local Share", see above, the aim of which is to provide an incentive to help businesses set up and grow.

**New Homes Bonus**

Under this scheme councils receive a new homes bonus (NHB) per each new property built in the borough for the first six years following completion. Payments are based on match funding the council tax raised on each property with an additional amount for affordable homes. It is paid in the form of an un-ringfenced grant. From 2017/18 the scheme has been amended to no longer provide for the first 0.4% of growth to "sharpen the incentive".

**Better Care Fund**

Together with the additional council tax flexibility for social care, the government is providing £1.5bn for authorities to spend on social care by 2019/20 to be included in an improved Better Care Fund. Allocations will commence in 2017/18, with the £1.5bn only fully allocated in 2019/20. This will be a separate grant and the allocation methodology will benefit those councils who benefit less from the additional council tax flexibility for social care.

**Precept**

The precepting authority's council tax, which Ealing collects on behalf of the preceptor, the Greater London Authority (GLA).

**Prudential Borrowing**

Set of rules governing local authority borrowing for funding capital projects under a professional code of practice developed by CIPFA to ensure the council's capital investment plans are affordable, prudent and sustainable.

**Revenue Expenditure**

The day-to-day running expenses on services provided by council.

**Revenue Support Grant (RSG)**

All authorities receive Revenue Support Grant from central government in addition to its baseline funding level under the local government finance system. An authority's Revenue Support Grant amount plus its baseline funding level together comprises its Settlement Funding Assessment.

**Section 151 Officer**

Legally councils must appoint under section 151 of the Local Government Act 1972 a named chief finance officer to give them financial advice, in Ealing's case this is the post of Executive Director of Corporate Resources.

**Settlement Funding Assessment (SFA)**

A local authority's share of the local government spending control total which comprises its Revenue Support Grant for the year in question and its baseline funding level (in 2013/14 this was called the start-up funding allocation).

**Specific Grants**

As the name suggests funding through a specific grant is provided for a specific purpose and cannot be spent on anything else e.g. Education.

**Spending Review**

The Spending Review is an internal government process in which the Treasury negotiates budgets for each government department. The 2015 Spending Review set government spending for the four financial years up to 2019/20.

**Tariffs and top-ups**

These are calculated by comparing an individual authority business rates baseline against its baseline funding level. Tariffs and top-ups were fixed at the start of the scheme in 2013/14 then adjusted in 2017/18 for the 2017 business rates revaluation and will continue to be index linked to inflation in future years. Ealing is a 'top-up' authority.

**Treasury Management**

The process of managing the council's cash flows, borrowing and cash investments to support Ealing's finances. Details are set out in the Treasury Management Strategy which is approved by Cabinet and Full Council in February each year.

**Virement**

This is the transfer of budget provision from one budget head to another. A virement must be properly authorised by the appropriate committee (Cabinet) or by officers under delegated powers.

## SUMMARY REVENUE BUDGET 2017/18

Departments		Controllable Budget 2016/17 £m	Controllable Budget 2017/18 £m
Children's, Adults and Public Health	Schools Service	2.023	0.434
	Children and Families	40.684	36.118
	Adults Services	61.959	57.928
	Public Health Grant (shared by Adults & Childrens and Families services)	(20.437)	
	Public Health Expenditure	20.824	0.655
<b>Sub total</b>	<b>105.053</b>	<b>95.135</b>	
Housing and Regeneration	Housing (General Fund)	4.112	3.421
	Safer Communities	3.536	3.009
	Property and Regeneration	1.613	0.718
	Built Environment	0.641	0.555
<b>Sub total</b>	<b>9.902</b>	<b>7.703</b>	
Environment and Customer Services	Environment and Customer Services Management	1.139	0.853
	Customer Services	7.683	6.577
	Environment and Leisure	18.677	16.712
	Parking Off-Street	(1.468)	(1.568)
	Parking Account Contribution to Transport Costs	(8.342)	(8.774)
<b>Sub total</b>	<b>17.689</b>	<b>13.800</b>	
Corporate Resources	Finance	4.081	3.926
	Legal and Democratic Services	3.033	3.033
	Business Services	15.215	10.684
	Human Resources	2.212	1.830
<b>Sub total</b>	<b>24.541</b>	<b>19.473</b>	
Chief Executive	Strategy & Engagement	1.381	1.210
	Chief Executive	0.105	0.112
<b>Sub total</b>	<b>1.486</b>	<b>1.322</b>	
	Housing Benefit	<b>6.447</b>	<b>6.447</b>
<b>Total budget for Services</b>		<b>165.118</b>	<b>143.880</b>
<b>Other centrally held budgets</b>			
Other centrally held budgets		8.654	41.919
Finance, Contingency and other non-operational costs		46.453	42.291
Transfer to/(from)Reserves		18,012	(9.143)
New Homes Bonus		(9,861)	(7.388)
Education Services Grant		(4,344)	(1.275)
Other Grants		-	(1.880)
<b>Total</b>		<b>58.914</b>	<b>64.524</b>
<b>Levies:</b>			
Lee Valley Regional Park Authority		0.330	0.306
Environment Agency		0.247	0.254
West London Waste Authority		12.656	13.168
London Pensions Fund Authority		0.428	0.428
Coroners Service		0.285	0.285
Concessionary Fares		17.151	16.345
<b>Total Levies</b>		<b>31.097</b>	<b>30.786</b>
<b>Total Budget Requirement (General Fund)</b>		<b>255.129</b>	<b>239.190</b>
<b>BUDGET REQUIREMENT FUNDED BY</b>		<b>2016/17 £m</b>	<b>2017/18 £m</b>
Settlement Funding Allocation / Business Rates		122.309	111.413
Collection Fund		16.957	7.629
Council Tax Income		115.863	120.148
<b>Total Funding for Ealing</b>		<b>255.129</b>	<b>239.190</b>
		<b>£m</b>	<b>£m</b>
Payment to GLA		30.170	31.119
		<b>£</b>	<b>£</b>
Band D Council Tax for Ealing Budget		1,059.93	1,081.13
Band D Council Tax for GLA		276.00	280.02
<b>Total Band D Council Tax (incl the GLA)</b>		<b>1,335.93</b>	<b>1,361.15</b>
<b>Council Tax % Increase (year on year - Ealing only)</b>		<b>-</b>	<b>2%</b>
<b>Tax Base</b>		<b>109,312.13</b>	<b>111,132.37</b>
<b>Collection Rate</b>		<b>97.70%</b>	<b>97.70%</b>

## GROWTH APPROVED

Ref no.	Specific Service Area	Growth Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
<b>Adults &amp; Public Health Directorate</b>						
1	Disability	Required for 43 children with disabilities in transition who will be eligible for adult social care services in 2017/18.	0.305	-	-	<b>0.305</b>
2	Older People	To ensure compliance with Deprivation of Liberty Safeguards - Following the Supreme Court judgement in Cheshire West and Chester Council v P 2014, the number of people to whom Deprivation of Liberty safeguards apply to has increased significantly (14 applications in 2013/14 and 1062 applications estimated for 2016/17).	1.485	-	-	<b>1.485</b>
<b>Adults &amp; Public Health Directorate Total</b>			<b>1.790</b>	<b>-</b>	<b>-</b>	<b>1.790</b>
<b>Regeneration and Housing Directorate</b>						
2	Housing Gen. Fund	Temporary Accommodation Rent Team to improve collection of rents	0.244	-	-	<b>0.244</b>
<b>Regeneration and Housing Directorate Total</b>			<b>0.244</b>	<b>-</b>	<b>-</b>	<b>0.244</b>
<b>Environment and Customer Services Directorate</b>						
2	Streets	Enhanced environmental enforcement rapid response capacity to respond and enforce against flytips. Linked to saving EL07	0.075	0.025	-	<b>0.100</b>
<b>Environment &amp; Customer Services Directorate Total</b>			<b>0.075</b>	<b>0.025</b>	<b>-</b>	<b>0.100</b>
<b>Corporate Resources Directorate</b>						
BSG01	Reprographics	Reprographics income budget to address impact of digitalisation	0.150	-	-	<b>0.150</b>
<b>Corporate Resources Directorate Total</b>			<b>0.150</b>	<b>-</b>	<b>-</b>	<b>0.150</b>
<b>Total Growth Approved</b>			<b>2.259</b>	<b>0.025</b>	<b>-</b>	<b>2.284</b>



## SAVINGS PROPOSAL

Ref no.	Specific Service Area	Saving Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
		<b>Adults &amp; Public Health Directorate</b>				
PH11 15/16	Public Health	Reallocating public health funding across the service to meet the expected demand in sexual health services	0.325	-	-	0.325
PH01	Public Health	Procurement efficiencies through the London sexual health transformation project in 2016/17. It is anticipated external legal advice required in 2017/18 will reduce thus efficiencies are proposed.	(0.020)	-	-	(0.020)
PH01	Public Health	Targeted reduction of stop smoking services aiming to enable people to quit smoking over a 12 week period and community NHS Health checks programme.	(0.090)	-	-	(0.090)
PH01	Public Health	Public Health contract efficiencies	(0.215)	-	-	(0.215)
		<b>Adults &amp; Public Health Directorate Total</b>	-	-	-	-
		<b>Regeneration and Housing Directorate</b>				
HS1	Housing Supply	Review of Housing Regeneration staff funding - Officer time spend on HRA Havelock housing estate project.	(0.025)	-	-	(0.025)
R&H1	Regen & Housing Mgt	Senior Management restructure resulting in deletion of 2 posts.	(0.197)	-	-	(0.197)
R&H2	Cross cutting	R&H Review and realignment of Support Function.	(0.081)	-	-	(0.081)
SC1	Safer Communities	CCTV digital savings - as a result of shifting to a new digital platform there are revenue efficiencies which can be achieved through reduced recurrent fees for fibre rental.	(0.100)	-	-	(0.100)
SC2	Safer Communities	Planning enforcement funding - planning enforcement service is moving to a new operating model which allows cost recovery to off-set the cost of service delivery.	(0.040)	-	-	(0.040)

## SAVINGS PROPOSAL

Ref no.	Specific Service Area	Saving Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
SC3	Safer Communities	Property regulation alternative funding - private sector demand likely to reduce as properties become regulated under the Selective Licensing scheme and therefore cost recoverable.	(0.080)	-	-	(0.080)
SC4	Safer Communities	Safer Communities and Housing management savings through new alignment of responsibilities.	(0.075)	-	-	(0.075)
P&R1	Property and Regeneration	Property and Regeneration Post Reduction - reduction from 1 FTE to 0.6 FTE.	(0.012)	-	-	(0.012)
P&R2	Property and Regeneration	Planning service increase in activity levels - savings associated with increasing the number of planning performance agreements entered into and the recovery of costs of delivery.	(0.050)	-	-	(0.050)
		<b>Regeneration and Housing Directorate Total</b>	<b>(0.660)</b>	<b>-</b>	<b>-</b>	<b>(0.660)</b>
		<b>Environment &amp; Customer Services Directorate</b>				
EL01	Parks and Leisure	Golf course management - existing invest to save programme to reduce management fee was achieved without utilising allocation therefore repayment of invest to save funding has been reduced.	(0.030)	-	-	(0.030)
EL02a	Parks and Leisure	Increased rental income from 'Putt in the Park' and sponsorship income.	(0.035)	-	-	(0.035)
EL02b	Parks and Leisure	Full cost recovery of burial services through revised charging levels excluding infants & children.	(0.035)	-	-	(0.035)
EL03a	Parks and Leisure	Amendments to grounds improvement contract whereby leaf clearance in parks is reduced by 50% whilst urban areas continue to be cleared. Reduce path edging work volumes in non-priority parks to 2-3 years cycles and increasing the quantity of unmown grass throughout the borough.	(0.150)			(0.150)

## SAVINGS PROPOSAL

Ref no.	Specific Service Area	Saving Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
EL03b	Parks and Leisure	Investment in new bins in parks. Installation of higher capacity bins - to reduce likelihood of wildlife/vermin removing contents combined with education and enforcement campaigns a 25% reduction in operational activity will likely be delivered.	-	(0.004)	(0.004)	(0.008)
EL04	Parks and Leisure	Contract savings on the tree's service - structuring of contract has allowed small to medium sized companies to tender competitively.	(0.030)	-	-	(0.030)
EL06	Parks and Leisure	Energy efficiency in parks buildings - modernisation of electrical supplies and light fittings, wall and roof insulation and repair and replacement of boilers and washrooms will lead to energy efficiency savings.	-	(0.009)	(0.010)	(0.019)
EL07	Parks and Leisure	The environmental enforcement partnership has created a sustainable revenue stream through tougher enforcement action as perpetrators of littering and fly-tipping which is generating revenue from penalty notices.	(0.075)	(0.025)		(0.100)
H01	Highways	Creation of a new car park at Maitland Yard - the creation of 20 shared-use bays that may be used by permit holders and paying visitors will generate a new revenue source.	(0.020)	-	-	(0.020)
H02	Highways	Fees and charges uplift of 5% to developers and 3rd parties in areas such as: design, approval and management of developers works, S.278 agreements, hording, scaffolding & cranes, street lighting design and drafting and advertising of permanent and temporary traffic orders to ensure full cost recovery.	(0.020)	-	-	(0.020)
H03	Highways	Service efficiency savings in supplies and non-contracted services.	(0.005)	-	-	(0.005)
H04	Highways	Implementation of enhanced off street parking offer to incorporate front garden work.	(0.005)		-	(0.005)

## SAVINGS PROPOSAL

Ref no.	Specific Service Area	Saving Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
P01	Parking	Extension of charges and channel shift to realise administrative savings.	(0.190)	-	-	(0.190)
P02	Parking	Enforcement of illegal parking on housing estates as a result of changes in legislation and in accordance with government data.	(0.075)	-	-	(0.075)
P03	Parking	Introduction of and investment in parking/traffic CCTV technology to further enhance the level of motorist compliance following a review of traffic accident and congestion data.	(0.100)	(0.200)	-	(0.300)
P04	Parking	System switch for parking payments from Cobalt to Civica.	(0.025)	-	-	(0.025)
		<b>Environment &amp; Customer Services Directorate Total</b>	<b>(0.795)</b>	<b>(0.238)</b>	<b>(0.014)</b>	<b>(1.047)</b>
		<b>Chief Executive Directorate</b>				
S&E1	Strategy & Engagement	End NLGN membership as many membership benefits are available via a range of other organisations.	(0.012)	-	-	(0.012)
S&E2	Strategy & Engagement	Efficiencies on Freedom of Information through ICT absorbing FOI functionality and workload within existing establishment.	(0.040)	-	-	(0.040)
S&E3	Strategy & Engagement	Licensing cost reductions & other efficiencies following review of actual expenditure against budgets.	(0.023)	-	-	(0.023)
		<b>Chief Executive Directorate Total</b>	<b>(0.075)</b>	<b>-</b>	<b>-</b>	<b>(0.075)</b>
		<b>Corporate Resources Directorate</b>				
FI01	Local Tax and Accounts Receivable	Council Tax Revenue Maximisation - savings achieved through additional checks and verification of discount / exemption awards.	(0.300)	-	-	(0.300)
FI02	Local Tax and Accounts Receivable	Late Payment Charges for Sundry Debtors - a fixed fee of 8% plus base rate will be charged against corporate debt.	(0.100)	-	-	(0.100)

## SAVINGS PROPOSAL

Ref no.	Specific Service Area	Saving Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
FI03	Local Tax and Accounts Receivable	Arrears Recovery Maximisation - Council Tax and NNDR - proactively chasing historic debt using propensity to pay and third party debt collection services.	(0.300)	-	-	(0.300)
FI04	Finance	Rationalisation of operational expenses - efficiencies across administrative operational activity through review of activities.	(0.025)	-	-	(0.025)
BSG01	Corporate Facilities	Utility cost reduction as a result of improvements in the building management system within Perceval House.	(0.070)	-	-	(0.070)
BSG02	Corporate H&S	Health and Safety Training Income through the delivery of chargeable training aimed at key staff within schools.	(0.010)	-	-	(0.010)
BSG03	Business Planning & Performance	Streamlining Business Services team operations to increase efficiency and effectiveness.	(0.040)	-	-	(0.040)
BSG04	Digital & Print Support Services	Postage efficiencies due to increased use of electronic media.	(0.040)	-	-	(0.040)
BSG05	Digital & Print Support Services	Merging of Posts - efficiency savings	(0.019)	-	-	(0.019)
BSG06	ICT	Reduced ICT service costs to users where these can be reasonably met by LBE resources.	(0.376)	-	-	(0.376)
BSG07	Corporate Facilities	Streamlining Facilities Management operations through removal of a proposed post and streamlining of the management of the FM performance team.	(0.050)	-	-	(0.050)
BSG08	Corporate H&S / Corporate Facilities	Greater Efficiency around cost of work - a procurement exercise has enabled Fire Risk Assessments to be resourced at a reduced cost.	(0.075)	-	-	(0.075)
		<b>Corporate Resources Directorate Total</b>	<b>(1.405)</b>	<b>-</b>	<b>-</b>	<b>(1.405)</b>
		<b>Total Savings Proposed</b>	<b>(2.935)</b>	<b>(0.238)</b>	<b>(0.014)</b>	<b>(3.187)</b>

## PARKING ACCOUNT

	<b>Revised 2016/17 Budget £m</b>	<b>Proposed 2017/18 Budget £m</b>
<b>Income</b>	(14.131)	(14.523) (A)
<b>Expenditure</b>		
Management	2.125	2.085
On street enforcement	3.349	3.349
Appeal fund PCNs	0.315	0.315
	<u>5.789</u>	<u>5.749</u>
	(8.342)	(8.774)
<b>Less:</b>		
Contribution to Concessionary Fares improvements in parking and transport related schemes	8.342	8.774
<b>(Surplus) / Deficit</b>	-	-

### (A) INCOME MOVEMENT

2016/17  
Savings

**£m**  
(14.131)  
(0.392)

**2017/18**

(14.523)

## GRANTS SCHEDULE

Recipient Service	Awarding Body	Grant	2016/17	2017/18	Variance	Notes
			£m	£m	£m	
Childrens and Families	HO	Unaccompanied Asylum Seeking Children	0.552	0.552	-	Funding is dependent on the number of UASC's. Estimate based on current forecast
Childrens and Families	YJB	Youth Justice Grant	0.377	0.350	(0.027)	2017/18 estimated based on 2016/17 allocation pending further information
Childrens and Families	DfE	SEND Reforms	0.261	0.292	0.031	2017/18 allocation confirmed 20th December 2016 by DfE
Childrens and Families	MOPAC	YOS MOPAC Youth Crime & Substance Misuse Prevention	0.200	0.085	(0.115)	2017/18 estimated based on 2016/17 amount pending further information
Childrens and Families	YJB	YJ Reform - Remand	0.128	0.120	(0.008)	2017/18 estimated based on 2016/17 allocation pending further information
Childrens and Families	DfE	Pupil Premium - Looked after Children/PVI/PRU	0.695	0.695	-	2017/18 estimated based on 2016/17 amount pending further information
Childrens and Families	DCLG	Troubled Families	1.281	1.281	-	2017/18 estimated based on 2016/17 amount pending further information
Childrens and Families	DCLG	Troubled Families PBR Phase 1	0.120	0.120	-	2017/18 based on 2016/17 amount
Childrens and Families	DfE	Staying Put	0.174	0.174	-	No information yet on 2017/18 assumed this will be a recurring amount
Schools	PFS	Private Finance Initiative	11.930	11.930	-	2017/18 estimated based on 2016/17 amount pending further information
Schools	ACE	Music Services	0.470	0.470	-	2017/18 estimated based on 2016/17 amount pending further information
Schools	DfE	Education Funding Agency Post 16 & Bursary Fund	12.449	12.449	-	2017/18 estimated based on 2016/17 amount pending further information
Schools	DfE	Pupil Premium	12.785	11.890	(0.895)	2017/18 estimated based on 2016/17 amount pending further information
Schools	DfE	PE & Sports Grant	0.658	0.658	-	2017/18 estimated based on 2016/17 amount. Awaiting information about continuation for 2017/18
Schools	DfE	School Improvement Grant	-	0.139	0.139	Estimate based on 77 maintained schools. 2017/18 £1,800 per school (part year effect) for 2018/19 £3,100 per school (full year effect).
Schools	DoH	Nursery Milk Reimbursement Grant	0.283	0.283	-	Dependant on milk consumed - estimate made for 2016/17, this forms the basis for the 2017/18 estimate.
Schools	DFE	Universal Infant Free School Meals	4.367	4.367	-	Indicative amount. Final will be based on actual meal numbers and will be announced by DfE next summer.
Schools	DFE	High Needs Strategic Planning Grant	0.154	-	(0.154)	Grant award confirmation sent by DfE on 19 January 2017
Adults	DOH	Community Capacity Grant	0.250	-	(0.250)	Grant discontinued - none for 2017/18
Adults	DoH / DCLG	Adults' Private Finance Initiative	1.839	1.839	-	2017/18 PFI grant estimate based 2016/17 pending confirmation of allocation by DOH
Adults	DoH	Local Reform and Community Voices Grant	0.191	0.191	-	2017/18 grant is subject to confirmation of allocation
<b>Subtotal - Children and Adults Services</b>			<b>49.164</b>	<b>47.885</b>	<b>(1.279)</b>	
Customer Services	DWP	Housing Benefit: Main administration subsidy	1.872	1.678	(0.194)	DWP sent circular confirming 2017/18 amount
Customer Services	DCLG	Council Tax Support - Admin subsidy	0.494	0.494	-	2017/18 estimated based on 2016/17 amount pending further information
Customer Services	DWP	Adult Learning	0.586	0.586	-	Announcements made mid to late February for allocation Sept 2017 to July 2018 - estimate based on 2016/17
Customer Services	DWP	Discretionary Housing Payments	2.369	2.369	-	2017/18 estimated based on 2016/17 amount pending further information
Highways	DfT	PFI Highways Grant	2.037	2.037	-	PFI grant
<b>Subtotal - Environment &amp; Customer Services</b>			<b>7.358</b>	<b>7.164</b>	<b>(0.194)</b>	
Built Environment	TfL	Local Implementation Plan (revenue)	1.289	0.970	(0.319)	2017/18 allocation confirmed
Safer Communities	GLA	MOPAC	0.700	0.700	-	Estimated allocation for 2017/18 based same as 2016/17 amount
Safer Communities	EU	EC SMART Project	0.038	-	(0.038)	Project ended February 2016

## GRANTS SCHEDULE

Recipient Service	Awarding Body	Grant	2016/17	2017/18	Variance	Notes
			£m	£m	£m	
Safer Communities	HO	Preventing Violent Extremism	0.118	0.118	-	Funding for projects to be confirmed for 2017/18
Safer Communities	DEFRA	Air Quality Capital Grant Scheme 2015-17	0.087	0.090	0.003	To be confirmed - Claim for 2017/18 funding will not be made until mid-year
Safer Communities	GLA	West London Better Homes Grant	0.030	0.100	0.070	Estimated grant funding allocation for 2017/18
Property & Regen	DCLG	Neighbourhood Planning	0.015	0.030	0.015	As per service 2016/17 and 2017/18 forecast
<b>Subtotal - Regeneration &amp; Housing</b>			<b>2.277</b>	<b>2.008</b>	<b>(0.269)</b>	
Corporate Resources	DCLG	Contribution for Collecting NNDR	0.490	0.490	-	2017/18 amount confirmed by DCLG
Corporate Resources	Cabinet Office	Individual Electoral Registration funding (via s.31)	-	-	-	To be confirmed - claim put in for 2017/18 funding
Corporate Resources	DCLG	Counter Fraud Fund	0.300	0.300	-	2017/18 estimated based on 2016/17 amount pending further information
<b>Subtotal - Corporate Resources</b>			<b>0.790</b>	<b>0.790</b>	<b>-</b>	
Chief Executives	LBE Strategy and Engagement	Volunteer Support and VCS Development	0.080	0.080	-	2017/18 estimated based on 2016/17 amount pending further information
Chief Executives	LBE Strategy and Engagement	Neighbourhood & Community Development	0.083	0.083	-	2017/18 estimated based on 2016/17 amount pending further information
Chief Executives	LBE Strategy and Engagement	Ealing Community Network Sponsorship Grant	0.040	0.040	-	2017/18 estimated based on 2016/17 amount pending further information
<b>Subtotal - Chief Executives</b>			<b>0.203</b>	<b>0.203</b>	<b>-</b>	
<b>Overall Total</b>			<b>59.792</b>	<b>58.050</b>	<b>(1.742)</b>	
<b>Ring-fenced grants</b>						
Public Health	DoH	Public Health Grant	25.571	24.941	(0.630)	2017/18 grant to be confirmed
Housing Benefits	LSC	Housing Benefit Subsidy	275.286	264.201	(11.085)	2017/18 estimated based on the AP09 forecast grant income and taking into account changes in average rents and caseload reduction of 2.88% from 2016/17. Return for 2017/18 due in March 2017
Devolved Schools Grants	DfE	Dedicated Schools' Grant (DSG)	304.895	314.095	9.200	Provisional DSG for 2017/18 of £314.095m has been confirmed. The DSG allocation is prior to deduction for academies recoupment
<b>Total</b>			<b>605.752</b>	<b>603.237</b>	<b>(2.515)</b>	

DfE - Dept. for Education

HO - Home Office

YJB - Youth Justice Board

MOPAC - Mayor's Office for Policing and Crime PfS - Partnerships for Schools

DCLG - Dept. for Communities and Local Government EU - European Union

ACE - Arts Council England

GLA - Greater London Authority

DOH - Department of Health



## RESERVES

	31/03/16 £m	31/03/17 £m	31/03/18 £m	31/03/19 £m	31/03/20 £m	31/03/21 £m
<b>Earmarked Reserves</b>						
Corporate - Business Risk Reserve	(15.109)	(14.989)	(5.631)	(5.631)	(5.631)	(5.631)
Corporate - Ealing Civic Improvement Fund	(2.496)	(4.690)	(3.825)	(2.885)	(2.885)	(2.885)
Corporate - Insurance Reserve	(4.950)	(4.950)	(4.950)	(4.950)	(4.950)	(4.950)
Corporate - Invest to Save Reserve	(2.818)	(5.917)	(4.862)	(3.862)	(2.962)	(2.962)
Corporate - Social Care Transformation Reserve	-	(2.920)	(0.400)	-	-	-
Corporate - Economic Volatility Reserve	(9.341)	(13.998)	(13.998)	(13.998)	(13.998)	(13.998)
Corporate - Others in total	(10.030)	(9.030)	(9.030)	(9.030)	(9.030)	(9.030)
Service - Others in total	(17.321)	(13.855)	(13.795)	(13.795)	(13.795)	(13.795)
Parking Places Reserve Account	(4.010)	(3.771)	(3.771)	(3.771)	(3.771)	(3.771)
PFI Reserves	(27.320)	(21.641)	(21.641)	(21.641)	(21.641)	(21.641)
<b>Sub-total Controllable Reserves</b>	<b>(93.395)</b>	<b>(95.761)</b>	<b>(81.903)</b>	<b>(79.563)</b>	<b>(78.663)</b>	<b>(78.663)</b>
Schools Balances	(16.657)	(16.657)	(16.657)	(16.657)	(16.657)	(16.657)
<b>CONTROLLABLE RESERVES</b>	<b>(110.052)</b>	<b>(112.418)</b>	<b>(98.560)</b>	<b>(96.220)</b>	<b>(95.320)</b>	<b>(95.320)</b>
<b>General Fund Balance</b>	<b>(15.473)</b>	<b>(15.473)</b>	<b>(15.473)</b>	<b>(15.473)</b>	<b>(15.473)</b>	<b>(15.473)</b>

## NEW CAPITAL PROPOSALS

	2017/ 18	2018/19	2019/20	2020/21	Total Cost	Funding
	£'000	£'000	£'000	£'000	£'000	
<b>MAINSTREAM FUNDING</b>						
Schools and Children Services	300	3,200	1,150	450	5,100	M
Adults Services	1,479	490	525	575	3,069	M
Corporate Resources	3,881	556	556	-	4,993	M
Environment and Customer Services	950	50	50	1,100	2,150	M
Regeneration and Housing Service	(1,204)	(1,204)	(604)	300	(2,712)	M
<b>TOTAL MAINSTREAM FUNDING</b>	5,406	3,092	1,677	2,425	12,600	
<b>SPECIFIC FUNDING</b>						
Schools and Children Services	-	4,500	3,500	-	8,000	
Environment and Customer Services	860	305	90	2,214	3,469	
Regeneration and Housing Service	1,204	1,204	1,204	2,529	6,141	
<b>Total: Specific funding Schemes</b>	2,064	6,009	4,794	4,743	17,610	
<b>Total: Capital Schemes</b>	7,470	9,101	6,471	7,168	30,210	

## NEW CAPITAL PROPOSALS

Ref No	Service Area	Headline and brief description of proposal	2017/ 18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Cost £'000	Funding
<b>CAPITAL PROPOSALS MAINSTREAM FUNDING</b>								
1	Schools	<b>Schools SEN Expansions Programme</b> : Expansion programme for Primary and Secondary additional resource provision and Primary pupil referral unit	300	3,200	1,150	450	5,100	M
		<b>Total Schools and Children Services</b>	<b>300</b>	<b>3,200</b>	<b>1,150</b>	<b>450</b>	<b>5,100</b>	
2	Adults	<b>Solace Centre/Marron House (Bowman's Close)</b> – Replacement of Hot and Cold Water Services, Heating Pipes, Radiators and Boilers.	615	-	-	-	615	M
3	Adults	<b>Health, Independence and Efficiency</b> - Investment into eligible schemes for provision of services to adults with care needs.	470	490	525	575	2,060	M
4	Adults	<b>Health &amp; Safety requirements to community based support facilities</b>	100				100	M
5	Adults	<b>Children &amp; Adults IT upgrade</b>	294				294	M
		<b>Total Adults Services</b>	<b>1,479</b>	<b>490</b>	<b>525</b>	<b>575</b>	<b>3,069</b>	
6	Corporate	<b>Microsoft Enterprise Agreement:</b> License and agreement expansion	556	556	556	-	1,668	M
7	Corporate	<b>GCSX Servers 2012 and expansion</b>	75	-	-	-	75	M
8	Corporate	<b>Business Objects Upgrade/ Replacement</b>	250	-	-	-	250	M
9	Corporate	<b>Serco Contract Transition</b>	3,000				3,000	M
		<b>Total Corporate Resources</b>	<b>3,881</b>	<b>556</b>	<b>556</b>	<b>-</b>	<b>4,993</b>	

## NEW CAPITAL PROPOSALS

Ref No	Service Area	Headline and brief description of proposal	2017/ 18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Cost £'000	Funding
10	E&CS	<b>Gunnersbury Park Phase 1 additional funding.</b> Funding for final phase of project with HLF.	900	-	-	-	900	M
11	E&CS	<b>Hanwell Community centre</b> Heritage fabric works	50	50	50	1,100	1,250	M
		<b>Total Environment and Customer Services</b>	<b>950</b>	<b>50</b>	<b>50</b>	<b>1,100</b>	<b>2,150</b>	
12	Regen& Housing	<b>Disabled Facilities Grants (Improvement Grants)</b> : Extending programme to 2020/21 to ensure fulfilment of provision of statutory service to provide adaptations to homes for disabled tenants. Net reduction in mainstream borrowing to existing budgets following increase in DFG grant received from DCLG.	(1,204)	(1,204)	(604)	300	(2,712)	M
		<b>Total Regeneration and Housing Service</b>	<b>(1,204)</b>	<b>(1,204)</b>	<b>(604)</b>	<b>300</b>	<b>(2,712)</b>	
		<b>Total: Mainstream Schemes</b>	<b>5,406</b>	<b>3,092</b>	<b>1,677</b>	<b>2,425</b>	<b>12,600</b>	

## NEW CAPITAL PROPOSALS

Ref No	Service Area	Headline and brief description of proposal	2017/ 18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Cost £'000	Funding
13	Schools	<b>High Priority Condition Works:</b> - Mechanical, Electrical and Building fabric work	-	3,500	3,500	-	7,000	G
14	Schools	<b>Schools SEN Expansions Programme :</b> Expansion programme for Primary and Secondary additional resource provision and Primary pupil referral unit	-	1,000	-	-	1,000	G
		<b>Total Schools and Children Services</b>	-	<b>4,500</b>	<b>3,500</b>	-	<b>8,000</b>	
15	E&CS	<b>Hanwell Community centre</b> Heritage fabric works	30	30	40	2,214	2,314	G
16	E&CS	<b>Ealing Mini Holland.</b> Delivery of cycle friendly improvements to Hanger Lane and Ealing Common, down to The Mall in central Ealing	500	-	-	-	500	R
17	E&CS	<b>Parking enforcement cameras.</b> Purchase of 10 cameras to ensure compliance in locations across the borough.	125	125	-	-	250	R
18	E&CS	<b>Investment in new bins in parks.</b> Installation of higher capacity bins in the majority of the Borough's priority parks	100	100	-	-	200	I
19	E&CS	<b>Energy efficiency in parks buildings.</b> Investment in more efficient utilities to generate annual savings	50	50	50	-	150	I
20	E&CS	<b>Sauna and steam at NLC .</b> Match funding with SLM to install sauna and spa suite at Northolt Leisure centre to boost participation	55	-	-	-	55	I
		<b>Total Environmental and Customer Services</b>	<b>860</b>	<b>305</b>	<b>90</b>	<b>2,214</b>	<b>3,469</b>	
21	Regen& Housing	<b>Disabled Facilities Grants (Improvement Grants) :</b> Extending programme to 2020/21 to ensure fulfilment of provision of statutory service to provide adaptations to homes for disabled tenants. Net reduction in mainstream borrowing to existing budgets following increase in DFG grant received from DCLG.	1,204	1,204	1,204	2,529	6,141	G
		<b>Total Regeneration and Housing Service</b>	<b>1,204</b>	<b>1,204</b>	<b>1,204</b>	<b>2,529</b>	<b>6,141</b>	
		<b>Total: Specific Funding Source schemes</b>	<b>2,064</b>	<b>6,009</b>	<b>4,794</b>	<b>4,743</b>	<b>17,610</b>	

SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

Summary Capital Programme 2016/17 - 2020/21

Department	Budget	Budget	Budget	Budget	Budget	Total
	2016/17	2017/18	2018/19	2019/20	2020/21	Budget 2016/17 to 2020/21
	£m	£m	£m	£m	£m	£m
<b>CHILDREN'S &amp; ADULTS</b>	44.049	54.931	42.285	19.607	1.025	161.897
<b>ENVIRONMENT &amp; CUSTOMER SERVICES</b>	39.787	45.580	10.097	5.475	3.314	104.253
<b>CORPORATE RESOURCES</b>	15.655	16.860	0.789	0.556	-	33.860
<b>REGENERATION &amp; HOUSING</b>	19.554	28.529	5.833	3.125	2.829	59.870
<b>COUNCIL WIDE</b>	-	0.550	-	-	-	0.550
<b>General Fund Total</b>	119.045	146.450	59.004	28.763	7.168	360.430
<b>HRA</b>	72.058	128.913	74.027	70.639	55.139	400.776
<b>Total</b>	191.103	275.363	133.031	99.402	62.307	761.206

**FUNDED BY:**

Mainstream funding	54.947	74.195	32.648	14.819	2.425	179.034
Specific funding (split as follows)	64.098	72.255	26.356	13.944	4.743	181.396
Grant	50.378	58.674	24.699	13.069	4.743	151.563
Revenue Contribution	3.309	2.269	1.200	0.825	-	7.603
Parking Reserve	0.250	-	-	-	-	0.250
Invest to save	1.025	1.700	0.165	0.050	-	2.940
Partnership	2.827	3.510	0.292	-	-	6.629
S106	6.309	6.102	-	-	-	12.411
<b>Total General Fund</b>	119.045	146.450	59.004	28.763	7.168	360.430

**HRA**

Mainstream funding	51.773	101.139	52.948	49.688	38.161	293.709
Specific funding (split as follows)	20.285	27.774	21.079	20.951	16.978	107.067
Grant	-	0.720	0.270	-	-	0.990
HRA Major Repairs/ Depreciation Reserve	20.285	27.054	20.809	20.951	16.978	106.077
<b>Total HRA</b>	72.058	128.913	74.027	70.639	55.139	400.776
<b>Total Funding</b>	191.103	275.363	133.031	99.402	62.307	761.206

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

SCHOOLS SERVICE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	PRIMARY SCHOOLS EXPANSIONS	M	0.525	-	-	-	-	<b>0.525</b>
2	ARK BYRON PRIMARY ACADEMY	M	0.067	-	-	-	-	<b>0.067</b>
	ARK BYRON PRIMARY ACADEMY	G	1.721	3.836	-	-	-	<b>5.557</b>
3	PRIMARY SCHOOLS EXPANSIONS - NEW PROGRAMME	M	0.115	0.065	-	-	-	<b>0.180</b>
4	PRIMARY SCHOOL EXPANSION NEW BERRYMEDE	M	0.034	-	-	-	-	<b>0.034</b>
5	PRIMARY SCHOOL EXPANSION NEW HORSENDEN	M	0.100	0.344	-	-	-	<b>0.444</b>
6	PRIMARY SCHOOLS EXPANSIONS - TEMPORARY SCHOOL PLACES	M	-	0.393	-	-	-	<b>0.393</b>
7	PRIMARY SCHOOL EXPANSION VIKING TEMPORARY PLACES	M	0.014	-	-	-	-	<b>0.014</b>
8	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17	M	-	0.124	-	-	-	<b>0.124</b>
9	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 BEACONSFIELD	M	1.316	1.000	-	-	-	<b>2.316</b>
	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 BEACONSFIELD	G	0.391	-	-	-	-	<b>0.391</b>
	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 BEACONSFIELD	S	1.420	-	-	-	-	<b>1.420</b>
10	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 D WELLS INFANTS	M	0.035	0.457	-	-	-	<b>0.492</b>
11	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 D WELLS JUNIOR	M	1.634	-	-	-	-	<b>1.634</b>
12	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 St MARKS	M	1.145	1.414	-	-	-	<b>2.559</b>
13	PRIMARY SCHOOLS EXPANSIONS - 2016/17 ONWARDS	M	-	3.900	-	-	-	<b>3.900</b>
14	PRIMARY SCHOOL EXPANSION 14/15-16/17 ST JOHNS	M	2.123	6.160	-	-	-	<b>8.283</b>
15	PRIMARY SCHOOL EXPANSION 14/15-16/17 ST JOHNS	G	5.171	-	-	-	-	<b>5.171</b>
16	PRIMARY SCHOOL EXPANSION 14/15-16/17 ST RAPHAELS	G	0.320	-	-	-	-	<b>0.320</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

SCHOOLS SERVICE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
17	PRIMARY SCHOOL EXPANSION 14/15-16/17 ST JOSEPH'S	G	0.120	-	-	-	-	0.120
18	PRIMARY SCHOOL EXPANSION 14/15-16/17 MAYFIELD	M	0.050	1.240	-	-	-	1.290
19	ALL THROUGH SPECIAL EDUCATION NEEDS PROVISION	G	0.797	-	-	-	-	0.797
20	SPECIAL EDUCATION NEEDS PRIMARY PERMANENT	G	0.098	6.000	-	-	-	6.098
21	BELVUE SCHOOL- VOCATIONAL EDUCATION AT KEN. ACOCK YOUTH C	M	0.455	-	-	-	-	0.455
22	BELVUE SCHOOL- VOCATIONAL EDUCATION AT KEN. ACOCK YOUTH C	G	0.592	0.747	-	-	-	1.339
23	SEN PRIMARY PERMANENT - MANDEVILLE	G	0.036	-	-	-	-	0.036
24	SEN PRIMARY PERMANENT SOUTH ACTON CC	G	0.117	-	-	-	-	0.117
25	ST ANN'S SCHOOL - MODULAR CLASSROOM	G	0.069	1.400	-	-	-	1.469
26	SEN EXPANSON AT BELVUE SCHOOL	M	-	2.000	3.500	2.000	-	7.500
27	GREENFIELD CHILDREN CENTRE EXPANSION	R	0.300	-	-	-	-	0.300
	<b>PRIMARY AND SPECIAL SCHOOLS</b>		<b>18.765</b>	<b>29.080</b>	<b>3.500</b>	2.000	-	<b>53.345</b>
28	BUILDING SCHOOLS FOR THE FUTURE	G	0.392	0.250	-	-	-	0.642
29	NEW HIGH SCHOOL GREENFORD	G	0.116	-	-	-	-	0.116
30	EALING DIPLOMA AND ENTERPRISE CENTRE	G	0.002	-	-	-	-	0.002
31	SECONDARY EXPANSION - PERMANENT STRUCTURE (ELTHORNE)	G	5.419	-	-	-	-	5.419
	SECONDARY EXPANSION - PERMANENT STRUCTURE (ELTHORNE)	M	4.287	-	-	-	-	4.287
	SECONDARY EXPANSION - PERMANENT STRUCTURE (ELTHORNE)	R	0.170	-	-	-	-	0.170
	SECONDARY EXPANSION - PERMANENT STRUCTURE (ELTHORNE)	S	1.000	-	-	-	-	1.000



**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

SCHOOLS SERVICE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
32	VILLIERS HIGH 6TH FORM & CANTEEN	G	0.049	-	-	-	-	0.049
33	SECONDARY SCHOOLS EXPANSION - BULGE	G	-	1.000	4.000	-	-	5.000
34	SECONDARY SCHOOLS EXPANSION BRENTSIDE	M	0.189	2.100	-	-	-	2.289
	SECONDARY SCHOOLS EXPANSION BRENTSIDE	G	3.217	5.252	-	-	-	8.469
	SECONDARY SCHOOLS EXPANSION BRENTSIDE	S	0.475	-	-	-	-	0.475
35	SECONDARY SCHOOLS EXPANSION GREENFORD HIGH 16/17	M	0.150	0.850	-	-	-	1.000
36	SECONDARY SCHOOLS EXPANSION GREENFORD HIGH 16/17	G	-	3.000	5.000	-	-	8.000
37	RE-BUILD VINCENT BLOCK AT NORTHOLT HIGH	M	-	2.000	6.000	4.000	-	12.000
	EALING FIELDS FREE SCHOOL	G	1.923	-	-	-	-	1.923
38	SECONDARY SCHOOL SEN EXPANSION ARP	M	-	1.500	1.500	-	-	3.000
39	SECONDARY EXPANSIONS: THIS SCENARIO IS BASED ON TWO OF THE THREE APPROVED FREE SCHOOLS OBTAINING A SITE, LEAVING A SHORTFALL OF 4 FE THAT NEEDS TO BE PROVIDED BY SEPTEMBER 2018	M	-	-	7.568	1.432	-	9.000
		G	-	1.488	6.512	7.000	-	15.000
40	SCHOOLS SEN EXPANSION PROGRAMME	M	-	0.300	3.200	1.150	0.450	5.100
	SCHOOLS SEN EXPANSION PROGRAMME	G	-	-	1.000	-	-	1.000
	<b>SECONDARY SCHOOLS</b>		<b>17.389</b>	<b>17.740</b>	<b>34.780</b>	<b>13.582</b>	<b>0.450</b>	<b>83.941</b>
41	SCHOOLS NDS DEVOLVED CAPITAL	G	0.778	0.764	-	-	-	1.542
42	HEALTH & SAFETY WORKS	M	0.002	-	-	-	-	0.002
43	AUTOMATIC FIRE DETECTION SYSTEM	M	0.030	-	-	-	-	0.030
44	CONDITION WORKS - VARIOUS SCHEMES	G	0.004	-	-	-	-	0.004

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

SCHOOLS SERVICE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
45	ASBESTOS ABATEMENT SCHOOLS	M	0.003	-	-	-	-	0.003
46	HIGH PRIORITY CONDITION WORKS	G	5.239	5.081	3.500	3.500	-	17.320
	<b>EXP TO BE SPLIT BETWEEN SECTORS</b>		<b>6.056</b>	<b>5.845</b>	<b>3.500</b>	<b>3.500</b>	<b>-</b>	<b>18.901</b>
	<b>SCHOOLS SERVICE</b>		<b>42.210</b>	<b>52.665</b>	<b>41.780</b>	<b>19.082</b>	<b>0.450</b>	<b>156.187</b>

FUNDED BY:								
	MAINSTREAM FUNDING (M & SCER & CR)	M	12.274	23.847	21.768	8.582	0.450	66.921
	SPECIFIC FUNDING (SPLIT AS FOLLOWS)		29.936	28.818	20.012	10.500	-	89.266
	-GRANT	G	26.571	28.818	20.012	10.500	-	85.901
	-REVENUE CONTRIBUTION	R	0.470	-	-	-	-	0.470
	-PARKING REVENUE ACCOUNT	PR	-	-	-	-	-	-
	-INVEST TO SAVE	I	-	-	-	-	-	-
	-PARTNERSHIP	P	-	-	-	-	-	-
	-S106	S	2.895	-	-	-	-	2.895
			<b>42.210</b>	<b>52.665</b>	<b>41.780</b>	<b>19.082</b>	<b>0.450</b>	<b>156.187</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

CHILDREN & FAMILIES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	CHILDRENS HOMES CAPITAL WORKS	M	0.003	0.036	-	-	-	<b>0.039</b>
2	FWI HARDWARE PROJECT	M	0.010	0.045	-	-	-	<b>0.055</b>
3	CHILD PROTECTION INFORMATIO SHARING SCHEME	M	0.020	-	-	-	-	<b>0.020</b>
4	WESTSIDE 2013-14	G	-	0.048	-	-	-	<b>0.048</b>
5	EARLY EDUCATION FOR TWO-YEAR OLDS	G	0.580	0.089	-	-	-	<b>0.669</b>
<b>TOTAL CHILDREN &amp; FAMILIES</b>			<b>0.613</b>	<b>0.218</b>	-	-	-	<b>0.831</b>

FUNDED BY:								
Mainstream funding (M & SCER & CR)	M	0.033	0.081	-	-	-	-	<b>0.114</b>
Specific funding (split as follows)		0.580	0.137	-	-	-	-	<b>0.717</b>
-Grant	G	0.580	0.137	-	-	-	-	<b>0.717</b>
-Revenue Contribution	R	-	-	-	-	-	-	-
-Parking Revenue Account	PR	-	-	-	-	-	-	-
-Invest to save	I	-	-	-	-	-	-	-
-Partnership	P	-	-	-	-	-	-	-
-S106	S	-	-	-	-	-	-	-
		<b>0.613</b>	<b>0.218</b>	-	-	-	-	<b>0.831</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ADULTS SERVICES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	FIRE PRECAUTION WORK - COUNCIL OWNED	M	0.007	-	-	-	-	0.007
2	PHE DRUG & ALCOHOL GRANT	G	0.150	-	-	-	-	0.150
3	FRAMEWORK I ENHANCEMENT	M	0.010	-	-	-	-	0.010
4	CAPITAL INVESTMENT IN COMMUNITY CAPACITY	G	0.250	-	-	-	-	0.250
5	IMPLEMENTATION ABACUS MODEL FOR SELF DIRECTED SUPPORT	R	0.024	-	-	-	-	0.024
6	CARE BILL INFRASTRUCTURE PROJECT	M	0.175	0.100	-	-	-	0.275
7	NHS INTEGRATION PROJECT	M	0.065	0.120	-	-	-	0.185
8	COWGATE CENTRE	R	0.022	-	-	-	-	0.022
	COWGATE CENTRE	I	0.055	0.030	0.015	-	-	0.100
9	MARRON HOUSE / SOLACE CENTRE DEVELOPMENT	M	0.319	0.934	-	-	-	1.253
10	HEALTH INEPENDENCE AND EFFICIENCY	M	-	0.470	0.490	0.525	0.575	2.060
11	GREENFORD LODGE	M	0.150	-	-	-	-	0.150
12	HEALTH & SAFETY REQUIREMENTS TO COMMUNITY BASED SUPPORT	M		0.100				0.100
13	PUPIL DATABASE	M		0.090				0.090
14	IMPLEMENT MOSAIC GROUP BASED WORKFLOW	M		0.184				0.184
15	SYSTEM MODERNISATION - DATAWAREHOUSE	M		0.020				0.020
	<b>ADULTS SERVICES</b>		<b>1.227</b>	<b>2.048</b>	<b>0.505</b>	<b>0.525</b>	<b>0.575</b>	<b>4.880</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ADULTS SERVICES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)	M	0.726	2.018	0.490	0.525	0.575	<b>4.334</b>
	Specific funding (split as follows)		0.501	0.030	0.015	-	-	<b>0.546</b>
	-Grant	G	0.400	-	-	-	-	<b>0.400</b>
	-Revenue Contribution	R	0.046	-	-	-	-	<b>0.046</b>
	-Parking Revenue Account	PR						-
	-Invest to save	I	0.055	0.030	0.015			<b>0.100</b>
	-Partnership	P						-
	-S106	S						-
			<b>1.227</b>	<b>2.048</b>	<b>0.505</b>	<b>0.525</b>	<b>0.575</b>	<b>4.880</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

PARKING SERVICES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	PARKING ON-LINE SERVICE IMPROVEMENTS	M	0.017	-	-	-	-	<b>0.017</b>
2	PARKING CCTV	R	0.250	-	-	-	-	<b>0.250</b>
3	PARKING ENFOECEMENT CAMERA	R		0.125	0.125	-	-	<b>0.250</b>
4	PARKING INVESTMENT IN BACK OFFICE AUTOMATION	PR	0.250	-	-	-	-	<b>0.250</b>
	<b>PARKING SERVICES</b>		<b>0.517</b>	<b>0.125</b>	<b>0.125</b>	-	-	<b>0.767</b>

FUNDED BY:								
MAINSTREAM FUNDING (M & SCER & CR)		M	0.017	-	-	-	-	<b>0.017</b>
SPECIFIC FUNDING (SPLIT AS FOLLOWS)			0.500	0.125	0.125	-	-	<b>0.750</b>
-GRANT		G	-	-	-	-	-	-
-REVENUE CONTRIBUTION		R	0.250	0.125	0.125	-	-	<b>0.500</b>
-PARKING REVENUE ACCOUNT		PR	0.250	-	-	-	-	<b>0.250</b>
-INVEST TO SAVE		I	-	-	-	-	-	-
-PARTNERSHIP		P	-	-	-	-	-	-
-S106		S	-	-	-	-	-	-
			<b>0.517</b>	<b>0.125</b>	<b>0.125</b>	-	-	<b>0.767</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

E&CS EXECUTIVE DIRECTORATE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2019/20
			£m	£m	£m	£m	£m	£m
1	MAJOR PROJECTS HERITAGE PROJECTS	M	0.177	0.200	-	-	-	<b>0.377</b>
2	MAJOR PROJECTS	M	0.071	0.679	-	-	-	<b>0.750</b>
3	GUNNERSBURY PARK	M	1.032	1.012	0.211	-	-	<b>2.255</b>
	GUNNERSBURY PARK	G	9.825	2.617	1.628	-	-	<b>14.070</b>
4	GUNNERSBURY PARK PHASE 3 SPORTS HUB	M	0.227	0.250	0.250	-	-	<b>0.727</b>
	GUNNERSBURY PARK PHASE 3 SPORTS HUB	G	0.575	2.585	-	-	-	<b>3.160</b>
	GUNNERSBURY PARK PHASE 3 SPORTS HUB	P	0.205	0.045	-	-	-	<b>0.250</b>
5	COMMUNITY CENTRES PRIORITY WORKS & IMPROVEMENTS	M	0.238	-	-	-	-	<b>0.238</b>
6	LORD HALSBURY PLAYING FIELDS SPORTS CENTRE	G	0.032	-	-	-	-	<b>0.032</b>
7	GURNELL LEISURE CENTRE RE-DEVELOPMENT	I	0.150	1.195	-	-	-	<b>1.345</b>
8	HANWELL COMMUNITY CENTRE PHASE 2	M	0.221	-	-	-	-	<b>0.221</b>
	HANWELL COMMUNITY CENTRE - HERITAGE FARIC WORK	M	-	0.050	0.050	0.050	1.100	<b>1.250</b>
	HANWELL COMMUNITY CENTRE - HERITAGE FARIC WORK	G	-	0.030	0.030	0.040	2.214	<b>2.314</b>
9	DURDANS PARKS CRICKET GROUND	P	0.011	-	-	-	-	<b>0.011</b>
	DURDANS PARKS CRICKET GROUND	G	0.323	-	-	-	-	<b>0.323</b>
10	NOROWOOD HALL SPORTS GROUNDS	R	0.050	0.433	-	-	-	<b>0.483</b>
11	MATCH FUNDING FOR SPORTS DEVELOPMENT PROJECTS	R	0.243	-	-	-	-	<b>0.243</b>
	MATCH FUNDING FOR SPORTS DEVELOPMENT PROJECTS	G	0.439	-	-	-	-	<b>0.439</b>
12	HAVELOCK FAMILY CENTRE	M	0.200	-	-	-	-	<b>0.200</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

E&CS EXECUTIVE DIRECTORATE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2019/20
			£m	£m	£m	£m	£m	£m
	HAVELOCK FAMILY CENTRE	G	0.420	-	-	-	-	0.420
	<b>MAJOR PROJECTS</b>		<b>14.439</b>	<b>9.096</b>	<b>2.169</b>	<b>0.090</b>	<b>3.314</b>	<b>29.108</b>
13	NEIGHBOURHOOD GOVERNANCE - NORTH	M	0.312	0.290	0.064	-	-	0.666
	NEIGHBOURHOOD GOVERNANCE - NORTH	R	-	-	0.150	0.150	-	0.300
14	NEIGHBOURHOOD GOVERNANCE - WEST	M	0.265	0.191	0.050	-	-	0.506
	NEIGHBOURHOOD GOVERNANCE - WEST	R	-	-	0.125	0.125	-	0.250
15	NEIGHBOURHOOD GOVERNANCE - SOUTH	M	0.336	0.255	0.090	-	-	0.681
	NEIGHBOURHOOD GOVERNANCE - SOUTH	R	-	-	0.150	0.150	-	0.300
16	NEIGHBOURHOOD GOVERNANCE - EAST	M	0.348	0.260	0.114	-	-	0.722
	NEIGHBOURHOOD GOVERNANCE - EAST	R	-	-	0.150	0.150	-	0.300
	<b>DIRECT REPORTS - EXECUTIVE SUPPORT MANAGER</b>		<b>1.261</b>	<b>0.996</b>	<b>0.893</b>	<b>0.575</b>	<b>-</b>	<b>3.725</b>
	<b>E&amp;CS EXECUTIVE DIRECTORATE</b>		<b>15.700</b>	<b>10.092</b>	<b>3.062</b>	<b>0.665</b>	<b>3.314</b>	<b>32.833</b>



**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

E&CS EXECUTIVE DIRECTORATE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2019/20
			£m	£m	£m	£m	£m	£m
FUNDED BY:								
	MAINSTREAM FUNDING (M & SCER & CR)	M	3.427	3.187	0.829	0.050	1.100	<b>8.593</b>
	SPECIFIC FUNDING (SPLIT AS FOLLOWS)		12.273	6.905	2.233	0.615	2.214	<b>24.240</b>
	-GRANT	G	11.614	5.232	1.658	0.040	2.214	<b>20.758</b>
	-REVENUE CONTRIBUTION	R	0.293	0.433	0.575	0.575	-	<b>1.876</b>
	-PARKING REVENUE ACCOUNT	PR	-	-	-	-	-	<b>-</b>
	-INVEST TO SAVE	I	0.150	1.195	-	-	-	<b>1.345</b>
	-PARTNERSHIP	P	0.216	0.045	-	-	-	<b>0.261</b>
	-S106	S	-	-	-	-	-	<b>-</b>
			<b>15.700</b>	<b>10.092</b>	<b>3.062</b>	<b>0.665</b>	<b>3.314</b>	<b>32.833</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	TFL - SMARTER TRAVEL	G	0.102	-	-	-	-	<b>0.102</b>
2	INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS	M	3.527	3.882	3.500	3.500	-	<b>14.409</b>
3	CPZ EXTENSION PROGRAMME 2011/12	M	-	0.005	-	-	-	<b>0.005</b>
4	CPZ PROGRAMME	M	0.155	0.064	-	-	-	<b>0.219</b>
5	GULLY RENEWAL PROGRAMME	M	0.101	0.100	-	-	-	<b>0.201</b>
6	GULLY RENEWAL PROGRAMME	R	-	-	0.100	0.100	-	<b>0.200</b>
7	DISABLED BAYS AND LINE REPLACEMENT PROGRAMME	M	0.145	-	-	-	-	<b>0.145</b>
8	DISABLED BAYS AND LINE REPLACEMENT PROGRAMME	R	-	0.150	0.150	0.150	-	<b>0.450</b>
9	SHOPPING PARADE RENEWAL PROGRAMME	M	0.280	0.416	-	-	-	<b>0.696</b>
10	SHOPPING PARADE STREETScape, RENEWAL PROGRAMME	R	0.007	0.250	0.250	-	-	<b>0.507</b>
11	TFL - CORRIDORS	G	1.735	-	-	-	-	<b>1.735</b>
12	TFL - NEIGHBOURHOODS	G	0.250	-	-	-	-	<b>0.250</b>
13	TFL - ENABLING WORKS	G	0.100	-	-	-	-	<b>0.100</b>
14	TFL - BUS STOP ACCESSIBILITY	G	0.305	-	-	-	-	<b>0.305</b>
15	TFL - MAJOR SCHEMES	G	1.836	0.300	-	-	-	<b>2.136</b>
16	STREET LIGHTING IN CRIME HOT SPOTS	M	0.072	0.193	-	-	-	<b>0.265</b>
17	HIGHWAYS S106 WORKS	S	0.418	1.593	-	-	-	<b>2.011</b>
18	FOOTBRIDGE AT MERRICK ROAD	M	0.019	-	-	-	-	<b>0.019</b>
19	CAPITALISATION OF BOROUGH ROADS	M	0.500	0.500	0.500	0.500	-	<b>2.000</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
20	SOUTHALL BRIDGE WIDENING	G	0.516	11.059	-	-	-	11.575
21	TRANSFORMATION OF EALING	M	0.025	1.225	0.750	-	-	2.000
22	TRANSFORMATION OF WEST EALING	M	0.035	1.215	0.500	-	-	1.750
23	EALING MINI HOLLAND	R	-	0.500	-	-	-	0.500
24	LED STREET LIGHTING UPGRADE	M	1.178	-	-	-	-	1.178
25	STREET LIGHTING CONTROL SYSTEM	R	0.875	-	-	-	-	0.875
26	PRINCIPAL ROAD ENHANCEMENT	G	0.851	-	-	-	-	0.851
27	PLACES FOR PEOPLE	R	0.371	0.233	-	-	-	0.604
28	CROSSRAIL COMPLEMENTARY MEASURES	G	1.020	5.740	-	-	-	6.760
29	IMPROVED PLACES FOR PEOPLE	R	0.057	0.428	-	-	-	0.485
	<b>HIGHWAYS MANAGEMENT</b>		<b>14.480</b>	<b>27.853</b>	<b>5.750</b>	<b>4.250</b>	-	<b>52.333</b>
30	REPLACEMENT STREET LITTERBINS	M	0.100	0.025	-	-	-	0.125
31	GARDEN WASTE COLLECTION	M	0.086	0.020	-	-	-	0.106
32	RECYCLING WASTE CONTAINERS	M	0.130	-	-	-	-	0.130
33	CONTAINERS TO SUPPORT ALTERNATE WEEKLY COLLECTION	M	2.996	-	-	-	-	2.996
	<b>STREET SERVICES</b>		<b>3.312</b>	<b>0.045</b>	-	-	-	<b>3.357</b>
34	PLAYGROUND IMPROVEMENTS	M	0.077	0.175	-	-	-	0.252
35	PARKS MINOR CAPITAL WORKS	M	0.008	0.015	-	-	-	0.023
36	PLAYGROUND IMPROVEMENT (NEAP)	M	-	0.021	-	-	-	0.021

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
37	PLAYGROUND IMPROVEMENTS 14/15	R	0.249	-	-	-	-	<b>0.249</b>
38	GROUND MAINTENANCE NEW IT SYSTEM	M	-	0.012	-	-	-	<b>0.012</b>
39	PARKS INFRASTRUCTURE IMPROVEMENTS 10/11	M	-	0.155	-	-	-	<b>0.155</b>
40	SPIKES BRIDGE PARK PHASE 3	G	0.021	-	-	-	-	<b>0.021</b>
41	PARKS IMPROVEMENTS 2011/12	M	0.021	0.009	-	-	-	<b>0.030</b>
42	PARKS SECTION 106 WORKS	S	0.099	1.023	-	-	-	<b>1.122</b>
43	PARKS INFRASTRUCTURE IMPROVEMENTS 12/13	M	0.148	-	-	-	-	<b>0.148</b>
44	PARKS INFRASTRUCTURE IMPROVEMENTS 13/14	M	0.026	0.398	-	-	-	<b>0.424</b>
45	PARKS INFRASTRUCTURE IMPROVEMENTS 15/16	M	0.300	0.300	0.300	0.300	-	<b>1.200</b>
46	PLAYGROUND INFRASTRUCTURE IMPROVEMENTS AND SAFETY PRO	M	0.042	0.278	0.210	0.210	-	<b>0.740</b>
47	SWIMMING IMPROVEMENT GRANT	G	-	0.359	-	-	-	<b>0.359</b>
48	SAUNA AND STEAM AT NLC	I	-	0.055	-	-	-	<b>0.055</b>
49	MEMBERSHIP MANAGEMENT SYSTEM FOR LEISURE CENTRES	M	-	0.050	-	-	-	<b>0.050</b>
50	NORTH ACTON PLAYING FIELD PAVILION REFURB AND EXTENSION	M	-	0.349	-	-	-	<b>0.349</b>
51	SCOTCH COMMON SPORTS FACILITY	G	0.033	-	-	-	-	<b>0.033</b>
52	PARKS AND OPEN SPACES MATCH FUND	M	0.486	-	-	-	-	<b>0.486</b>
53	BRENT LODGE PARK ANIMAL CENTRE	M	0.100	-	-	-	-	<b>0.100</b>
54	GREENFORD CEMETERY EXTENSON	M	0.296	-	-	-	-	<b>0.296</b>
55	OSTERLEY CRICKET PAVILION	G	0.049	-	-	-	-	<b>0.049</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
56	MANAGEMENT OF GOLF COURCES	I	0.480	0.270	-	-	-	<b>0.750</b>
57	INVESTMENT IN NEW BINS IN PARK	I	-	0.100	0.100	-	-	<b>0.200</b>
58	ENERGY EFFICIENCY IN PARK BUILDINGS	I	-	0.050	0.050	0.050	-	<b>0.150</b>
59	WILLIAM PERKINS CofE	R	0.326	0.150	-	-	-	<b>0.476</b>
	<b>LEISURE</b>		<b>2.761</b>	<b>3.769</b>	<b>0.660</b>	<b>0.560</b>	-	<b>7.750</b>
	<b>ENVIRONMENT &amp; LEISURE</b>		<b>20.553</b>	<b>31.667</b>	<b>6.410</b>	<b>4.810</b>	-	<b>63.440</b>

FUNDED BY:								
MAINSTREAM FUNDING (M & SCER & CR)	M	10.853	9.407	5.760	4.510	-	-	<b>30.530</b>
SPECIFIC FUNDING (SPLIT AS FOLLOWS)		9.700	22.260	0.650	0.300	-	-	<b>32.910</b>
-GRANT	G	6.818	17.458	-	-	-	-	<b>24.276</b>
-REVENUE CONTRIBUTION	R	1.885	1.711	0.500	0.250	-	-	<b>4.346</b>
-PARKING REVENUE ACCOUNT	PR	-	-	-	-	-	-	<b>-</b>
-INVEST TO SAVE	I	0.480	0.475	0.150	0.050	-	-	<b>1.155</b>
-PARTNERSHIP	P	-	-	-	-	-	-	<b>-</b>
-S106	S	0.517	2.616	-	-	-	-	<b>3.133</b>
		<b>20.553</b>	<b>31.667</b>	<b>6.410</b>	<b>4.810</b>	-	-	<b>63.440</b>

SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

CUSTOMER SERVICES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	E FORMS EXTENSION 2012/13	M	0.022	-	-	-	-	0.022
2	COUNCILWIDE CHANNEL SHIFT IMPROVEMENT	M	0.015	-	-	-	-	0.015
3	CUSTOMER SERVICES PORTAL	M	0.100	0.084	-	-	-	0.184
	<b>CUSTOMER SERVICES OPERATIONS</b>		<b>0.137</b>	<b>0.084</b>	-	-	-	<b>0.221</b>
4	PITZHANGER MANOR DEVELOPMENT	M	0.329	1.031	0.500	-	-	1.860
	PITZHANGER MANOR DEVELOPMENT	G	2.035	2.581	-	-	-	4.616
	PITZHANGER MANOR DEVELOPMENT	S	0.500	-	-	-	-	0.500
5	JUBILEE GARDENS 2010 IT & FURNITURE	M	0.015	-	-	-	-	0.015
	<b>ARTS, HERITAGE &amp; LIBRARIES</b>		<b>2.879</b>	<b>3.612</b>	<b>0.500</b>	-	-	<b>6.991</b>
	<b>CUSTOMER SERVICES</b>		<b>3.016</b>	<b>3.696</b>	<b>0.500</b>	-	-	<b>7.212</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

CUSTOMER SERVICES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
	FUNDED BY:							
	MAINSTREAM FUNDING (M & SCER & CR)	M	0.481	1.115	0.500	-	-	<b>2.096</b>
	SPECIFIC FUNDING (SPLIT AS FOLLOWS)		2.535	2.581	-	-	-	<b>5.116</b>
	-GRANT	G	2.035	2.581	-	-	-	<b>4.616</b>
	-REVENUE CONTRIBUTION	R	-	-	-	-	-	-
	-PARKING REVENUE ACCOUNT	PR	-	-	-	-	-	-
	-INVEST TO SAVE	I	-	-	-	-	-	-
	-PARTNERSHIP	P	-	-	-	-	-	-
	-S106	S	0.500	-	-	-	-	<b>0.500</b>
			<b>3.016</b>	<b>3.696</b>	<b>0.500</b>	-	-	<b>7.212</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

CORPORATE RESOURCES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total
			2016/17	2017/18	2018/19	2019/20	2020/21	Budget 2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	IT TRANSITION - DUE DILIGENCE	M	0.410	-	-	-	-	<b>0.410</b>
2	ESSENTIAL SQL SERVER UPGRADES	M	-	0.075	-	-	-	<b>0.075</b>
3	CONTINUED VIRTUALISATION	M	-	0.500	-	-	-	<b>0.500</b>
4	APPLICATION UPGRADES	M	0.400	-	-	-	-	<b>0.400</b>
5	ESSENTIAL NETWORK SERVICE IMPROVEMENT PROGRAMME	M	0.126	-	-	-	-	<b>0.126</b>
6	DESKTOP UPGRADE & SOFTWARE IMPLEMENTATION	M	1.500	1.000	-	-	-	<b>2.500</b>
7	DISASTER RECOVERY IMPROVED RESILIENCE	M	0.643	-	-	-	-	<b>0.643</b>
8	MASTER DATA MANAGEMENT	I	0.100	-	-	-	-	<b>0.100</b>
9	REPLACEMENT OF CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM	I	0.060	-	-	-	-	<b>0.060</b>
10	TELEPHONY IMPROVEMENT	I	0.180	-	-	-	-	<b>0.180</b>
11	RENEWAL OF ICT EQUIPMENT 2010	M	0.002	-	-	-	-	<b>0.002</b>
12	RE:FIT ALLOCATION FOR ENERGY CONSERVATION MEASURES	R	0.265	-	-	-	-	<b>0.265</b>
13	PERCEVAL HSE ENTRANCE DOORS	M	0.025	-	-	-	-	<b>0.025</b>
14	ICT INFRASTRUCTURE RENEWAL PROGRAMME	M	0.041	-	-	-	-	<b>0.041</b>
15	ASSET IMPROVEMENTS - CONDITION WORKS	M	0.447	-	-	-	-	<b>0.447</b>
16	PERCEVAL HOUSE - ASSET IMPROVEMENTS	M	0.130	-	-	-	-	<b>0.130</b>
17	PERCEVAL HOUSE - AV AND PA SYSTEM	M	0.004	-	-	-	-	<b>0.004</b>
18	FIXED WIRING UPGRADE	M	0.211	0.027	0.063	-	-	<b>0.301</b>
19	PLANT ROOM UPGRADE	M	0.400	0.278	0.115	-	-	<b>0.793</b>



SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

CORPORATE RESOURCES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total
			2016/17	2017/18	2018/19	2019/20	2020/21	Budget 2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
20	FIRE ALARM UPGRADE	M	0.040	-	-	-	-	0.040
21	EXTERNAL WORKS PROGRAMME	M	0.137	0.199	0.055	-	-	0.391
22	UPGRADE OF I TRENT SOFTWARE	M	0.095	-	-	-	-	0.095
23	MICROSOFT LICENCES	M	-	0.556	0.556	0.556	-	1.668
24	SAN EXPANSION	M	0.008	-	-	-	-	0.008
25	WINDOWS SEERVER UPGRADE	M	0.023	-	-	-	-	0.023
26	WI FI CONTROLLER EXPANSION	M	0.048	-	-	-	-	0.048
27	GCSX SERVER 2012 AND EXPANSION	M	-	0.075	-	-	-	0.075
28	BUSINESS OBJECTS UPGRADE / REPLACEMENT	M	-	0.250	-	-	-	0.250
29	SCCM UPGRADE	M	0.003	-	-	-	-	0.003
30	IBM BACK UPS	M	0.040	-	-	-	-	0.040
31	BACK END TELEPHONY REPLACE MENT	M	0.014	-	-	-	-	0.014
32	CONTRACT TRANSITION	M	0.825	-	-	-	-	0.825
33	SERCO CONTRACT TRANSITION	M		3.000				3.000
	<b>BUSINESS SERVICES</b>		<b>6.177</b>	<b>5.960</b>	<b>0.789</b>	<b>0.556</b>	<b>-</b>	<b>13.482</b>
34	MINOR CAPITAL PROJECTS	M	0.228	-	-	-	-	0.228
	<b>MINOR CAPITAL PROJECTS</b>		<b>0.228</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.228</b>
35	WLWA CAPITAL LOAN	M	3.074	-	-	-	-	3.074
36	BROADWAY LIVING CAPITAL LOAN	M	6.176	10.900	-	-	-	17.076

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

CORPORATE RESOURCES

Item	SCHEMES	Funding Source	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Total Budget 2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
	<b>CORPORATE CAPITAL ITEMS</b>		<b>9.250</b>	<b>10.900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.150</b>
	<b>CORPORATE RESOURCES</b>		<b>15.655</b>	<b>16.860</b>	<b>0.789</b>	<b>0.556</b>	<b>-</b>	<b>33.860</b>

FUNDED BY:								
MAINSTREAM FUNDING (M & SCER & CR)	M	15.050	16.860	0.789	0.556	-	<b>33.255</b>	
SPECIFIC FUNDING (SPLIT AS FOLLOWS)		0.605	-	-	-	-	<b>0.605</b>	
-GRANT	G	-	-	-	-	-	-	
-REVENUE CONTRIBUTION	R	0.265	-	-	-	-	<b>0.265</b>	
-INVEST TO SAVE	I	0.340	-	-	-	-	<b>0.340</b>	
-PARTNERSHIP	P	-	-	-	-	-	-	
-S106	S	-	-	-	-	-	-	
		<b>15.655</b>	<b>16.860</b>	<b>0.789</b>	<b>0.556</b>	<b>-</b>	<b>33.860</b>	

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

BUILT ENVIRONMENT

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	DISABLED FACILITIES GRANTS (IMPROVEMENT GRANTS)	M	1.876	0.546	0.296	0.296	0.300	3.314
	DISABLED FACILITIES GRANTS (IMPROVEMENT GRANTS)	G	1.325	2.529	2.529	2.529	2.529	11.441
2	OTHER GRANTS (IMPROVEMENT GRANTS)	M	0.300	0.432	0.300	0.300	-	1.332
3	NEW PLANNING BACK OFFICE ICT SYSTEM	M	-	0.040	-	-	-	0.040
4	TRANSPORT S106 - ACTON AGREEMENT	S	0.422	-	-	-	-	0.422
5	BOROUGH INVESTMENT FUND	M	2.000	3.000	-	-	-	5.000
<b>BUILT ENVIRONMENT</b>			<b>5.923</b>	<b>6.547</b>	<b>3.125</b>	<b>3.125</b>	<b>2.829</b>	<b>21.549</b>
<b>BUILT ENVIRONMENT</b>			<b>5.923</b>	<b>6.547</b>	<b>3.125</b>	<b>3.125</b>	<b>2.829</b>	<b>21.549</b>

FUNDED BY:							
MAINSTREAM FUNDING (M & SCER & CR)	M	4.176	4.018	0.596	0.596	0.300	9.686
SPECIFIC FUNDING (SPLIT AS FOLLOWS)		1.747	2.529	2.529	2.529	2.529	11.863
-GRANT	G	1.325	2.529	2.529	2.529	2.529	11.441
-REVENUE CONTRIBUTION	R	-	-	-	-	-	-
-INVEST TO SAVE	I	-	-	-	-	-	-
-PARTNERSHIP	P	-	-	-	-	-	-
-S106	S	0.422	-	-	-	-	0.422
		<b>5.923</b>	<b>6.547</b>	<b>3.125</b>	<b>3.125</b>	<b>2.829</b>	<b>21.549</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

HOUSING (GENERAL FUND)

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	REPLACEMENT OF CS10 UPGRADE OF THE DOCUMENT MANAGEMENT SYSTEM	M	-	0.160	-	-	-	<b>0.160</b>
2	IMPROVING TEMPORARY ACCOMMODATION PROVISION	M	2.000	3.000	1.916	-	-	<b>6.916</b>
<b>HOUSING (GENERAL FUND)</b>			<b>2.000</b>	<b>3.160</b>	<b>1.916</b>	<b>-</b>	<b>-</b>	<b>7.076</b>

FUNDED BY:								
MAINSTREAM FUNDING (M & SCER & CR)		M	2.000	3.160	1.916	-	-	<b>7.076</b>
SPECIFIC FUNDING (SPLIT AS FOLLOWS)			-	-	-	-	-	-
-GRANT		G	-	-	-	-	-	-
-REVENUE CONTRIBUTION		R	-	-	-	-	-	-
-PARKING REVENUE ACCOUNT		PR	-	-	-	-	-	-
-INVEST TO SAVE		I	-	-	-	-	-	-
-PARTNERSHIP		P	-	-	-	-	-	-
-S106		S	-	-	-	-	-	-
			<b>2.000</b>	<b>3.160</b>	<b>1.916</b>	<b>-</b>	<b>-</b>	<b>7.076</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

REGENERATION

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	TOWN CENTRE REGENERATION - EALING CENTRAL S106	S	0.034	-	-	-	-	<b>0.034</b>
2	NEW HOME BONUS - WORKSPACES	G	0.010	0.470	-	-	-	<b>0.480</b>
3	HSF - ACTON	G	0.395	-	-	-	-	<b>0.395</b>
4	TOWN CENTRE REGENERATION - SOUTHALL MAINSTREAM	M	0.059	0.045	-	-	-	<b>0.104</b>
5	TOWN CENTRE REGENERATION - WEST EALING MAINSTREAM	M	0.028	0.055	-	-	-	<b>0.083</b>
6	TOWN CENTRE REGENERATION - HANWELL MAINSTREAM	M	0.010	0.075	-	-	-	<b>0.085</b>
7	TOWN CENTRE REGENERATION - NORTHOLT MAINSTREAM	M	-	0.006	-	-	-	<b>0.006</b>
8	TOWN CENTRE REGENERATION - A40 CORRIDOR MAINSTREAM	M	-	0.080	-	-	-	<b>0.080</b>
9	ACTON TOWN HALL - COMMUNITY & LEISURE FACILITIES	M	0.184	-	-	-	-	<b>0.184</b>
10	SERVICE CENTRES - ACTON, GREENFORD, SOUTHALL	M	0.806	-	-	-	-	<b>0.806</b>
11	EALING BROADWAY PUBLIC REALM IMPROVEMENT	S	-	0.036	-	-	-	<b>0.036</b>
12	BOROUGHWIDE SHOPFRONT IMPROVEMENTS	M	-	0.180	-	-	-	<b>0.180</b>
	BOROUGHWIDE SHOPFRONT IMPROVEMENTS	R	0.100	-	-	-	-	<b>0.063</b>
13	IMPROVING SOUTH RD STREETScape	M	0.300	0.325	-	-	-	<b>0.625</b>
14	DELIVERY OF SOUTHALL BIG PLAN	M	0.731	0.750	-	-	-	<b>1.481</b>
	DELIVERY OF SOUTHALL BIG PLAN	P	2.612	3.465	0.292	-	-	<b>6.369</b>
	DELIVERY OF SOUTHALL BIG PLAN	S	1.941	3.450	-	-	-	<b>5.391</b>
	DELIVERY OF SOUTHALL BIG PLAN	G	-	0.500	0.500	-	-	<b>1.000</b>
15	SOUTHALL GREAT STREETS IMPROVEMENTS TO HIGH STREETS	M	0.563	-	-	-	-	<b>0.600</b>

SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

REGENERATION

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
	SOUTHALL GREAT STREETS IMPROVEMENTS TO HIGH STREETS	G	-	0.400	-	-	-	0.400
16	DINE IN SOUTHALL HOSPITALITY	M	0.200	-	-	-	-	0.200
	DINE IN SOUTHALL HOSPITALITY	G	0.600	0.296	-	-	-	0.896
17	SOUTHALL DECENTRALISED ENERGY NETWORK	M	-	2.700	-	-	-	2.700
18	iDOX SYSTEM IMPLEMENTATION REPLACEMENT	M	0.280	-	-	-	-	0.280
19	KIOSK ON SOUTHALL SQUARE	M	0.003	0.048	-	-	-	0.051
20	EALING TOWNHALL	M	0.200	2.300	-	-	-	2.500
21	LRF WEST EALING WORKSPACE HUB	G	0.030	0.253	-	-	-	0.283
	<b>REGENERATION</b>		<b>9.085</b>	<b>15.434</b>	<b>0.792</b>	<b>-</b>	<b>-</b>	<b>25.311</b>
	<b>REGENERATION</b>		<b>9.085</b>	<b>15.434</b>	<b>0.792</b>	<b>-</b>	<b>-</b>	<b>25.311</b>

FUNDED BY:								
	MAINSTREAM FUNDING (M & SCER & CR)	M	3.364	6.564	-	-	-	9.928
	SPECIFIC FUNDING (SPLIT AS FOLLOWS)		5.721	8.870	0.792	-	-	15.383
	-GRANT	G	1.035	1.919	0.500	-	-	3.454
	-REVENUE CONTRIBUTION	R	0.100	-	-	-	-	0.100
	-PARKING REVENUE ACCOUNT	PR	-	-	-	-	-	-
	-INVEST TO SAVE	I	-	-	-	-	-	-
	-PARTNERSHIP	P	2.612	3.465	0.292	-	-	6.369
	-S106	S	1.975	3.486	-	-	-	5.461
			<b>9.085</b>	<b>15.434</b>	<b>0.792</b>	<b>-</b>	<b>-</b>	<b>25.311</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

SAFER COMMUNITIES

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	CCTV Wireless and Systems upgrade	M	2.000	1.806	-	-	-	3.806
2	ALLEY GATING & DOMESTIC VIOLENCE SANCTUARY	M	0.300	0.554	-	-	-	0.854
3	CAMERA ENHANCEMENT PROGRAMME	M	0.048	-	-	-	-	0.048
4	EMPTY HOMES-CONV FLATS	M	0.198	0.528	-	-	-	0.726
5	EMPTY PROPERTIES CPO	M	-	0.500	-	-	-	0.500
<b>SAFER COMMUNITIES</b>			<b>2.546</b>	<b>3.388</b>	-	-	-	<b>5.934</b>

FUNDED BY:								
MAINSTREAM FUNDING (M & SCER & CR)		M	2.546	3.388	-	-	-	5.934
SPECIFIC FUNDING (SPLIT AS FOLLOWS)			-	-	-	-	-	-
-GRANT		G	-	-	-	-	-	-
-REVENUE CONTRIBUTION		R	-	-	-	-	-	-
-INVEST TO SAVE		I	-	-	-	-	-	-
-PARTNERSHIP		P	-	-	-	-	-	-
-S106		S	-	-	-	-	-	-
			<b>2.546</b>	<b>3.388</b>	-	-	-	<b>5.934</b>

**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

COUNCIL WIDE CAPITAL

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget 2016/17 to 2020/21
			2016/17	2017/18	2018/19	2019/20	2020/21	
			£m	£m	£m	£m	£m	£m
1	LEADERS FUND	M	-	0.550	-	-	-	0.550
	<b>COUNCIL WIDE CAPITAL</b>		-	<b>0.550</b>	-	-	-	<b>0.550</b>
	<b>COUNCIL WIDE CAPITAL</b>		-	<b>0.550</b>	-	-	-	<b>0.550</b>

FUNDED BY:								
Mainstream funding (M & SCER & CR)	M	-	0.550	-	-	-	-	0.550
Specific funding (split as follows)		-	-	-	-	-	-	-
-Grant	G	-	-	-	-	-	-	-
-Revenue Contribution	R	-	-	-	-	-	-	-
-Parking Revenue Account	PR	-	-	-	-	-	-	-
-Invest to save	I	-	-	-	-	-	-	-
-Partnership	P	-	-	-	-	-	-	-
-S106	S	-	-	-	-	-	-	-
		-	<b>0.550</b>	-	-	-	-	<b>0.550</b>



**SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21**

HRA

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
1	KITCHENS , BATHROOMS	C	0.646	0.396	1.690	-	-	<b>2.732</b>
2	MECHANICAL AND ELECTRICAL WORKS	C	-	1.981	0.406	-	-	<b>2.387</b>
	MECHANICAL AND ELECTRICAL WORKS	M	4.532	4.390	4.562	3.500	-	<b>16.984</b>
3	EXTERNAL REFURBISHMENTS	C	0.444	1.592	2.000	-	-	<b>4.036</b>
	EXTERNAL REFURBISHMENTS	M	2.326	1.130	-	-	-	<b>3.456</b>
4	CAPITALISED VOIDS	C	1.720	0.080	-	-	-	<b>1.800</b>
	CAPITALISED VOIDS	M	-	2.030	-	-	-	<b>2.030</b>
5	HOUSING STOCK IMPROVEMENTS	C	2.550	-	2.063	-	-	<b>4.613</b>
	HOUSING STOCK IMPROVEMENTS	M	-	14.767	-	-	-	<b>14.767</b>
6	LIFT REPLACEMENT	C	0.669	-	-	-	-	<b>0.669</b>
7	HEALTH & SAFETY & DDA	C	3.565	0.362	0.348	-	-	<b>4.275</b>
8	DESIGN FEES FUTURE YEARS	C	0.070	-	-	-	-	<b>0.070</b>
	DESIGN FEES FUTURE YEARS	M	0.055	-	-	-	-	<b>0.055</b>
9	HIGH INTERVENTION ESTATES - MEANWHILE WORKS	C	0.039	0.200	0.386	-	-	<b>0.625</b>
10	ESTATE REMODELLING AND MODERNISATION	C	0.100	-	2.084	-	-	<b>2.184</b>
	ESTATE REMODELLING AND MODERNISATION	M	1.815	0.411	-	-	-	<b>2.226</b>
11	THERMAL EFFICIENCY, FUEL POVERTY& CARBON REDUCTION	C	0.400	-	-	-	-	<b>0.400</b>
12	ADAPTATIONS FOR THE DISABLED	C	1.100	0.368	-	-	-	<b>1.468</b>
	ADAPTATIONS FOR THE DISABLED	M	0.549	-	-	-	-	<b>0.549</b>
13	HOUSING MANAGEMENT SYSTEMS	M	0.010	0.148	-	-	-	<b>0.158</b>
14	GREENMAN LANE EST REGENERATION	C	1.152	2.985	1.995	1.412	-	<b>7.544</b>

SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

HRA

Item	SCHEMES	Funding Source	Budget	Budget	Budget	Budget	Budget	Total Budget
			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
15	COUNCIL NEW BUILD ROUND2	M	0.007	0.022	-	-	-	0.029
16	STREET PROPERTIES ROUND 2	C	3.000	7.701	-	-	-	10.701
	STREET PROPERTIES ROUND 2	M	0.667	10.542	2.900	-	-	14.109
17	RECTORY PARK REGENERATION	M	8.366	-	-	-	-	8.366
	RECTORY PARK REGENERATION	C	-	0.903	-	-	-	0.903
18	SOUTH ACTON REGENERATION	M	10.000	7.641	8.130	-	-	25.771
19	COPLEY CLOSE REGENERATION	M	6.673	13.192	12.345	24.371	19.273	75.854
	COPLEY CLOSE REGENERATION	C	1.575	-	2.177	2.088	1.500	7.340
20	COUNCIL NEW BUILD ROUND3	M	9.244	7.070	6.374	1.200	-	23.888
	COUNCIL NEW BUILD ROUND3	G	-	0.720	0.270	-	-	0.990
21	DEAN GARDENS	M	1.619	5.606	1.327	-	-	8.552
22	HAVELOCK ESTATE	C	-	-	0.270	-	-	0.270
	HAVELOCK ESTATE	M	5.910	7.698	4.934	-	-	18.542
23	LEASEHOLDER ASSISTANCE SCHEME	M	-	1.339	-	-	-	1.339
24	HIGH LANE REGENERATION	M	-	2.408	3.150	2.260	3.150	10.968
25	SOUTH ACTON TENANCY MANAGEMENT	C	0.014	-	-	-	-	0.014
26	LOCAL AUTHORITY HOUSING GRANT - REGISTERED PROVIDERS	C	3.241	9.859	-	-	-	13.100
27	HRA BUSINESS PLAN ADDITIONAL SCHEMES	C		0.627	7.390	17.451	15.478	40.946
	HRA BUSINESS PLAN ADDITIONAL SCHEMES	M		22.745	9.226	18.357	15.738	66.066
	<b>HRA</b>		<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>
	<b>HRA</b>		<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>

SUMMARY CAPITAL PROGRAMME 2016/17 - 2020/21

HRA

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			2016/17	2017/18	2018/19	2019/20	2020/21	2016/17 to 2020/21
			£m	£m	£m	£m	£m	£m
	FUNDED BY:							
	Mainstream funding (M & CR)	M	51.773	101.139	52.948	49.688	38.161	293.709
	Specific funding (split as follows)		20.285	27.774	21.079	20.951	16.978	107.067
	-Grant	G	-	0.720	0.270	-	-	0.990
	-Revenue Contribution RCCO	R	-	-	-	-	-	-
	-Other HRA Funding	C	20.285	27.054	20.809	20.951	16.978	106.077
	-Partnership	P	-	-	-	-	-	-
	-S106	S	-	-	-	-	-	-
			<b>72.058</b>	<b>128.913</b>	<b>74.027</b>	<b>70.639</b>	<b>55.139</b>	<b>400.776</b>

### 1 CAPITAL STRATEGY

#### 1.1 Purpose and Aims of the Capital Strategy

The Capital Strategy outlines the council's approach to capital investment, ensuring that it is in line with the council's corporate priorities. It is good practice that capital strategy and asset management plans are regularly reviewed and revised to meet the changing priorities and circumstances in Ealing. Ealing Council's capital strategy is reviewed on an annual basis to reflect the changing needs and priorities of the residents.

#### 1.2 The key objective of Ealing's Capital Strategy

The key objective of the Capital Strategy is to deliver a capital programme that:

- Ensures the council's capital assets are used to support the delivery of services according to priorities within the corporate plan and the council's vision;
- Links with the council's asset management plan;
- Is affordable, financially prudent and sustainable;
- Ensures the most cost effective use is made of existing assets and new capital investment;
- Supports other Ealing service specific plans and strategies.

The resources to deliver the capital strategy are allocated through the budget review process that sets the four year rolling capital programme as part of the annual budget setting process.

#### 1.3 The Council's Corporate Objectives and Priorities

The capital budgets within the capital strategy support the key priorities laid out in the council's corporate plan. Each capital proposal is required to demonstrate on its appraisal form clearly how the project links to the council's six overarching priorities.

- **A prosperous borough** – Create the right conditions for economic growth by maximizing the employment and housing supply benefits of HS2, bringing forward substantial residential, retail and leisure developments at Ealing Broadway, Acton and Southall. Continue the programme of town centre and public realm improvements, providing affordable and high quality housing and meeting the ongoing demand for school places across the Borough. Attract and retain desirable businesses by making Ealing an exciting and dynamic residential and business location.
- **A safer borough** – Make Ealing one of the safest boroughs in London by lowering crime rates, reducing fear of crime and tackling anti-social behaviour and hate crime by implementing various initiatives e.g. installing CCTV, alley gates, improved street lighting and work with developers to “design out crime” in new homes. Ensure that Ealing is a safe place for children and young people to grow up.
- **A healthier borough** – Use Ealing public health, leisure and parks resources to make a significant positive impact on the health of the population. Deliver major improvements to our parks, leisure and sports facilities and ensure access to high quality facilities that will maximise benefits to our residents.
- **A cleaner borough** – Achieve a consistently high level of clean streets and reduce the air pollution across the borough. Encourage recycling and reduce the amount of waste that goes to landfill and improve the design and quality of our streets, town centres, housing estates and parks.

## **CAPITAL STRATEGY 2017/18**

- **A fairer borough** – Ensure cost effective use of resources to deliver maximum benefits for residents and businesses. Focus the use and management of our property and assets and attract internal and external funding to achieve our top strategic objectives. Deliver world class customer service and ensure customer satisfaction and value for money for Ealing residents and businesses.
- **An accessible borough** – Deliver a sustainable and effective transport infrastructure and make it easier and safer to drive, cycle and walk in the borough. Provide better interchange with transport links and work with TFL, Crossrail and Network Rail to improve our stations. Invest in improvement to our roads and footways as well as parking services.

## **2 APPROACH TO INVESTMENT PRIORITISATION**

### **2.1 The Capital Programme**

The existing capital programme covering the period 2016/17 to 2019/20 was agreed as part of the budget setting process at council on 23 February 2016 and updated by Cabinet in June 2016 in light of the 2015/16 final outturn for capital spend.

This current capital programme is being updated at present as part of the 2017/18 budget setting process and will be agreed at Council on 21 February 2017. The revised capital programme going forward will cover the years 2017/18 to 2020/21.

### **2.2 Identification and prioritisation of Capital Investment needs**

The basis of the capital programme is driven by the budget and service planning process. This process begins in the early stages of the financial year (June/July). The size of the capital programme is determined by:

- The need to incur capital expenditure
- Capital resources available
- The revenue implications flowing from the capital expenditure.

As part of the budget planning process, services submit capital proposals to be considered by Members for investment decisions. In general, a capital investment appraisal process will focus on:

- Strategic case – policy and strategic fit
- Economic case – value for money, cost/benefit context
- Financial case – affordability and resources
- Commercial case – commercially viable e.g. is outsourcing a better option?
- Management case – capabilities and capacity within the council to be able to manage and deliver such a project.

Capital investment proposals are presented on the standard capital bid appraisal form that includes the following sections: description of the project, project outcomes (including how it supports the council's key priorities), key dates and milestones, costs of the scheme, revenue implications, funding source, risks, evaluation and scoring matrix and dependencies (factors/events that need to happen before the project can proceed).

### 2.3 Capital Projects Evaluation and Scoring Matrix

Members determine the projects to be included within the capital programme in light of the relative priorities and the overall impact on the revenue budget.

Each capital bid is scored using a weighted matrix based on its significance to Ealing Council's corporate priorities and is awarded a rating ranging from 0 to 10.

To assist the decision making process capital investment proposals are prioritised on the basis of the final awarded score according to the following categories:

- 8 –10 points: High Priority
- 5 – 7 points: Medium Priority
- 1 – 4 points: Low Priority

### 2.4 Assessment of proposals and timetable

The council's policy is to agree the rolling capital programme on an annual basis at the February Council meeting. Once approved, the programme is published in the Budget Book and on the council's website. For new capital proposals the prioritisation adheres to the following timetable:

<b>Date</b>	<b>Action</b>
Sept-Nov	Projects considered at budget review panel meetings
Nov	Cabinet considers new capital investment proposals
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Feb	Council approves capital programme

### 2.5 Invest to save – capital proposals

The council's invest-to-save mechanism allows services to drive innovation in service provision, delivering cash savings that are repaid to top up the invest-to-save reserve. This invest-to-save reserve can be accessed at any time, not just during the budget setting process.

### 3 FUNDING SOURCES AND INVESTMENT DECISIONS

#### 3.1 Borrowing

The council seeks to minimise the level of borrowing required to finance capital expenditure by maximising grants and contributions received, and ensuring that any surplus assets are sold. The council has discretion to decide how much borrowing is required to fund the capital programme. The current policy is to borrow only the amount that the council considers to be prudent and affordable.

The Local Government Act 2003 replaced the previous system of local government capital finance with a new one, known as the 'Prudential Regime' from 1 April 2004. In the Prudential Regime each local authority decides their own borrowing limits, whereas previously local authorities were only able to borrow in line with central government prescribed limits. These new borrowing limits must take account of the authority's financial situation, medium term financial plans and in particular affordability, as funding of capital expenditure has an ongoing revenue cost which must be met from council tax or, for housing investment, from housing rental income.

CIPFA has developed a Prudential Code of Capital Finance in Local Authorities, which specifies those indicators that the council must consider as a part of its budget setting process. These are included in the annual budget report to Council and have become an increasingly important aspect of the annual budget setting process.

#### 3.2 Capital Receipts

A capital receipt is an amount of money exceeding £10,000, which is generated from the sale of an asset. The rationalisation of the asset portfolio is a fundamental part of the asset management strategy it provides benefits such as reduction in revenue costs that relate to surplus assets and it also releases assets for disposal. Capital receipts are an important funding source for the current capital programme.

The council's policy is to treat all capital receipts as a corporate resource, enabling investment to be directed towards those schemes or projects with the highest corporate priority. This means that individual services are not reliant on their ability to generate capital receipts.

The timing and value of asset sales is the most volatile element of funding. As a result, the Executive Director of Corporate Resources closely monitors progress on asset disposal. Any in-year shortfalls need to be met from increased borrowing, up to the "Authorised Borrowing Limit" which is agreed annually by Council as part of the Treasury Management Strategy.

#### 3.3 Specific Funding for Schemes

##### Revenue Funding

Although the opportunities to fund capital expenditure directly from the general fund revenue budget are limited, there are examples of revenue funding contribution to capital e.g. funds are allocated from the schools' individual revenue budgets to supplement the capital resources allocated to schools improvement and expansion projects.

### External Funding

This covers a variety of funding sources such as:

- Specific invitations from central government, for example through earmarked grant funding. Schools benefit from a significant amount of capital grants to fund their expansion and improvement projects.
- Ealing also receives funding from Transport for London (TfL) to fund particular capital schemes such as highways improvements.
- A significant amount of capital expenditure is funded through negotiated Section 106 Planning Gain Agreements.
- Ealing also works in partnership with other agencies and service providers to ensure the ambitions for the area are delivered. Ealing aims to facilitate capital investment by other bodies where it meets local priorities.

### **3.4 Consideration of Capital Proposals Attracting Specific Funding**

Schemes attracting partial external funding, such as grants for private sector housing, will be assessed in the same way as those schemes which require 100% of funding from borrowing and will only be included within the capital programme if they meet the council's needs, objectives and priorities. Schemes attracting 100% external funding would normally be included automatically within the capital programme, subject to confirmation of the external funding and the scheme meeting the council's priorities. Such schemes are usually supported by capital grants, or receipts from agreements under Section 106 of the Town and Country Planning Act 1990. A capital bid appraisal form still needs to be completed for these proposals.

## **4 MONITORING OF THE CAPITAL PROGRAMME DELIVERY**

Officers monitor implementation of the capital programme on a regular basis with reports being submitted monthly to the Finance Strategy Group, and to Corporate Board and Members. A budget update report is taken to Cabinet in January, July and October each year.

The requirement to monitor the capital programme is set out in the council's Financial Regulations. The following are key controls:

- All capital expenditure must be carried out in accordance with contract procedure rules and financial regulations.
- The expenditure must comply with the statutory definition of "capital purposes" as interpreted in guidance issued by the Executive Director of Corporate Resources.
- Once the scheme has been included in the capital programme following the budget setting process, a further report providing more detail and seeking specific approval must be submitted to Cabinet for schemes with a value over £0.500m or to the Finance Strategy Group with the relevant Portfolio Holder sign off for schemes costing less than £0.500m.
- Officers must ensure that the budget for each capital project is under the control of a nominated project manager.



**5 LINKS TO THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

All capital investment must be sustainable in the long term through revenue support by the council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the council's MTFS.

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Schemes attracting partial external funding, such as grants for private sector housing, will be assessed in the same way as those schemes which require 100% of funding from borrowing and will only be included within the capital programme if they meet the council's needs, objectives and priorities. Schemes attracting 100% external funding would normally be included automatically within the capital programme, subject to confirmation of the external funding and the scheme meeting the council's priorities. Such schemes are usually supported by capital grants, or receipts from agreements under Section 106 of the Town and Country Planning Act 1990. A capital bid appraisal form still needs to be completed for these proposals.

## **4 MONITORING OF THE CAPITAL PROGRAMME DELIVERY**

Officers monitor implementation of the capital programme on a regular basis with reports being submitted monthly to the Finance Strategy Group, and to Corporate Board and Members. A budget update report is taken to Cabinet in January, July and October each year.

The requirement to monitor the capital programme is set out in the council's Financial Regulations. The following are key controls:

- All capital expenditure must be carried out in accordance with contract procedure rules and financial regulations.
- The expenditure must comply with the statutory definition of "capital purposes" as interpreted in guidance issued by the Executive Director of Corporate Resources.
- Once the scheme has been included in the capital programme following the budget setting process, a further report providing more detail and seeking specific approval must be submitted to Cabinet for schemes with a value over £0.500m or to the Finance Strategy Group with the relevant Portfolio Holder sign off for schemes costing less than £0.500m.
- Officers must ensure that the budget for each capital project is under the control of a nominated project manager.

**5 LINKS TO THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

All capital investment must be sustainable in the long term through revenue support by the council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the council's MTFS.

**TREASURY MANAGEMENT STRATEGY STATEMENTS, MRP STRATEGY AND ANNUAL INVESTMENT STRATEGY 2017/18**



### 1. Introduction

- 1.1 The council is required to operate a balanced budget and in pursuit of this objective, the council operates a treasury management function which incorporates the management of the council's cash flows, lending and borrowing activities and the control management and mitigation of the risks associated with these activities. The borrowing facilitates the funding of the council's capital programme.
- 1.2 These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives
- 1.3 The Local Government Act 2003 (the Act) and supporting regulations requires the council to 'have regard to' the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code (Prudential Code) and the CIPFA Treasury Management Code of Practice (Treasury Code) to set prudential and treasury indicators for the next three years to ensure that the council's capital investment plans are affordable, prudent and sustainable.
- 1.4 In pursuit of the above the council must produce as a minimum three key reports:
- Treasury Strategy, prudential and treasury indicators, a requirement fulfilled by the production of this report. The report covers:
    - capital plans (including prudential indicators),
    - minimum revenue provision (MRP) policy ,
    - the treasury management and investment strategy.
  - A mid-year report which updates members on treasury progress, the capital position, the prudential indicators and whether any strategies or policies require revision.
  - An annual treasury outturn report.
- 1.5 Council approves the Treasury Strategy as part of the annual budget-setting process. This appendix sets out the Treasury Strategy for 2017/18.
- 1.6 The scrutiny of the treasury management function within the council is undertaken by Audit Committee, who carry out quarterly reviews.
- 1.7 The council is also required to comply with investment guidance issued by the Department of Communities and Local Government which came into effect from 1 April 2010. The council's investment strategy is compliant with the CLG guidance.
- 1.8 The Treasury Code (revised November 2011) was adopted by Council on the 9 March 2010. This strategy report complies with the revised Code of Practice.

## TREASURY MANAGEMENT STRATEGY 2017/18

- 1.9 In addition to the reporting schedule outlined above the code requires the:
- Creation and maintenance of a treasury management policy statement which sets out the policies and objectives of the council's treasury management activities. The Treasury Management Policy Statement is attached for reapproval as Annex 1.
  - Creation and maintenance of Treasury Management Practices which set out the manner in which the council will seek to achieve those policies and objectives; these are maintained and kept under review by officers.
  - Delegation by the council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. The scheme of delegation is attached as Annex 2.
- 1.10 The council complies with the above and its governance process is strengthened by its Treasury Risk and Investment Board (TRIB), which meets regularly to support the Director of Finance in the execution of their delegated powers.

## 2. Treasury Management Strategy for 2017/18

- 2.1. The Strategy for 2017/18 addresses capital plans, prudential indicators, minimum revenue provision (MRP) and other treasury management issues such as the investment strategy and creditworthiness policy.
- 2.2. The proposed Treasury Management Strategy and Policy for the remainder of 2015/17 and for financial year 2017/18 adheres to the council's policy on investments of "safety before returns" and investments are currently being placed with the following:
- The UK government directly (Debt Management Office)
  - Lloyds and RBS (because of the UK government's stake in these institutions), though the officers are cognisant of the reducing stake in Lloyds and have been responding to the government's ongoing disinvestment.
  - The council's banker (Lloyds Bank)
  - HSBC
  - Nationwide
  - Barclays; and
  - Other local authorities
  - Money Market Funds
- 2.3. The strategy proposed in this report will assist the council in mitigating risk in the council's treasury management activities and allow the borrowing necessary to finance the capital programme.

## TREASURY MANAGEMENT STRATEGY 2017/18

- 2.4. The proposed strategy for 2017/18 is based upon treasury officers' views on interest rates based, market forecasts acquired directly by council officers and supplemented by forecasts provided by the council's treasury advisors, Capita Asset Services.
- 2.5. The strategy report covers:
- Update on Pension Fund and West London Waste Authority cash (para 2.9 to 2.13)
  - Capital Plans and Prudential Indicators (para 3 and Annex 3)
  - Minimum Revenue Provision (MRP) Policy (para 4 and Annex 1)
  - Borrowing (para 5)
  - Treasury Limits for 2016/17 to 2018/19 (para 6)
  - Economic Background (para 7)
  - Borrowing Strategy including borrowing in advance of need (para 8)
  - Debt Rescheduling (para 9)
  - Housing Revenue Account (HRA) Self Financing (para 10)
  - Annual Investment Strategy (para 11 and Annex 5)
  - Financial Implications (para 12)
  - Balanced Budget Requirement (para 13)
  - Treasury Management Policy Statement (Annex 1)
  - Scheme of Delegation (Annex 2)
  - Prudential Indicators (Annex 3)
  - MRP Policy (Annex 4)
- 2.6. These factors embrace the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Code and CLG Investment Guidance.

### **Training**

- 2.7. The Treasury Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training on treasury management and related issues. This especially applies to members responsible for scrutiny, who regularly receive training on the subject by the council. Audit Committee members last received targeted training on the 29 November 2016. The training needs of treasury management officers are met through attendance at relevant courses, conferences and forums and are periodically reviewed and addressed as part of the council's appraisal scheme.

### **Treasury Management Consultants**

- 2.8. The council uses Capita Asset Services, Treasury solutions as its external treasury management advisors. The council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist

skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

### **Pension Fund Cash**

- 2.9. The council's arrangement for pension fund cash changed from 1 April 2011 to meet the requirements of CLG regulations. A separate bank account is operated for the pension fund and pension fund cash continues to be invested separately from the council's in either special interest bearing accounts or as fixed term deposits with counterparties on the council's counterparty list. Most of the excess Pensions Fund cash is transferred monthly to the Custodian's (BNY Mellon) bank account where it is swept for overnight investment into a money market bank account.
- 2.10. The council is responsible for managing the pension fund cash that (that may remain in house) in accordance with this Treasury Management Strategy. The Pension Fund Panel is updated of progress on a quarterly basis.

### **West London Waste Authority (WLWA) Cash**

- 2.11. From 1 April 2014, the London Borough of Ealing started to carry out treasury management services for the WLWA. There are significant benefits in the WLWA engaging with one of the boroughs to provide treasury management services on their behalf.
- 2.12. During 2016/17 WLWA transferred their excess funds to the council to be invested jointly. They will earn the average interest rate achieved by the council based on their average balance. The WLWA has also subscribed to Capita Asset Management Services and they will mirror the council's investment strategy.
- 2.13. The performance of the treasury management service will be reviewed on an annual basis. The annual charge for the WLWA using Ealing's treasury management services has been agreed for 2017/18 at £7,000 and the current service contract will run to 2017/18.

### 3. Prudential Indicators

- 3.1. The Local Government Act 2003 and supporting regulations requires the council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the council's capital investment plans are affordable, prudent and sustainable.
- 3.2. Ealing's Prudential Indicators for the period 2016/17 – 2020/21 are set out in Annex 3 and council is asked to approve these.
- 3.3. The benefit of the indicators will be derived from monitoring them over time rather than from the absolute value of each. A reporting process has been established, with a half-yearly report to council to highlight any significant deviations from expectations. The indicators can be amended, and reported to council for approval at the earliest opportunity.
- 3.4. The indicators for later years are broad estimates since a number of factors including the level of government support beyond 2017/18 are unconfirmed. These estimates will be revised, as more accurate information becomes available.

### 4. Minimum Revenue Provision (MRP) Policy Statement

- 4.1 The council is required to pay off an element of the accumulated general fund capital spend funded by borrowing each year (the Capital Financing Requirement - CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).
- 4.2 CLG Regulations require the council to approve **an MRP Statement** in advance of each year. The council has discretion to choose from a number of recommended options for the calculation of the MRP, or to formulate its own methodology so long as the adopted option represents a prudent provision. The council is recommended to approve the following MRP Statement which is in accordance with CLG guidance.
- 4.3 The Guidance issued by the CLG provides four options which can be used for the purpose of calculating the MRP:
  - Option 1 - Regulatory Method
  - Option 2 - Capital Financing Requirement Method
  - Option 3 - Asset Life Method
  - Option 4 - Depreciation Method
- 4.4 The policy already in place in the council is reflected in Options 1 and 3. However Officers are putting forward a revision to the MRP policy to write down the pre 2008 debt moving from a 4% reducing balance to a more prudent 2% straight line basis which will see the debt paid off over 50 years. Details of the rationale for the change are outlined in Annex 4.
- 4.5 Council is recommended therefore to approve the MRP policy statement as set out in Annex 4.

## TREASURY MANAGEMENT STRATEGY 2017/18

- 4.6 It is therefore recommended that in respect of capital expenditure incurred before 1 April 2008, that the Minimum Revenue Provision Policy be revised to:
- *“For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2017 for the subsequent 50 years”*
- 4.7 Repayments included in annual PFI or finance leases are applied as MRP. There is no requirement for the HRA to set aside MRP, although there is a requirement for depreciation to be applied.
- 4.8 When making policy investments the council needs to consider the potential MRP implications should the loan be classed as capital spend. The authority will be providing loans on a commercial basis to third parties to facilitate the delivery of housing or services that advance the council’s policy objectives. The cash advances will be used by the third parties to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The capital financing requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full at a future date, with interest paid. Once funds are returned to the authority, the returned funds are classed as a capital receipt, and off-set against the CFR, which will reduce accordingly. As this is an arrangement that will see the funds returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.
- 4.9 The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

### **Core funds and expected investment balances**

- 4.10 The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Outlined below are estimates of the year end balances on investments.

**Table 1 – Estimate of year End Balance**

<b>Year End Resources</b>	<b>2016/17 Projected Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Expected investments</b>	200	160	160	160	160

**Affordability Prudential Indicators**

4.11 Within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the council’s overall finances. Council is asked to approve the indicators as set out in Annex 3.

**5. Borrowing**

5.1 The capital expenditure plans set out in this appendix outline the service activity for the council. The treasury management function ensures that the council adheres to the relevant treasury codes as well as organising the council’s cash flow and borrowing needs to meet the requirements of the service activity. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- any increases in running costs from new capital projects are limited to a level which is affordable, prudent and sustainable within the projected income of the council for the foreseeable future.

5.2 The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

5.3 The council’s current treasury portfolio position is set out in table 2 below:

Table 2 – Council’s treasury portfolio position at 31 December 2016

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£m	£m	£m	£m	£m
<b>External Debt</b>					
Debt at 1 April	470.616	455.438	444.045	437.343	430.641
Expected change in Debt +/-	(15.178)	(11.393)	(6.702)	(6.702)	(5.027)
<b>Actual gross debt at 31 March</b>	<b>455.438</b>	<b>444.045</b>	<b>437.343</b>	<b>430.641</b>	<b>425.614</b>
<b>The Capital Financing Requirement (CFR)</b>	<b>651.132</b>	<b>713.287</b>	<b>735.686</b>	<b>734.284</b>	<b>717.614</b>
<b>Under / (Over) borrowing</b>	<b>195.694</b>	<b>269.242</b>	<b>298.343</b>	<b>303.643</b>	<b>292.000</b>
Other long-term liabilities (OLTL)	131.493	125.319	120.143	115.186	110.505
Expected change in OLTL	(6.174)	(5.176)	(4.957)	(4.681)	(5.043)
<b>OLTL Total</b>	<b>125.319</b>	<b>120.143</b>	<b>115.186</b>	<b>110.505</b>	<b>105.462</b>

*Note: the table shows the impact of not externally borrowing i.e. using the council’s investments to internally fund the council’s underlying borrowing and this policy is under constant review.*

## 6. Treasury Limits for 2016/17 to 2018/19

- 6.1 It is a statutory duty under Section 3 of the Act and supporting regulations for the council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. In England and Wales the Authorised Limit represents the legislative limit specified in the Act.
- 6.2 The council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is ‘acceptable’.
- 6.3 Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporating financing by both external borrowing and other forms of liability, such as credit



arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of the Authorised Limit is set out in Annex 3.

**7. Economic background and Interest Rate Forecasts**

7.1 Capita Asset Services has been appointed as treasury adviser to the council and part of its service is to assist the council to formulate a view on interest rates. The following table outlines the Capita view. It should be noted that the Public Works Loans Board (PWLB) offers a certainty rate discount of 0.20% to local authorities who provide specified information on their plans for capital spending and the associated longer term borrowing. The council has applied and qualifies to borrow at the certainty rate.

**Table 3 – Capita Interest Rate Forecast**

Rate	Mar-17 %	Jun-17 %	Sep-17 %	Dec-17 %	Mar-18 %	Mar-19 %	Mar-20 %
<b>Bank of England</b>	0.25	0.25	25.00	0.25	0.25	0.25	0.75
<b>5yr PWLB</b>	1.60	1.60	1.60	1.60	1.70	1.80	2.00
<b>10yr PWLB</b>	2.30	2.30	2.30	2.30	2.30	2.50	2.70
<b>25yr PWLB</b>	2.90	2.90	2.90	3.00	3.00	3.20	3.40
<b>50yr PWLB</b>	2.70	2.70	2.70	2.80	2.80	3.00	3.20

7.2 The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August to counteract any negative impact the Brexit vote might have on the UK economy. However, the economic data so far has indicated much stronger growth in the second half 2016 than that forecast; but inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling.

7.3 During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

7.4 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major

impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

- 7.5 The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established. The expected substantial rise in the Fed. rate over the next few years may make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely to exert some upward pressure on bond yields in other developed countries.
- 7.6 PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.
- 7.7 The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.
- 7.8 Apart from the above uncertainties, **downside risks to current forecasts** for UK gilt yields and PWLB rates currently include:
- Monetary policy tools are dwindling and there may not be enough capacity to central banks respond to future financial crises.
  - There are a number of key elections Holland, France and Germany.
  - Italy and Spain do not have very stable governments
  - The European Sovereign debt issue is not completely behind us
  - A number of European banks remain poorly capitalised
  - Geopolitical Risks
  - Weak growth or recession in the UK'
- 7.9 The potential for **upside risks to current forecasts** for UK gilt yields and PWLB rates, especially for longer term PWLB rates, include:-
- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
  - A rise in US Treasury yields as a result of Fed. funds rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.

## TREASURY MANAGEMENT STRATEGY 2017/18

- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

**8. Borrowing Strategy 2017/18**

- 8.1 Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically low levels after the referendum and then even further after the MPC meeting of 4<sup>th</sup> August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations. The council is currently maintaining an under-borrowed position, hence financing schemes through internal borrowing. This means that the capital borrowing need (the Capital Financing Requirement - CFR), has not been fully funded with loan debt as cash supporting the council's reserves, balances and cash flow is being deployed in the interim. This strategy is prudent as investment returns are low and counterparty risk is relatively high.
- 8.2 In this regards and mindful of the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.
- 8.3 There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

**Sensitivities of the forecast**

- 8.4 If Officers' felt there was a significant risk of a sharp fall in long and short term interest rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will continue to be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered. However, if there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be raised whilst interest rates are still lower than they will be in the foreseeable years ahead. Any decisions and actions taken will be reported to Audit Committee or Council at the earliest opportunity.
- 8.5 The council's borrowing strategy will give consideration to new borrowing in the following order of priority:
- The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned which is currently at historically low rates. However, if the overall forecast for long term borrowing rates were to be a projected increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years.
  - Temporary borrowing from the money markets or other local authorities
  - PWLB variable rate loans for up to 10 years

## TREASURY MANAGEMENT STRATEGY 2017/18

- Short dated borrowing from non PWLB and other sources
- Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio.
- PWLB borrowing for periods across all the durations when rates are seen as being at particularly good value.

8.6 The council will continue to borrow in respect of the following:

- Maturing debt (net of minimum revenue provision).
- Approved unsupported (prudential) capital expenditure.
- To finance cash flow in the short term.

8.7 The type, period, rate and timing of new borrowing will be determined by the Director of Finance under delegated powers, taking into account the following factors:

- Expected movements in interest rates as outlined above.
- Current maturity profile.
- The impact on the medium term financial strategy.
- Prudential indicators and limits.

### **Treasury Management Limits on borrowing Activity**

8.8 There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within a flexibly set remit, to managing risk, yet not impose undue restraints that constrain cost reduction or performance improvement. The indicators are:

- Upper limits on variable interest rate exposure net of investments.
- Upper limits on fixed interest rate exposure;
- Maturity structure of borrowing to manage refinancing risk.

8.9 The proposed indicators are set out in Annex 3.

**Policy on borrowing in advance of need**

- 8.10 The council needs to ensure that its total debt, does not, except in the short term, exceed the total of the CFR in the preceding year i.e. 2016/17 plus the estimates of any additional CFR for the year 2017/18 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.
- 8.11 Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the council can ensure the security of such funds.
- 8.12 Borrowing in advance of need will be limited to no more than 70% of the expected increase in borrowing need (CFR) over the three year planning period. In determining whether borrowing will be undertaken in advance of need the council will:
- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
  - ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
  - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
  - consider the merits and demerits of alternative forms of funding
  - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use
  - consider the pros and cons of the impact of borrowing in advance of need at attractive rates on the available cash balances the council will hold and the risks associated with increased exposure to credit risk arising from investing this additional cash in advance of need.

**9. Debt Rescheduling**

- 9.1 As short term borrowing rates will be considerably cheaper than longer term rates, there may be potential to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the size of premiums to be incurred, their short term nature, and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a flattening of the council's maturity profile as in recent years there has been a skew towards longer dated PWLB.
- 9.2 The reasons for any rescheduling to take place will include: -
- the generation of cash savings and / or discounted cash flow savings
  - helping to fulfill the strategy outlined above

## TREASURY MANAGEMENT STRATEGY 2017/18

- enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

9.3 Consideration will also be given to identify if there is any potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are most likely going to continue being lower than rates paid on current debt.

9.4 All rescheduling will be reported to Council at the earliest meeting following its implementation.

### **10. Housing Revenue Account (HRA) Self Financing**

10.1 The housing subsidy system was dismantled and replaced by a system of self-financing of the HRA from 1 April 2012.

10.2 Ealing Council received £202.3m from the CLG on the 28 March 2012, which was directly deployed to top slicing the council's portfolio of Public Works Loans Board (PWLB) debt. HRA debt currently stands at £140.6m.

10.3 Currently, two separate pools are operating for the management of HRA and GF debt. The advantage of this is that the HRA and GF borrowing strategies can be targeted to meeting their separate business demands.

10.4 Under the two pool approach legacy loans were notionally apportioned between the HRA and general fund using the CFR split and future loans will be raised separately.

10.5 An equitable means of apportioning debt management expenses is in operation.

10.6 The council now operates a targeted treasury management strategy for the HRA and GF, e.g. rescheduling of debt can take place for one pool or the other or even across pools, to the extent that loans can be split.

10.7 HRA borrowing is capped by the government and the HRA therefore needs to borrow within the parameters of its existing debt and the cap known as the headroom. The HRA have agreed with the Secretary of State an addition to the headroom of £15.2m from 2017/18.

### **11. Annual Investment Strategy**

11.1 The annual investment strategy is set out in Annex 5 for approval by Council. This covers:

- Overview including durations bans for counterparties and minimum credit ratings (tables 1 and 2 of Annex 5)
- Policy lending – non treasury management investments
- Investment balances / liquidity of investments
- Specified / unspecified investments

**12. Financial Implications**

- 12.1 Investment income is currently forecast to be £1.2m for 2016/17 nearly in line with the budgeted estimate. For 2017/18 budgeted investment income is estimated at approximately £1.6m to reflect slightly higher interest returns being achieved.
- 12.2 Savings on borrowings have accrued because only a small proportion of the borrowing scheduled to be made in 2016/17 was actually raised.
- 12.3 Minimum Revenue Provision (MRP) which is the charge to revenue to ensure that debt used to finance expenditure is paid over a period that reflects useful life of the capital expenditure came in on budget.
- 12.4 The principle that any savings arising from the treasury budget can be deployed to direct revenue financing of capital expenditure has been agreed by members. This opportunity of additional support for capital saves the council revenue costs on borrowing. Every £1m deployed in this way saves some £0.100m per year in capital financing costs. Hence, any savings generated from the treasury operations can be directed to fund the capital programme.

**13. Balanced Budget Requirement**

- 13.1 The council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.
- 13.2 Risk management plays a fundamental role in treasury activities due to the value and nature of transactions involved. In order to mitigate risks on investment income the council holds a business risk reserve, which can be used to manage unforeseen volatility of investment income or borrowing costs.
- 13.3 Budgeting for MRP under the new guidance method requires the council to make provision for MRP linked to the life of the assets being enhanced. This has made budgeting for MRP more complex and sensitive to changes in assets being financed and the amount on unsupported borrowing used.



**Annex 1 – TM Policy Statement**

**TREASURY MANAGEMENT POLICY STATEMENT**

The London Borough of Ealing defines the policies and objectives of its treasury management activities as follows: -

- (i) This organisation defines its treasury management activities as:  
“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
- (ii) This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
- (iii) This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”

**Annex 2 – TM Scheme of Delegation**

**TREASURY MANAGEMENT SCHEME OF DELEGATION**

Ealing's Treasury Management Scheme of Delegation is approved by Full Council annually as part of the overall Treasury Management Strategy, it was last approved by Council at its meeting of 23 February 2016 and there are no proposals for any amendments to the current scheme, which is set out below:

**(i) Council**

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement
- approval of annual strategy.

**(ii) Section 151 Officer/ Director of Finance**

- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers and agreeing terms of appointment.

**(iii) Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

**Annex 2 – TM Scheme of Delegation**

The treasury management role of the section 151 officer

**The S151 (responsible) officer/ Director of Finance**

- recommending clauses, treasury management policy for approval, reviewing the same regularly, and monitoring compliance
- formulating consulting on and approving the treasury management practices, outlining the detailed manner in which the treasury management function will operate
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers.

**Policy on the use of external service providers**

The council uses Capita Asset Services as its external treasury management advisers. The council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Capita are the council's current treasury management advisers.

**Annex 3 – Prudential Indicators**

**Prudential Indicators**

**1 Capital Prudential Indicators**

1.1 The council’s capital expenditure plans are a key driver of treasury management activity.

**Capital Expenditure**

1.2 This prudential Indicator is a summary of the council’s capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

**Table 1: Capital Expenditure Forecast**

	<b>2016/17 Projected Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Non-HRA</b>	119.045	146.450	59.004	28.763	7.168
<b>HRA</b>	72.058	128.913	74.027	70.639	55.139
<b>Total</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>

1.3 Other long term liabilities. The above financing need excludes other long term liabilities, such as PFI and leasing arrangements which are classified as borrowing instruments.

1.4 Table 2 outlines how the capital expenditure plans are proposed to be financed by capital or revenue resources. Any shortfall of resources results in a funding need i.e. borrowing.

## Annex 3 – Prudential Indicators

Table 2: Capital Programme Funding Summary

Capital Expenditure	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£m	£m	£m	£m	£m
<b>Non-HRA</b>	119.045	146.450	59.004	28.763	7.168
<b>HRA</b>	72.058	128.913	74.027	70.639	55.139
<b>Total</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>
<b>Financed by:</b>					
<b>Capital receipts</b>	13.000	6.368	8.651	-	-
<b>Capital grants</b>	50.378	58.674	24.699	13.069	4.743
<b>Revenue Contribution</b>	3.309	2.269	1.200	0.825	-
<b>Other: Parking Reserve; Invest to Save; Partnership; S106</b>	10.411	11.312	0.457	0.050	-
<b>Finance Lease Liability</b>	-	-	-	-	-
<b>PFI</b>	-	-	-	-	-
<b>Total Financed</b>	<b>77.098</b>	<b>78.623</b>	<b>35.007</b>	<b>13.944</b>	<b>4.743</b>
<b>HRA Direct funding</b>	<b>40.181</b>	<b>117.989</b>	<b>56.482</b>	<b>68.745</b>	<b>54.144</b>
<b>Net Financing Need (General Fund &amp; HRA - Borrowing)</b>	<b>73.824</b>	<b>78.751</b>	<b>41.542</b>	<b>16.713</b>	<b>3.420</b>
<b>TOTAL FUNDING</b>	<b>191.103</b>	<b>275.363</b>	<b>133.031</b>	<b>99.402</b>	<b>62.307</b>

New borrowing made up as follows:

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
<b>New Year Borrowing HRA</b>	31.877	10.924	17.545	1.894	0.995
<b>New Year Borrowing GF</b>	41.947	67.827	23.997	14.819	2.425
<b>Total borrowing</b>	<b>73.824</b>	<b>78.751</b>	<b>41.542</b>	<b>16.713</b>	<b>3.420</b>

**Annex 3 – Prudential Indicators**

**The Council’s Borrowing Need (the Capital Financing Requirement)**

- 1.5 This prudential indicator is the council’s capital financing requirement (CFR), which is simply the total historic unfinanced capital expenditure i.e. a measure of the council’s underlying borrowing need. Any capital expenditure not immediately paid for, will increase the CFR. The requirement to set aside the minimum revenue provision (MRP) reduces the council’s underlying need to borrow and the ensuing CFR.
- 1.6 The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases) brought onto the balance sheet. Whilst these increase the CFR, and therefore the council’s borrowing requirement, these types of scheme include a borrowing facility and so the council is not required to separately borrow for these schemes. The council currently has £125.319m of such schemes that forms part of the CFR.
- 1.7 The Council is asked to approve the CFR projections below:

**Table 3: CFR Projections - Capital Financing Requirement**

	<b>2016/17 Projected Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>CFR – non housing</b>	478.666	533.260	541.875	540.558	526.356
<b>CFR – housing</b>	172.466	180.027	193.811	193.726	191.258
<b>Total CFR ex OLTL</b>	<b>651.132</b>	<b>713.287</b>	<b>735.686</b>	<b>734.284</b>	<b>717.614</b>
<b>OLTL</b>	125.319	120.143	115.186	110.505	105.462
<b>Total CFR inc. OLTR</b>	<b>776.451</b>	<b>833.430</b>	<b>850.872</b>	<b>844.789</b>	<b>823.076</b>

**Movement in CFR ex OLTL represented by:**

	<b>2016/17 Projected Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Net financing need for the year	73.824	78.751	41.542	16.713	3.420
Less MRP/VRP* and other financing movements	(16.565)	(13.233)	(15.383)	(16.136)	(16.627)
<b>Movement in CFR</b>	<b>57.259</b>	<b>65.518</b>	<b>26.159</b>	<b>0.577</b>	<b>(13.207)</b>

**Annex 3 – Prudential Indicators**

- 1.8 Under the capital finance regulations, local authorities are permitted to borrow up to three years in advance of need. This council will only consider borrowing in advance of need if market conditions indicate that it is the best course of action. One of the reasons for borrowing in advance is to take advantage of and lock in low long term interest rates, especially if officers are of the opinion that long term rates are likely to rise. There is a short term carry cost to borrowing in advance of need as currently investment rates are considerably lower than long term borrowing rates. Borrowing in advance of need also increases the level of temporary investments and thus increases the exposure to loss of investment principal. However, the council has put in place a prudent methodology to minimise this risk.

**Annex 3 – Prudential Indicators**

**2 Affordability Prudential Indicators**

2.1 **Actual and estimates of the ratio of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

**Table 4: Ratio of financing costs to revenue streams**

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	%	%	%	%	%
Non-HRA	8.58	14.07	15.21	15.05	15.35
HRA (inclusive of settlement)	10.55	13.15	14.08	13.81	13.98

2.2 The estimates of financing costs include current commitments and the proposals in this budget report.

**Estimates of the incremental impact of capital investment decisions on council tax**

2.3 This indicator identifies the revenue costs associated with proposed changes to the capital programme recommended in this budget report compared to the council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of government support, which are not published over a three year period.

**Table 5: Incremental impact of capital investment decisions on the band D council tax**

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£	£	£	£	£
<b>Council tax - Band D</b>	<b>12.38</b>	<b>26.20</b>	<b>4.09</b>	-	-

**HRA ratios – Incremental Impact of Capital Investment Decisions on Housing Rent (Unsupported Borrowing)**



**Annex 3 – Prudential Indicators**

2.4 Similar to council tax calculation, this indicator outlines the impact of proposed changes in the housing capital programme on weekly rent levels.

**Table 6: HRA Ratios**

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£	£	£	£	£
<b>Average Weekly Increase/(Decrease) in Housing Rents</b>	<b>2.78</b>	<b>0.86</b>	<b>1.42</b>	<b>0.16</b>	<b>0.08</b>

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£m	£m	£m	£m	£m
<b>HRA debt (£m)</b>	172.466	180.027	193.811	193.726	191.258
<b>HRA revenues (£m)</b>	68.551	67.250	66.215	65.273	63.605
<b>Ratio of debt to revenues %</b>	39.75%	37.36%	34.16%	33.69%	33.26%

	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
<b>HRA Debt (£m)</b>	172.466	180.027	193.811	193.726	191.258
<b>Number of HRA Dwellings</b>	11,877	11,616	11,386	11,198	10,796
<b>Debt per dwelling (£m)</b>	0.015	0.015	0.017	0.017	0.018

**Annex 3 – Prudential Indicators**

**3 Treasury Indicators: Limits to Borrowing Activity**

**The Operational Boundary**

3.1 This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

**Table 7 – Treasury Indicators Limits on borrowing activity**

<b>Operational Boundary – General Fund &amp; HRA</b>	<b>2016/17 Projected Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Debt</b>	713.287	735.686	735.686	734.285	717.614
<b>Other long term liabilities</b>	125.319	120.143	115.186	110.505	105.462
<b>Total</b>	<b>838.606</b>	<b>855.829</b>	<b>850.872</b>	<b>844.790</b>	<b>823.076</b>

**The Authorised Limit for external debt**

3.2 A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of external debt which, while not necessarily desired, could be afforded in the short term, but is not sustainable in the longer term.

3.3 This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The government retains an option to control either the total of all councils’ plans, or those of a specific council, although this power has not yet been exercised.

3.4 The council is asked to approve the following Authorised Limit:

Annex 3 – Prudential Indicators

Table 8 – Authorised Limits

Authorised limit - General Fund & HRA	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£m	£m	£m	£m	£m
<b>Debt</b>	743.287	765.686	765.686	764.285	747.614
<b>Other long term liabilities</b>	125.319	120.143	115.186	110.505	105.462
<b>Total</b>	<b>868.606</b>	<b>885.829</b>	<b>880.872</b>	<b>874.790</b>	<b>853.076</b>

3.5 Separately, the council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

Table 9 – HRA Debt limit

HRA Debt Limit	2016/17 Projected Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£m	£m	£m	£m	£m
<b>HRA debt cap</b>	199.759	205.076	213.116	215.010	215.010
<b>HRA CFR</b>	172.466	180.027	193.811	193.726	191.258
<b>HRA headroom</b>	<b>27.293</b>	<b>25.049</b>	<b>19.305</b>	<b>21.284</b>	<b>23.752</b>

Annex 3 – Prudential Indicators

Table 10 – Treasury Indicators and limits

	2016/17	2017/18	2018/19
<b>Interest rate Exposures</b>			
	<b>Upper %</b>	<b>Upper %</b>	<b>Upper %</b>
<b>Limits on fixed interest rates based on net debt</b>	100	100	100
<b>Limits on variable interest rates based on net debt</b>	50	50	50
Limits on fixed interest rates:			
• Debt only	100	100	100
• Investments only	100	100	100
Limits on variable interest rates			
• Debt only	50	50	50
• Investments only	100	100	100
<b>Maturity Structure of fixed interest rate borrowing 2017/18</b>			
	<b>Lower %</b>	<b>Upper %</b>	
Under 12 months		-	10
12 months to 2 years		-	20
2 years to 5 years		-	20
5 years to 10 years		-	20
10 years and above		30	90
<b>Maturity Structure of variable interest rate borrowing 2017/18</b>			
	<b>Lower %</b>	<b>Upper %</b>	
Under 12 months		-	100
12 months to 2 years		-	100
2 years to 5 years		-	100
5 years to 10 years		-	100
10 years and above		-	100

**Annex 4 – MRP Policy Statement**

1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 require the Council to determine for the current financial year an amount of minimum revenue provision which it considers to be prudent. This involves allowing the debt to be repaid over a period reasonably commensurate with that over which the capital expenditure provides benefit.

**2 Current Position**

2.1 On 23 February 2016, within the Budget Strategy Report 16 – 17 contained within Annex 4 of Appendix 10 (Treasury Management Strategy Statement 2016-17) the Council confirmed the existing Minimum Revenue Provision Policy as follows:

**3 Minimum Revenue Provision (MRP) Policy Statement**

3.1 For capital expenditure incurred before 1 April 2008 or which in the future will be supported capital expenditure, the MRP policy will continue to be:

3.1.1 **Existing practice** - MRP will follow the existing practice outlined in former CLG regulations (option 1); this option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

4 (ii) For expenditure incurred from 1 April 2008, the MRP policy will continue to be based on the estimated life of the assets (Option 3). An in depth review of the applicable options for MRP charges was carried out in 2008 when the regulations were introduced effective from 2009/10.

5 It was agreed at the Cabinet meeting of 24 February 2009 and Council meeting of 03 March 2009 that, the council makes MRP charges to revenue in accordance with option 3, the asset life method as opposed to option 4 depreciation, which would have required the additional resource and administrative expense of tracking and revaluing assets at regular intervals. There is no basis for a change in policy and in accordance with approval sought and received in 2009 the council will continue to apply option 3.

5.1.1 **Asset Life Method** – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a capitalisation direction) (option 3); this option provides for a reduction in the borrowing need over approximately the asset's life.

6 Under this Policy the total charge to the General Fund budget in 2016-17, excluding PFI and finance leases is expected to be approximately **£16.5m** of which a significant element (**£9.053m**) is in relation to debt incurred prior to 1 April 2008 calculated in accordance with the 'Existing Practice' point in above paragraph i.e. employing the 4% reducing balance method.

**7 Revised Strategy**

7.1 Officers keep under constant review all treasury management practices to ensure they offer the most appropriate solution for the Council and ensure prudent provision is being made in relation to its capital activity. In relation to the debt incurred prior to 1 April 2008, officers have identified an opportunity to make the Council's provision more prudent. A supplementary benefit is that a revised policy will also make capacity in the General Fund in 2017/18 of approximately **£4.3m** and with substantial but reducing capacity for the following **17** years.

**Annex 4 – MRP Policy Statement**

- 8 The Council will have outstanding debt on expenditure incurred prior to 1 April 2008 of **£217.2m on 1/4/2017** hence, based on current policy i.e. 4% per year on a reducing balance, the charge in 2017-18 is **£8.69m**. The outstanding debt gradually reduces over time but the methodology is such that it will never be fully provided for.
- 9 Whilst the current policy is one of the options set out in Government guidance, the guidance makes clear that it is not mandatory for local authorities to follow one of its suggested options. It is for the Council to determine its own methodology as long as it is prudent for local circumstances.
- 10 Whilst it has never been possible to allocate the Council's outstanding debt to specific assets it is likely that most of the pre-1 April 2008 debt has arisen from expenditure on land and buildings most of which, even today, are likely to have an outstanding life of at least 50 years.
- 11 Officers have reviewed the methodology and concluded that charging for the pre-1 April 2008 debt by the use of 2% straight line method, whereby the debt would be divided into 50 with an equal charge made in each year over the next 50 years, would be more prudent. It would ensure that the whole debt was covered within a reasonable timescale. The exact profile of provision under the current and proposed methodologies is shown below.
- 12 It is therefore recommended that in respect of capital expenditure incurred before 1 April 2008, Cabinet recommends to the Council that the Minimum Revenue Provision Policy be revised to read:
- 13 *"For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2017 for the subsequent 50 years"*
- 14 Annexes to include analysis of current practice vs proposed estimated opening (General Fund) Capital Financing Requirement of **£478.6** of which **£217.2m** relates to pre 2008 borrowing requirement: -

Annex 4 – MRP Policy Statement

	<b>Option 1 (existing) Provision</b>	<b>Proposed Provision</b>	<b>Annual Charge Reductions/ (Increases)</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Opening CFR	217,295,412	217,295,412	
Year 1	8,691,816	4,345,908	4,345,908
Year 2	8,344,144	4,345,908	3,998,236
Year 3	8,010,378	4,345,908	3,664,470
Year 4	7,689,963	4,345,908	3,344,055
Year 5	7,382,364	4,345,908	3,036,456
Year 6	7,087,070	4,345,908	2,741,162
Year 7	6,803,587	4,345,908	2,457,679
Year 8	6,531,444	4,345,908	2,185,536
Year 9	6,270,186	4,345,908	1,924,278
Year 10	6,019,378	4,345,908	1,673,470
Year 11	5,778,603	4,345,908	1,432,695
Year 12	5,547,459	4,345,908	1,201,551
Year 13	5,325,561	4,345,908	979,653
Year 14	5,112,538	4,345,908	766,630
Year 15	4,908,037	4,345,908	562,129
Year 16	4,711,715	4,345,908	365,807
Year 17	4,523,247	4,345,908	177,339
Year 18	4,342,317	4,345,908	(3,591)
Year 19	4,168,624	4,345,908	(177,284)
Year 20	4,001,879	4,345,908	(344,029)
Year 21	3,841,804	4,345,908	(504,104)
Year 22	3,688,132	4,345,908	(657,776)
Year 23	3,540,607	4,345,908	(805,301)
Year 24	3,398,982	4,345,908	(946,926)
Year 25	3,263,023	4,345,908	(1,082,885)
Year 26	3,132,502	4,345,908	(1,213,406)
Year 27	3,007,202	4,345,908	(1,338,706)
Year 28	2,886,914	4,345,908	(1,458,994)
Year 29	2,771,437	4,345,908	(1,574,471)
Year 30	2,660,580	4,345,908	(1,685,328)
Year 31	2,554,157	4,345,908	(1,791,751)
Year 32	2,451,990	4,345,908	(1,893,918)
Year 33	2,353,911	4,345,908	(1,991,997)
Year 34	2,259,754	4,345,908	(2,086,154)
Year 35	2,169,364	4,345,908	(2,176,544)
Year 36	2,082,590	4,345,908	(2,263,318)

Annex 4 – MRP Policy Statement

	<b>Option 1 (existing) Provision £</b>	<b>Proposed Provision £</b>	<b>Annual Charge Reductions/ (Increases) £</b>
Year 37	1,999,286	4,345,908	(2,346,622)
Year 38	1,919,315	4,345,908	(2,426,593)
Year 39	1,842,542	4,345,908	(2,503,366)
Year 40	1,768,840	4,345,908	(2,577,068)
Year 41	1,698,087	4,345,908	(2,647,821)
Year 42	1,630,163	4,345,908	(2,715,745)
Year 43	1,564,957	4,345,908	(2,780,951)
Year 44	1,502,358	4,345,908	(2,843,550)
Year 45	1,442,264	4,345,908	(2,903,644)
Year 46	1,384,574	4,345,908	(2,961,334)
Year 47	1,329,191	4,345,908	(3,016,717)
Year 48	1,276,023	4,345,908	(3,069,885)
Year 49	1,224,982	4,345,908	(3,120,926)
Year 50	1,175,983	4,345,908	(3,169,925)



**Annex 5 – Annual Investment Strategy**

**ANNUAL INVESTMENT STRATEGY**

**1. OVERVIEW**

1.1 The council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The council's investment priorities remain: -

- security of the invested capital;
- liquidity of the invested capital; and
- an optimum yield which is commensurate with security and liquidity.
- All investments will be in sterling.

**Changes to Credit Rating**

1.2 The main credit agencies provided credit rating uplifts to financial institutions based on the implied levels of sovereign support. However due to regulatory changes which are being phased in their methodologies have changed, with a focus away from implied support towards factors such as regulatory capital levels. In netting off the removal of support ratings and taking other factors into consideration underlying ratings have either remained unchanged or changed slightly. As no attention is being paid to support ratings where they still exist. Hence attention is paid to just short and long term ratings.

1.3 The council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the council to determine the suggested duration for investments that exist on Capita's recommended counterparty list. The council will therefore use counterparties within the following durational (colour) bands

Annex 5 – Annual Investment Strategy

Colour	Suggested Duration
Yellow	5 years *
Dark Pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
Light Pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No Colour	Not to be used

Table 1 – Durational bands for Counterparties

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour
	Colour (and long term rating where applicable)	Amount and/or % Limit per institution £m	TRIB Local current limit per institution £m					
UK Government Debt or Equivalent *	Yellow	Unlimited	40					
Banks	Purple (2 years)	50	-					
Banks	Orange (1 year)	50	30					
Banks – part nationalised	Blue (1 year)	50	40					
Banks	Red (6 months)	40	30					
<b>Specific Overnight Limit with Council's Own Banker - £20m</b>								
Banks	Green (100 days)	30	20					
Banks	No colour	Not to be used	-					
Limit 3 category – Council's banker (not meeting Banks 1)	blue	50	-					
Policy Investment lending limit	-	To be determined on a case by case basis	-					
DMADF	AAA	Unlimited	120					
Local authorities	n/a	15	10					
Money market funds	AAA	15	-					

**Annex 5 – Annual Investment Strategy**

*Note: The Treasury Risk and Investment Board (TRIB) under the auspices of the Executive Director of Corporate Resources and the Director of Finance have delegated powers to make changes to their local operational limits, but remain within the parameters of the Treasury Strategy.*

- 1.4 The council is alerted of changes to ratings and of all three agencies through its use of its adviser's creditworthiness service. In addition to the use of credit ratings the council will be advised of information on movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the council's lending list
- 1.5 If a downgrade results in the counterparty/investment scheme no longer meeting the council's minimum criteria, its further use as a new investment will be withdrawn immediately except in the circumstances out lined above where TRIB determines the counterparty can remain on the councils list.
- 1.6 Sole reliance will not be placed on the use of this external service. In addition this council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.

**Country limits**

- 1.7 The changing regulatory environment in conjunction with rating agencies' new methodologies also means that sovereign ratings are not of lesser importance in the assessment process. The new regulatory environment is therefore attempting to break the link between sovereign support and domestic financial institutions.
- 1.8 Although this authority understands the changes that have taken place the council has still determined that it will only use approved counterparties from countries with a minimum sovereign credit rating from Fitch of AA- (or equivalent from other agencies if Fitch does not provide a rating). However, it must be noted that the most likely position is that any foreign institution the council invest in should be as highly rated as the UK or better. Investments in the UK will not be subject to sovereign credit worthiness rating restriction.
- 1.9 The list of countries which currently meet this criterion are outlined in Annex 5 as part of the treasury strategy. The Director of Finance will monitor and update the position under delegated powers and report back to Council at the earliest opportunity.
- 1.10 Where Institutions are not on the council's advisers list and the council makes its own assessment, the council will only lend to counterparties using the minimum criteria specified below.

**Annex 5 – Annual Investment Strategy**

1.11 The minimum credit rating required for an institution to be included in the council’s counterparty list (where Capita credit worthiness service is not being used) is as follows:

**Table 2 – Minimum credit ratings**

	<b>Long-Term</b>	<b>Short-Term</b>
Fitch	A	F1
Moody’s	Baa1	P-2
Standard & Poors	A-	A-2

Sovereign Rating	Same rating as the UK or higher
Money Market Funds	AAA

*Note: The above does not apply to policy investments.*

1.12 As outlined above officers also take any market intelligence gleaned into consideration to further determine whether to suspend institutions from the list even though the institution meets our minimum lending criteria.

1.13 Setting and monitoring of the counterparty list and the agreed maximum limit per counterparty (and council’s rating criteria) constitutes part of the execution and administration function and forms part of the authority to “determine the annual treasury strategy and carry out all treasury management activities” as per the council’s scheme of delegation outlined in our financial regulations. The Director of Finance therefore has discretion to review and amend these minimum ratings in view of market conditions and report to Council at the earliest opportunity.

1.14 Officers have to respond quickly to counterparty rating changes and include or suspend institutions as their ratings fall in/out of the council’s minimum rating criteria. This ensures that investment risk continues to be spread across a range of credit worthy institutions. The lending list is under ongoing review by the Director of Finance under delegated authority.

1.15 Institutions with which the council currently place funds are as follows:

- Bank of England Debt Management Office (DMO). The rates of interest from the DMO are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the council’s capital is secure particularly in times of high market volatility.
- The British institutions where the UK has a substantial stake such as Lloyds and RBS
- Other UK institutions meeting our minimum credit rating criteria
- AAA rated money market funds.
- Other local authorities (LAs) are relatively risk free counterparties. In the CLG’s own investment guidance issued to councils, LA deposits are deemed to offer high security and liquidity. Their limit is set at £5m for district councils and £10m for other LAs, subject to a group limit of £180m.

**Annex 5 – Annual Investment Strategy**

- Foreign institutions from countries with sovereign ratings equivalent to the UK’s sovereign rating or higher provided they meet our minimum criteria.
- Institutions that fall within Capita (our treasury management consultants) approved lending list having met the diverse criteria and who the council assess as having sound credit worthiness.
- UK government – (gilts and treasury bills).

**2. POLICY LENDING– NON TREASURY MANAGEMENT INVESTMENTS:**

- 2.1 In some circumstances the council may have entered into a partnership arrangement with organisations or institutions for the provision of a service/facility that will directly promote the council’s policy objectives which either requires the council to lend or jointly invest in a venture. Or the council may invest in a venture that furthers one or more of the council’s policy objectives.
- 2.2 These types of policy investments do not form part of the treasury management strategy as such and are therefore not required to be included in the treasury management strategy statement.
- 2.3 This council has already entered into some lending activities in support of the policy objectives of the council. Three policy related investments have been made, including a loan of £0.6m to a PFI partner Future Ealing and the other being a loan of £15m to West London Waste Authority.

**Table 3 – Policy investments entered into by Ealing Council**

Organisation	£m	Description
Future Ealing	0.60	This is an investment that LBE made, which was part of a PFI structure
West London Waste Authority (WLWA)	15.00	An Invest to Save loan granted to West London Waste Authority (WLWA) towards the project for the development of a new Energy from waste facility. Interest payments for this loan commenced January 2017.
Ealing Community Resource Centre Ltd (ECRC)	0.05	This was a loan granted to ECRC in February 2014 for financial support towards the running costs of the Lido Centre in West Ealing

**Annex 5 – Annual Investment Strategy**

**3. INVESTMENT BALANCES / LIQUIDITY OF INVESTMENTS**

3.1 Based on Ealing’s cash flow forecasts, the council anticipates its fund balances in 2017/18 to average around £160m if no long term borrowing is raised and we persist with the internal borrowing policy to fund the Council’s underlying need to borrow. Balances will be higher if we raise external borrowing. For treasury investments, it is considered that the maximum percentage of its overall investments that the council should hold for more than 365 days is £20m. (Investments with a maturity exceeding a year). The prudential indicator figure of £20m for 2017/18 is therefore recommended. It should be noted that this indicator does not apply to investments made for policy reasons.

3.2 In addition, the council may enter into forward deals, but with an exposure that does not exceed 5 years, from the date the forward deal was effected

3.3 The actual amount available for investment in 2017/18 will fluctuate as a result of the timing of significant items such as:

- expenditure on capital projects
- council tax, business rates, council house rents income
- receipt of government grants
- long-term loans taken out to fund capital expenditure
- capital receipts in respect of major asset sales

3.4 The amounts available for investments consist of both cash flow and core balances made up of reserves not likely to be required for one to two years. It is possible for the council to invest this core cash for longer term. The strategy is flexible and allows the Director of Finance to take the decision to extend the duration of lending when market conditions are conducive to such lending.

**Investment Strategy and Interest Rate Outlook**

3.5 The council avoids locking into longer term deals while investment rates are down at historical low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by the council.

3.6 The UK base rate is forecast to stay flat at 0.25% until quarter 2 2019 and not to rise above 0.75% by quarter 1 2020. Bank Rate forecasts for financial year ends (March) are:

2017/18	0.25%
2018/19	0.25%
2019/20	0.50%

**Annex 5 – Annual Investment Strategy**

3.7 The overall balance of risks to these forecasts is currently to the downside (i.e. start of increases in bank rate occurs later). However, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk.

3.8 The projected investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next four years are as follows:

2017/18	0.25%
2018/19	0.25%
2019/20	0.50%
2020/21	0.75%

3.9 **In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

**4. SPECIFIED/ UNSPECIFIED INVESTMENTS**

4.1 **SPECIFIED INVESTMENTS:** All such investments will be sterling denominated, with **maturities up to maximum of 2 years**, meeting the minimum ‘high’ quality criteria where applicable.

4.2 **NON-SPECIFIED INVESTMENTS:** These are any investments which do not meet the specified investment criteria. A maximum of 30% can be held in aggregate in non-specified investment.

4.3 A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

4.4 The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Annex 5 – Annual Investment Strategy

Table 4 – Parameters applying to institutions or investment vehicles

	Minimum credit criteria / colour band	Max % of total investments or maximum amount of investment per institution	Max. maturity period
<b>DMADF – UK Government</b>	N/A	<b>100%</b>	<b>6 months</b>
		<b>£m</b>	
UK Government gilts	UK sovereign rating	20	30 years
UK Government Treasury bills	UK sovereign rating	50	1 year
Bonds issued by multilateral development banks	UK sovereign rating	10	6 months
Money market funds	AAA	30	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	5	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	5	Liquid
Local authorities	N/A	15	24 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	50	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	40	12 months 12 months 6 months 100 days Not for use
Corporate bond funds		10	N/A Tradable
Gilt funds	UK sovereign rating	20	N/A Tradable
Property funds		10	N/A Tradable



**Annex 5 – Annual Investment Strategy**

**4.5 SPECIFIED INVESTMENTS:**

(All such investments will be sterling denominated, with **maturities up to maximum of 2 years**, meeting the minimum ‘high’ rating criteria where applicable)

**Table 5 – Specified Investments**

	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max. maturity period</b>
Debt Management Agency Deposit Facility	N/A	In- house	6 months
Term deposits – local authorities	N/A	In-house	2 year
Term deposits – banks and building societies	Green credit band per capita credit worthiness service	In-house	1 year

**Table 6 – Term deposits with nationalised banks and banks and building societies**

	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max. maturity period</b>
UK part nationalised banks	Green credit band per capita credit worthiness service	In-house	<b>1 year</b>
Banks part nationalised by high credit rated (sovereign rating) countries – non UK	Green credit band per capita credit worthiness service	In-house and Fund Managers	<b>1 year</b>

**Annex 5 – Annual Investment Strategy**

**Table 7 – Other Investments Specified Investments**

	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max. maturity period</b>
Collateralised deposit	Green credit band per capita credit worthiness service	In-house	<b>1 year</b>
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	Green credit band per capita credit worthiness service	In-house and Fund Managers	<b>1 year</b>
UK Government Gilts	UK Government Rating	In-house buy and hold and Fund Managers	<b>1 year</b>
Treasury Bills	UK sovereign rating	In house and Fund Managers	<b>1 year</b>
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	UK sovereign rating or Green bank	In-house	<b>1 year</b>
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government (refers solely to GEFCO - Guaranteed Export Finance Corporation)	UK sovereign rating	In-house buy and hold and Fund Managers	<b>1 year</b>
Bonds issued by multilateral development banks	Long Term AAA rating	In-house buy and hold and Fund Managers	<b>Liquid</b>
Government Liquidity Funds	UK Government liquidity funds only	In-house and Fund Managers	<b>Liquid</b>
Money Market Funds	Fitch – AAmmf S&P – AAAM Moody's – AAAMf	In-house and Fund Managers	<b>Liquid</b>

*Notes:*

- *If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.*
- *Buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of SORP.*
- *As collateralised deposits are backed by collateral of AAA rated local authority LOBOs, this investment instrument is regarded as being a AAA rated investment as it is equivalent to lending to a local authority.*

**LOCAL AUTHORITIES**

- *Although most local authorities do not have credit ratings, investing with local authorities provides good security for the council.*

**Annex 5 – Annual Investment Strategy**

- 4.6 **Accounting treatment of investments.** The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this council. To ensure that the council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.
- 4.7 **Blanket guarantees on all deposits.** Some countries may support their banking system by giving a blanket guarantee on all deposits, however; this council will generally not rely on the guarantees provided by any government unless there are overriding reasons for doing so.
- 4.8 **Other Countries.** At present the council will determine whether to include other countries by reference to credit rating of the sovereign together with financial news data on the sovereign. The minimum credit rating required for an institution to be included within the council’s list is AA-, although the council more likely invest in sovereigns that have a rating equivalent to or better than the UK governments rating. Currently the countries falling within this are as follows:

**Table 8 – Credit Rating of other countries**

AAA	AA+	AA	AA-
Australia	Finland	Abu Dhabi (UAE)	Belgium
Canada	Hong Kong	France	-
Denmark	U.S.A	Qatar	-
Germany	-	U.K	-
Luxembourg	-	-	-
Netherlands	-	-	-
Norway	-	-	-
Singapore			
Sweden			
Switzerland			

*Note: Although the Executive Director of Corporate Resources and the Director of Finance have discretion under this strategy to invest outside the UK, the current position is that investments are not currently being placed overseas. However, the position is kept under regular review.*

**Annex 5 – Annual Investment Strategy**

4.9 **Non Specified Investments**

**Table 9 – Non Specified Investments**

**A. Maturities of any period.**

<b>Fixed term deposits with variable rate and variable maturities: -</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>
Callable deposits	Falling within the council's criteria	In-house
Range trade	Falling within the council's minimum criteria	In-house
Other debt issuance by UK banks covered by UK Government guarantee	UK Government explicit guarantee	In-house and Fund Managers
Term deposits with unrated counterparties	Decision flowing through TRIB, or a delegated officer	In-house
Commercial Paper	Fitch F1, AA aa1 or equivalent.	In-house / Fund Managers
Corporate Bonds	Fitch F1, AA aa1 or equivalent.	In-house/ Fund Managers
UK Floating Rate Notes	Fitch F1, AA aa1 or equivalent.	In-house/Fund Managers
VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	High Credit Score	In-house and Fund Managers
Bond Funds	Long term AAA	In-house and Fund Managers
Gilt Funds	Long Term AAA	In-house and Fund managers

**B. Maturities in excess of 1 year**

Investments as specified above in specified investments, but for periods in excess of 1 year.
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*Note: Where indicated, Capita credit worthiness bands will apply unless Ealing exercises its discretion to disregard some of the non-credit rating measures used by Capita Services. Certain market conditions can bring about inconsistent outcomes, and local discretion may be invoked.*

**Annex 5 – Annual Investment Strategy**

**Investment Treasury Indicator and Limit**

- 4.10 Total principal funds invested for greater than 364 days. These limits are set with regard to the council’s liquidity requirements and to reduce the need for the council becoming a forced seller of an investment, and are based on the availability of funds after each year-end.

The council is asked to approve the treasury indicator and limit: -

**Table 10 – Investment Treasury Indicator and limit to be approved**

<b>Maximum principal sums invested &gt; 364 days</b>			
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Principal sums invested > 364 days	20	20	20

*Note: This durational limit excludes policy investments, were the decision is made on a case by case basis.*

- 4.11 For its cash flow generated balances, the council will seek to utilise money market funds, call accounts and short-dated deposits (overnight to three months), treasury bills and the debt management office.

**Investment Risk Benchmarking**

- 4.12 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report.

**Security**

- 4.13 The council’s maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- **<1% historic risk of default when compared to the whole portfolio.**

**Liquidity**

- 4.14 In respect of liquidity the council seeks to maintain:

- Bank overdraft - £2m
- Liquid short term deposits of at least £5m available with a week’s notice.

**Annex 5 – Annual Investment Strategy**

**Yield**

- 4.15 Local measures of yield benchmarks are:  
Investments – internal returns above the 7 day LIBID rate

In addition, the security benchmark for each individual year is:

**Table 11 – Security Benchmark for each individual year**

	<b>1 year</b>	<b>2 years</b>	<b>3 years</b>	<b>4 years</b>	<b>5 years</b>
<b>Maximum %</b>	2%	2%	2%	2%	2%

*Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.*

**Provisions for Credit-related losses**

- 4.16 If any of the council’s investments appeared at risk of loss due to default (i.e. this is a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) then the council will make revenue provision of an appropriate amount.

**End of year Investment Report**

- 4.17 At the end of the financial year, the council will prepare a report on its investment activity as part of its annual treasury management report.

# Corporate plan 2014 - 2018

## Making the **borough**

PROSPEROUS HEALTHIER SAFER CLEANER FAIRER ACCESSIBLE

EALING COUNCIL

- 3 Introduction from the Leader of the Council
- 4 Message from the Chief Executive
- 5 Ealing: An introduction to the people and place
- 7 Key strategies to deliver our priorities
- 8 Summary of Ealing Council's Corporate Plan 2014-18
- 9 Priority 1: A prosperous borough
- 11 Priority 2: A safer borough
- 12 Priority 3: A healthier borough
- 14 Priority 4: A cleaner borough
- 15 Priority 5: A fairer borough
- 16 Priority 6: An accessible borough
- 17 Resourcing our delivery
- 19 Appendix 1: Bookcase of major strategies
- 20 Appendix 2: Measuring our progress



## Introduction from the Leader of the Council

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**Over the last four years the Council's performance has improved across a wide range of services, despite major cuts to its budgets imposed by the Government. As a result, it has gained a reputation as an organisation that delivers.**

This track record was endorsed by the people of the borough at the recent elections, when a Labour administration was voted in again, and we were humbled by the overwhelming results.

Although we have already delivered major improvements including the redevelopment of Acton town hall, regeneration of our housing estates, and investment in new and expanded schools across the borough, we are committed to achieve much more.

This plan sets out our ambitions for the next four years and how they will be achieved. It recognises that during this period the Council will have to change dramatically as its budgets will be cut by even more than the £87million that has happened so far.

Doing the same things in more efficient ways will not be enough. Instead, the Council will have to fundamentally transform the way it works by generating inward investment, changing people's behaviours, and ensuring all public services are coordinated for the best results. Even so, many council services will have to change and some may even have to stop.

On the upside, several major projects are on the horizon that can have a significant positive impact. The opening of Crossrail and arrival of HS2 will bring great opportunities for jobs and investment, along with substantial residential, retail and leisure development in Southall and Park Royal. The council will fight to ensure the borough gets the best possible benefits from these projects.

Indeed, as Council Leader it is my vision that in 2018 the borough will be more prosperous, safer, healthier, cleaner, fairer and more accessible.

To make these goals a reality we are committed to freezing Council Tax next year. Over the next four years we will install more CCTV, alley gates and street lighting. We will build 500 new council homes and help create 500 apprenticeships for young people. We will work to reach 50% recycling by 2018. And we will also continue to campaign to save local hospitals from closure.

I am very proud to lead the Council and promise to continue to listen to local residents and work on their behalf to make Ealing an even better place to live, work and visit.



**Councillor Julian Bell**  
Leader of Ealing Council

# Message from the Chief Executive

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## The Council's Corporate Plan sets out the specific and unique contribution the Council will make to improving the borough and the health, prosperity, safety and quality of life of Ealing residents over the next four years.

The six priorities for the life of this administration are clear. They frame this plan, and bring the entire organisation together to focus on the things that matter most to our residents.

The last four years have been characterised by a relentless focus on efficiency. We have deployed an exhaustive range of techniques to deliver greater value for money and as a consequence have implemented budgets savings of £87m while continuing to improve performance. In the next four years we will continue to identify new ways to reduce costs in all of our functions and services, but faced with a further period of unprecedented financial contraction, efficiency alone will not get us to where we need to be by 2018.

So this Corporate Plan has a strong emphasis on effectiveness and prioritisation. In developing the Plan we have systematically examined all the key sources of evidence about the current and future population of Ealing, looked at the opportunities that we need to exploit, identified the resources the Council has at its disposal and considered which of our activities and actions will make the biggest contribution to delivering positive results for our residents.

We have identified four overarching strategies which we believe will best deliver the administration's priorities and take us furthest, fastest

- Growth, employment and skills
- Health, well-being and independence
- Housing quality, affordability and supply
- Place and public realm.

The Council cannot deliver these strategies on its own. We will work with other players, across all sectors, and most importantly of all, our residents, to achieve our shared ambitions for Ealing. In particular we will help more people to become independent and resilient; act early to prevent the need for more costly interventions later; and join up public services wherever we can to make them more efficient, effective and responsive.

This Plan quite rightly looks outwards but we also have to ensure that our organisation remains fit for purpose, both now and in future. Ultimately our success is entirely dependent upon the quality of our staff, who have demonstrated incredible skill, creativity and resilience over the last four years. So we will continue to develop ways to nurture talent, reward excellence, promote innovation and enhance our agility, flexibility and productivity.

And our core corporate values must continue to guide every part of our business and every aspect of our work. These are key to empowering staff and optimising resources:-

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

There are challenging times ahead of us, our partners, and our residents as we work together to make Ealing a better place. Reviewing the successes of recent years, and the clarity of the ambitions and priorities set out in this Plan, I remain convinced we can and will achieve even greater things in the years to come.



**Martin Smith**  
Chief Executive, Ealing Council

## Ealing: An introduction to the people and place

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**Ealing is a highly diverse borough in the west of London. Home to nearly 350,000 people, it is the third largest borough by population in London, built around seven distinct town centres. At 61 persons per hectare Ealing is also the third most densely populated borough in Outer London. Like its population, the area and its identity is diverse in nature, with many areas of suburban greenery but also many areas with an inner city feel.**

The borough's population has increased by nearly ten per cent in the last decade, with certain age groups showing a much larger growth than others. One of the highest increases has been in the number of children aged 0 to 4 which, increased by 32% between 2001 and the latest census in 2011. These children are now entering the school system, driving up demand for primary school places now and secondary school places in future.

Average household size is also increasing, and one in five Ealing families who have dependent children have three or more of them. There is also a sizeable number of lone parents in the borough who have dependent children but no employment. In the longer term, while the population growth of the younger age groups is projected to start to stabilise, there will be a steady rise in the older ones. For example there will be over 7,000 more people aged over 85 years in 2037 as compared to 2012. This has significant implications for our social care services and more widely within the NHS.

More than half of residents come from ethnic minorities, making Ealing the third most ethnically diverse authority in the country, up from being the fourth most diverse at the time of the 2001 census. We have the largest Polish community and the highest number of Afghans of all the local authorities in the country. We also have the third largest Sikh population outside of India. Over 100 languages are spoken in our schools. One in three Ealing residents does not have English as their main language; in fact one in five Ealing households do not have anyone in their household speaking English as their main language although only a very small number of people are unable to speak English with reasonable fluency. The most common main languages for Ealing residents, other than English, are Polish, Panjabi, Arabic, and Tamil – amongst a large number of other Asian and African languages.

Close to half of Ealing residents were born outside the UK, with a quarter arriving only in the last decade. The borough has a sizeable number of people arriving from recent EU accession countries such as Poland, Lithuania, and Romania. We also have a high number of residents born in Japan, Iran, Somalia, and the Arabian Peninsula.

Some people will have lived locally for their entire lives; some only live here for a few months before moving on, with an annual turnover of over 20% of the local population. We also have the highest number of short-term residents i.e. those who intend to be in the borough for less than a year, in Outer London.

This diversity also extends much further than ethnicity and covers family types, faiths, languages, cultures and traditions, which come together in a unique mix that makes the borough a very special place. This is reflected in the fact that 90% of residents in the borough think that people from different backgrounds get on well together.

## Ealing: An introduction to the people and place continued

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Ealing is a strong economic centre with more than 15,000 businesses and a workforce of around 160,000. More than 2,200 new businesses formed in Ealing in 2012, higher than any other borough in our region, and business survival rates are also higher in the borough. The borough has a strong economy and whilst the recession in recent years has had an impact, skills levels, life expectancy and household income levels amongst adults remain above average. More than a third of residents work in professional or technical occupations, with another sizeable proportion engaged in administrative and other service occupations.

The general prosperity of the borough, however, is not shared by all of our communities. Poorer standards of health and education, lower household incomes and higher levels of benefits dependency are concentrated in pockets of deprivation, hence improving the quality of life for all local people remains an overarching priority. There is a £15,000 gap in median household income between the top and bottom wards in the borough (2013 median household income for the borough was £32,000).

Adequate and affordable housing remains a key challenge for the borough, as it does for most other London boroughs in the wake of rising house prices and insufficient supply. Ealing has a much larger proportion of purpose-built or converted flats and apartments and fewer detached or semi-detached houses than in Outer London overall. More than half of Ealing residents own their homes, with less than one in five living in social rented accommodation, lower than the London average. However, home ownership, especially with a mortgage or loan, has fallen considerably during the last decade, forcing many people to rent privately. A challenging economic climate and the on-going welfare reforms have also meant an increasing pressure on affordable housing, which may be one of the reasons for a small but significant proportion of households living in overcrowded accommodation, especially in some parts of the borough where as many as one in five houses are overcrowded.

In addition, 12% of Ealing households are fuel poor and as many as 39% of private homes do not meet the Decent Homes standard. House prices went up by 9% in the borough in 2013 as compared to the previous year. It is estimated that nearly nine in ten newly forming households cannot now afford to buy a home in the borough, and more than eight in ten of them cannot even afford to rent in the private market.

While a large majority of residents feel safe in the borough, both during the day and at night, crime is one of the key concerns in our residents' survey. This is despite crime falling to a historic low in the borough.

In terms of health, while Ealing is better than the national average on many counts, there remain some key challenges to tackle, for example around childhood obesity, alcohol misuse, new cases of tuberculosis, and health inequalities in the borough. Ealing has the 5th highest alcohol related hospital admissions rate in London, and there is a 6.2 years gap between the life expectancy of males in the most and least deprived wards of the borough.

The economic downturn has created more challenges, leaving local public services supporting those most in need while at the same time seeking to deliver all public services increasingly effectively.

This Corporate Plan outlines how the council, working with partners, residents and local businesses, can best respond to the challenges we face to deliver our priorities whilst managing increasing demand for services and a rapidly expanding population. It shows the key projects that will occur over the coming year to deliver change locally and focus on the priorities of our residents, businesses and service users.

## Key strategies to deliver our priorities

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In determining what we will do to achieve our aspirations we have examined the key issues in Ealing and identified the factors that impact most on achievement of our priorities. We have also identified our key target groups. These are the people, communities, organisations and places that are either at the most risk or who have the capacity/resources to make a positive impact on the borough. From this analysis we have identified **four key strategies** that will deliver outcomes across all of our priorities:

- **Growth, employment and skills** – delivering a thriving local economy and enabling access to employment that pays a living wage
- **Health, wellbeing and Independence**, enabling healthy lifestyles, independent living and access to good quality healthcare
- **Housing quality, affordability and supply**, delivering decent and affordable homes
- **Place and Public Realm**, driving improvements to the quality of the wider environment we live in.

In order to achieve success, every part of our business and every aspect of our work will be guided by our core corporate values:

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

In order to deliver our ambitions in the current fiscal climate we will also need to change the way we work as an organisation. We will need to work more closely in partnership with our residents in the design and delivery of services, including supporting communities to help themselves. We will need to work at a regional level to make the most of the opportunities available to West London and to maximise the benefits to our residents. We need to work with business to encourage economic growth and to support our residents to access the employment opportunities as our economy grows. We also need to work with local and national agencies to redesign and commission services that deliver the best outcomes for local people.

The diagram overleaf sets out the relationship between our priorities, strategies, target groups, values and measures of success.

# Summary of Ealing Council's Corporate Plan 2014-18

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

**PROSPEROUS**

**HEALTHIER**

**SAFER**

**CLEANER**

**FAIRER**

**ACCESSIBLE**

**Key issues:**

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

**Key issues:**

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

**Key issues:**

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

**Key issues:**

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

**Key issues:**

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

**Key issues:**

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

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

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

**Key target groups:**

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

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

**Key target groups:**

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

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

**Key target groups:**

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

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

**Key target groups:**

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

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

Putting results for our residents first and above all else

Offering world class customer service

Securing value for money in everything we do

Working as One Council

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

# Priority 1

## A prosperous borough

Securing the benefits of economic growth for all our residents is a key priority for the Council and our partners. We have already attracted major investors to improve Ealing town centre including the redevelopment of the Arcadia Centre and the new Dickens Yard development. We will work closely with Land Securities to realise the Council's commitment to restoring a cinema to Ealing. We have now delivered over 30 schemes in our Shopping Parades investment programme.

We have taken the first steps to develop major sites at Southall Gasworks and Park Royal that will deliver economic benefits to Ealing residents. We intend to secure maximum benefit from the opportunities provided by Crossrail and HS2 to both improve transport infrastructure and drive economic growth.

As new jobs are created we will ensure that our young people are best placed to take advantage of these opportunities. We have already supported over 100 young people into work through the Council's flagship apprenticeship scheme and encouraged many employers to take on apprentices through our apprenticeship network. Our LGC award winning pre-employment Pathways programme has helped those furthest from the labour market towards employment.

High quality education is vital to prosperity and future well-being. Since 2010 the number of young people achieving 5 A\*-C at GCSE has continued to increase with 61% of students achieving this standard. Since 2010 we have delivered over 4,000 additional primary places at reception age and opened four new schools.

Increasing the number of affordable homes is also vital to support economic growth. The Council has already shown its commitment to delivering new homes by building the first new Council homes in over a decade. Over the next four years we are committed to delivering an additional 4,000 new homes including 1,500 affordable homes. We will also continue our programme of estate regeneration to our eight major estates.

### **Key issue: Creating the right conditions for economic growth**

We will:

- Attract and retain desirable businesses by making Ealing an exciting and dynamic residential and business location
- Maximise the employment and housing supply benefits of Crossrail and HS2 bringing forward substantial residential, retail and leisure development at Ealing Broadway, North Acton and Southall
- Seek to increase the number of firms paying a living wage
- Undertake a programme of public realm improvements to town centres, heritage sites, streets and parks.
- Continue the programme of town centre improvements and roll out the shopping parades investment scheme
- Ensure that Ealing town centre gets a cinema
- Establish Business Improvement Districts in West Ealing and Southall

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

We will:

- Enhance and capture for local people the employment opportunities provided by Heathrow Airport and along the Reading M4 /A40 growth corridor
- Develop the employment capacity of the Park Royal estate
- Drive the number of apprenticeships in the borough, and ensure our contractors create apprenticeships for local young people
- Provide targeted employment support for families living in poverty
- Break the cycle of benefit dependency in areas with high levels of intergenerational worklessness

## Priority 1 A prosperous borough continued

### **Key issue: Providing affordable, high quality and decent housing**

We will:

- Increase and diversify housing supply and in particular establish a supply of high quality market price rental housing by attracting larger institutional investors to the sector and creating a pipeline of genuinely affordable new housing for a range of income levels
- Promote a model of suburban densification to help meet increasing demand
- Reduce homelessness and dependency on temporary accommodation
- Continue to reform and improve the performance of the council's Housing services
- Make publically owned housing a tenure of choice for people on a range of incomes and give greater freedom and control to tenants
- Invest in renewal and diversification of our housing stock, transforming the image of municipal housing in the borough

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

We will:

- Give 0 to 5 year olds the best possible start in life
- Increase affordable childcare and offer employment support for parents living in poverty/with low incomes
- Meet the ongoing demand for school places, including Special Educational Needs provision
- Implement our School Improvement Plan to drive and support the ambition of Ealing schools to be amongst the best performers against our statistical neighbours.
- Ensure our pupils leave school with good qualifications and have access to highly rated Further Education qualifications or high quality apprenticeships regardless of the income of their parents

### **How we will measure success**

- Enabling creation of 500 apprentice posts across all sectors
- Supporting out of work residents to find work and gain work based training and accredited qualifications
- The number of firms in the borough that are living wage employers
- Building new homes including 1500 affordable homes and 500 new council homes
- Reductions in the number of households in Bed and Breakfast accommodation
- Improvements to tenants' satisfaction with estate management services
- Improvements to the speed and effectiveness of our planning department
- Increases in the numbers of pupils achieving 5 or more A\*-C grades at GCSE
- Reduction in the achievement gap between disadvantaged pupils and their peers
- Keeping the number of young people not in education, employment or training low
- Increase in the number of free nursery places
- Increase in schools ranked outstanding or good by Ofsted



Concerns about crime and anti-social behaviour regularly top the list of our residents' concerns. We will continue to work in close partnership with the police, probation and courts to continue the downward trend in crime. We will continue our programme of more CCTV, alley gating and street lighting in crime hotspots. We will also focus on those at most risk of offending and those at most risk of being a victim of crime. Over the last four years we have introduced an Integrated Offender Management Scheme to work with offenders on release from prison, commissioned a new domestic violence service and our work with young offenders has helped reduce serious youth violence by 5% in the past two years.

We will continue our crack down on anti-social behaviour. Over the last four years we have introduced controlled drinking zones across the borough and carried out operations in hotspot areas. We have expanded our noise service to cover additional hours and weekends. We have carried out joint operations with HMRC and UK Borders Agency to identify and take action against landlords of illegal dwellings such as 'beds in sheds'.

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

We will:

- Identify crime hotspots and work with the Police to put in place measures to reduce crime including installing CCTV, alley gates and improved street lighting
- Work with developers to "design out crime" in new homes
- Work with the community and partners to reduce street drinking
- Protect and support vulnerable groups most at risk of being the victims of crime
- Combat gang and drug related offences particularly in economically disadvantaged areas
- Campaign to make it mandatory for food businesses to display food hygiene 'scores on doors' ratings
- Lobby for tighter controls on betting shops and off licences

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

We will:

- Break the cycle of offending by supporting young offenders into education, employment or training

#### **Key issue: Improving the quality of private rented housing**

We will:

- Engage with landlords and regulate the private rented sector effectively
- Identify illegal and dangerous dwellings and take firm enforcement action against non-compliant landlords
- Reduce overcrowding in the private rented sector
- Use our powers to bring empty properties back into use

#### **Key issue: Safeguarding vulnerable children and adults**

We will:

- Continue to improve our multi-agency approach to safeguarding vulnerable children and adults

#### **How we will measure success**

- Reductions in crime, focusing on reductions in violent crime, burglaries, theft from a person and motor vehicle crime
- Increases in the numbers of young offenders in education, employment or training
- Reductions in the number of first time entrants into the youth justice system
- Reductions in the numbers of people killed or seriously injured in road traffic accidents
- Improvements to the timeliness of Children and Family assessments, reviews of child protection and looked after children cases

## Priority 3

### A healthier borough

We are committed to ensuring our residents continue to have high quality healthcare services. We have campaigned against the closure of A&E services in Ealing and we will continue our campaign to ensure that local hospitals are not downgraded and a range of new out-of-hospital services are developed.

We will continue to develop our strong working relationship with Ealing's CCG to integrate services, undertake joint commissioning and deliver the priorities set out in the Health and Wellbeing Strategy. For example, we have already assisted over 7,600 people to stop smoking since 2010.

The transfer of Public Health to local government provides a major new opportunity to align the public health agenda alongside the range of Council services. We recognise the need to address the wider determinants of health such as good housing, jobs and education, in our planning and delivery. We will prioritise early years support and access to high quality education that leads to employment, as we know that these have major health benefits. We will continue to encourage and increase cycling in the borough in order to maximise the health benefits to our residents. Access to high quality sports and leisure facilities will continue to be a priority. We have already opened new leisure centres in Acton and Southall, undertaken the restoration of Walpole Park and begun the process to refurbish Gunnersbury and Pitshanger Manor Parks. We are excited to be leading a multi-million pound project that will completely restore Pitshanger Manor.

We will continue to work closely with the CCG and NHS to improve and integrate services for older residents. Our integrated care pioneer is operational across the borough with joint care planning in place between GPs and Council staff for all residents over 75 and diabetics at risk of hospital admission. We will continue to increase the number of people on personalised budgets which has already been extended to 70% of service users.

We recognise that early years are the key to future health and wellbeing which is why we have protected our Children's Centres despite significant funding cuts overall. Our Children's Integrated Response Service launched in 2012 is based on the principles of early and effective multi-agency intervention. We will continue to build on the work of our successful Think Family Plus programme that works with families with complex needs.

#### **Key issue: Early intervention and prevention**

We will:

- Work with partners and other agencies to identify children at risk early on and prevent problems escalating
- Transform the efficiency and effectiveness of services for vulnerable children, families and older people by successfully implementing the Children and Families Act and Care Act
- Use our public health, leisure and parks resources to make a significant positive impact on the health of the population
- Deliver major improvements to our parks and leisure facilities including the refurbishment of Gurnell Leisure Centre and building another skate park
- Reduce childhood obesity
- Reduce substance abuse
- Help more people to stop smoking

## Priority 3 **A healthier borough** continued

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

We will:

- Work with the CCG to integrate health and social care
- Increase the proportion of residents with a personal care budget
- Make Ealing a “dementia-friendly” borough
- Deliver effective community based services to help keep people independent and out of hospital
- Support carers, for example by providing a carers’ parking permit
- Continue to provide Disabled Facilities Grants to help vulnerable people stay independent in their own homes

### **How we will measure success**

- Decrease the number of avoidable emergency hospital admissions
- Improvements to the efficiency of partnership working between health and social care professionals, to prevent delays from leaving hospital
- Keeping the proportion of people aged 65 and over admitted on a permanent basis to residential or nursing home care as low as possible
- Increased uptake of personalised care budgets
- Reductions in the proportion of residents who smoke
- Reduce the number of alcohol related hospital admissions
- Increase in the number of green flag parks
- Improvements to the health of children and young people, in particular reductions in the prevalence of child obesity and tooth decay in young people

## Priority 4

### A cleaner borough

Making the  
borough

CLEANER

Having recently achieved our highest ever recycling levels we now have an ambitious programme to increase recycling levels to 50% by 2018. This year we launched our recycling rewards scheme that offers incentives to residents, community groups and schools to recycle. Our partnership with other West London boroughs will significantly reduce the amount of waste that goes to landfill.

We will continue to improve our roads and pavements, building on the major investment we have already made over the last four years. We also want improve air quality and to use our powers to reduce air pollution, particularly in hotspot areas.

Engaging and supporting residents who want to make a difference to their neighbourhoods is also a priority for us. Our commitment is backed up by resources and we have allocated £2.75 million over the past 3 years on ward projects agreed by local residents. We also have an active network of street champions working with us on environmental issues.

#### **Key issue: Quality and cleanliness of the public realm**

We will:

- Achieve a consistently high level of clean streets across the borough

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

We will:

- Encourage and support sustainable behaviour e.g. recycling rewards
- Engage and involve residents in neighbourhood projects to generate pride in our borough
- Help people on limited incomes reduce their energy use
- Ensure our waste contractor commits 2,500 hours to community projects

#### **How we will measure success**

- Increases in recycling rates to 50% by 2018
- Improvements to the cleanliness of our streets – focusing on litter, detritus, graffiti and fly tipping
- Reductions in the level of CO2 emissions from Council buildings

# Priority 5

## A fairer borough

We have worked hard not to increase the financial burden on residents and there has been no increase in Council Tax over the past six years. Despite a significant reduction in resources we have been able to protect key frontline services. We have done this by taking out a third of management jobs, jointly procuring services with other local authorities, ensuring we collect all the income due to the Council and cracking down on fraud. We will use our involvement in the Community Budget programme to look at ways of improving outcomes for our residents and securing better value for money across the West London region. As a result of this work we are committed to freezing Council Tax again in 2015/16.

As an employer the Council seeks to treat its employees fairly. We pay the London Living Wage and we are using our influence to encourage other local employers to follow our lead. We have proactively sought out families affected by central Government's welfare reforms to offer advice and also support into employment where possible.

Despite a major reduction in resources we have continued to improve customer service. We are answering the phones faster, offering new contact channels and automated services and residents tell us that our staff are polite, friendly and helpful. We intend to continue these improvements that have resulted in increased customer satisfaction and value for money scores.

### **Key issue: Delivering world class customer service**

We will:

- Improve the customer experience and continue to shift customers to cost effective channels supported by creative use of technology
- Drive a better understanding of our communities and customers to deliver services that are appropriate to their needs
- Design services and policies that are integrated around the customer
- Be open, transparent and accountable about our performance

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

We will:

- Maximise collectable income and reduce tax evasion and fraud
- Focus use and management of our property and assets to achieve our top strategic objectives
- Attract inward investment and external funding to help deliver our key objectives
- Support our workforce to be more entrepreneurial and agile (e.g. by cutting bureaucracy and enabling flexible working)
- Focus our strategy and resources on target groups, and approaches based on the principles of early intervention, prevention and enabling independence
- Proactively work with residents affected by Welfare Reform changes to find sustainable housing and employment solutions

### **How we will measure success**

- Increases in the proportion of residents who engage with the council online
- Improvements in collection rates for all money the council is owed
- Reductions in the amount of rent lost through council properties remaining empty
- Improvements in the time taken to process new claims and changes of circumstances for Housing Benefit and Council Tax Support
- More invoices paid on time by the council
- Prompt and effective response to complaints

## Priority 6

### An accessible borough

Continuing to improve Ealing's excellent transport infrastructure is critical to the borough's future economic success. However, we recognise that there is a balance to be struck between different road users and ensuring the safety of pedestrians. Over the last four years we have delivered schemes in Southall, Acton, Ealing Broadway, Hanwell and West Ealing that both improve traffic flow and achieve a better balance between different road users. This is helping to improve road safety and since 2009 the number of people killed or seriously injured on Ealing's roads has reduced by 30%.

We also want to continue our plans to make it easier and safer to cycle in the borough. We have already delivered the popular cycle hub at Ealing Broadway station and we have secured major investment in our Mini-Holland proposals to improve cycle infrastructure particularly around Ealing town centre and along the Uxbridge Road.

We will continue our efforts to get the best quality Crossrail stations for the borough. The improvements to Southall Broadway and Ealing Broadway Interchanges directly support our town centre upgrade programmes. We have already worked closely with Crossrail to secure major improvements to the design of Ealing Broadway station including step free access to the street and a ticket hall twice the size of the current one.

#### **Key issue: Deliver a sustainable and effective transport infrastructure**

We will:

- Make it easier and safer to walk and cycle in the borough including a cycle hub for North Acton
- Provide a better interchange at north Acton/Old Oak Common
- Work with TfL, Crossrail and Network Rail to improve our stations, making them more accessible and with services throughout the week, including Ealing Broadway, Southall, Hanwell, Northolt, Greenford, Acton Mainline, West Ealing and Perivale
- Seek to minimise the impact of HS2 and maximise the benefits for Ealing residents
- Invest in improvements to our roads and footways

#### **Key issue: Improve the parking service**

We will:

- Make it easier to park in the borough including improved online and telephony access to parking services
- End paper parking permits
- Improve the accuracy of parking tickets issued

#### **How we will measure success**

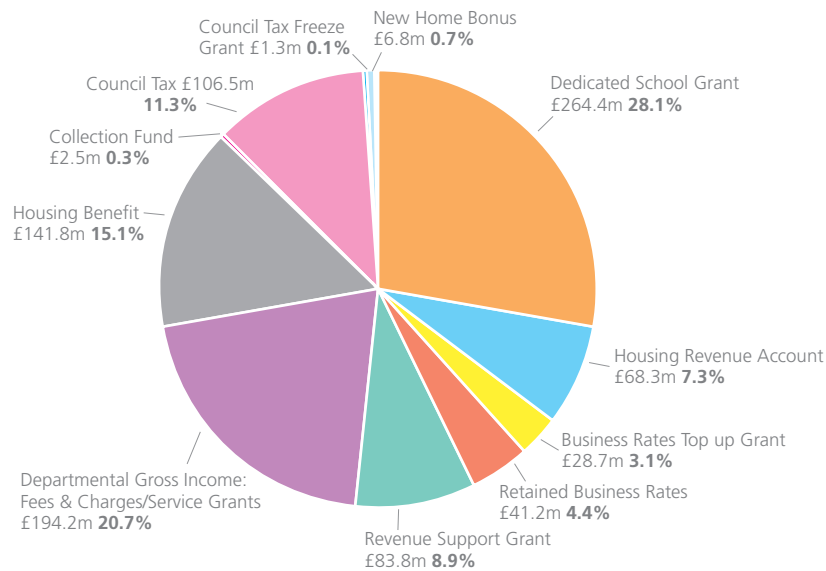
- Maintenance of our roads to a good standard
- Increase the proportion of trips made by bike rather than by car
- Decreases in the number of wrongly issued parking tickets

# Resourcing our delivery

2014/15 is the fourth financial year since the 2010 Government Spending Review which has seen significant funding reductions to Government funding for local authorities as part of the Government's deficit-reduction programme. In addition to reductions in central Government funding we have to pay for additional costs outside our control such as inflation on contracts and the increasing costs of waste disposal. Changes in the borough's population also mean that more people need Council services.

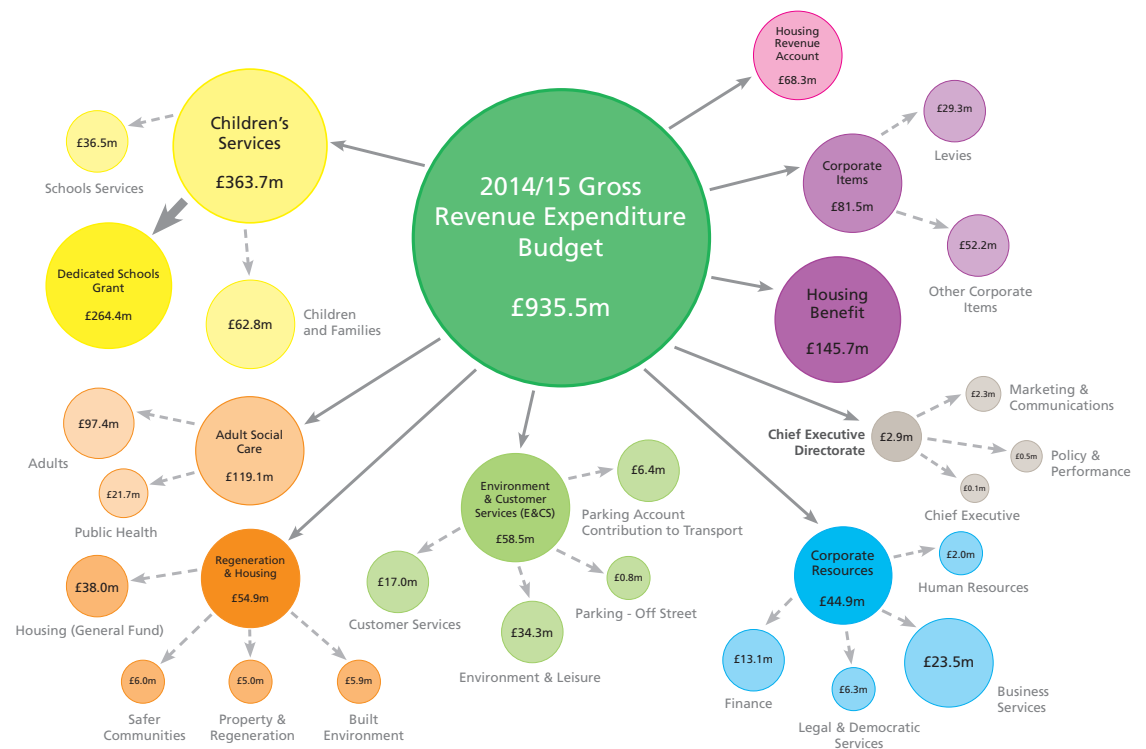
Ealing's plans for the future are underpinned by strong financial management. The Council has a sound financial standing and resilience in challenging times which allows the Council to not only meet current needs but respond to future challenges. The Council's revenue budgets are separated into the General Fund, the Schools budget, funded through a Dedicated Schools Grant, and the Housing Revenue Account. Most of the Council's activities are funded from the General Fund which has a net budget of £262.7m in 2014/15. The Council's gross expenditure is close to £1 billion including schools and the Housing Revenue Account. The charts below show the composition of funding and a summary of where this budget is spent

## Funding of the Gross Budget of £939.5m



Please note that the Dedicated Schools and Housing Benefit Grants are passported directly to those services and that the Housing Revenue Account is a ring fenced account separate from the General Fund.

## 2014-15 Gross Revenue Expenditure Budget



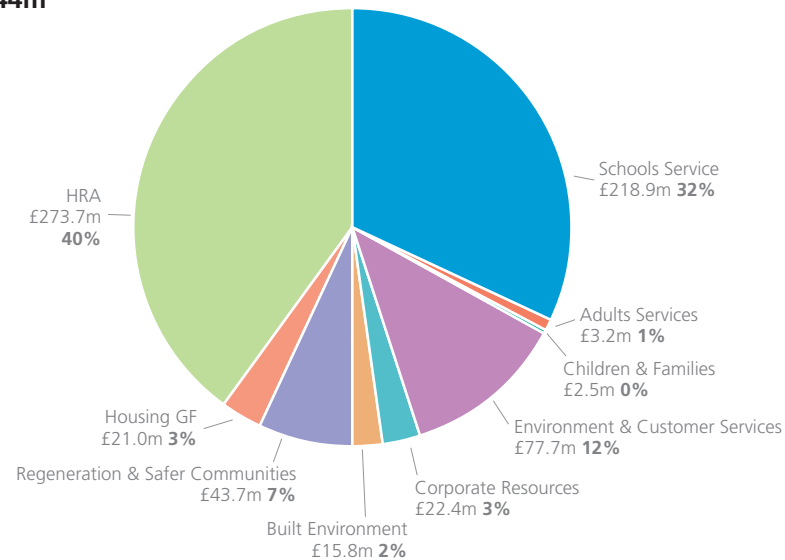
## Resourcing our delivery continued

The council has a three year financial strategy setting out how the Council intends to balance the books over the next three years and where we expect to have to find additional budget savings in total of around £90m to £95m.

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

The chart below shows the breakdown of the capital programme which spans five years.

**Ealing Capital Programme 2013/14-2017/18**  
**Total £678.344m**





# Appendix 1: Bookcase of major strategies (including review dates)

Corporate Plan 2014-2018						
Our Priorities	PROSPEROUS	HEALTHIER	SAFER	CLEANER	FAIRER	ACCESSIBLE
Key strategies	Growth, Employment and Skills	Housing Quality, Affordability and Supply	Health, Wellbeing and Independence	Place and Public Realm		
Major strategic plans	Employment and Skills Strategy (2014)	Private Sector Housing Strategy (2019)	Health and Wellbeing Strategy (2016)	Local Plan (2026)		Enabling strategies
	Child Poverty Strategy (2014)	Housing and Homelessness Strategy (2019)	Early Intervention and Prevention Strategy (2016)	Local Implementation Plan (2017)		JSNA (2014)
	SEN Strategy (2014)	Tenancy Strategy (2015)	Children and Young People's Plan (2014)	Arts and Cultural Strategy (2018)		ICT Strategy (2014)
		Property Strategy (2015)	Looked After Children and Care Leavers Strategy (2017)	Ealing Heritage Strategy (2015)		Workforce strategy (2014)
		Empty Property Strategy (2015)	Alcohol Strategy (2014)	Ealing Library Strategy (2014)		Community Strategy (2016)
		HRA Asset Management Strategy (2016)	Tobacco Control Strategy (2016)	Parks and Green Spaces Strategy (2017)		Procurement strategy (2016)
			Healthy Weights and Lives Strategy (2016)	Waste Collection Strategy (2013)		Property Strategy (2015)
			Carers Strategy (2018))	Energy Strategy (2018)		Equality and Diversity Policy (2014)
			Children's Centres Strategy (2015)	Sustainability Strategy (2015)		Medium Term Financial Strategy (2015)
			Domestic Violence Strategy (2016)	Urban Realm Strategy (TBC)		Capital Strategy (2015)
			Think Family Strategy (2016)			Customer Services Strategy (2014)
			Sport and Physical Activity Strategy (2018)			Resident Involvement Strategy (2016)
			Sports Facility Strategy (2021)			
			Sustainable Modes of Travel Strategy (2014)			
			Growing older, living bolder, living well strategy (2016)			

## Appendix 2: Measuring our progress

PI	Description	2014/15 Target
<b>A Prosperous Borough</b>		
NI 73	Achievement at Level 4 or above in Reading, Writing and Maths at key stage 2	78.00%
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	64.00%
NI 102a	Achievement gap between disadvantaged pupils and their peers achieving the expected level at Key Stage 2	10% pts
NI 102b	Achievement gap between disadvantaged pupils and their peers achieving the expected level at Key Stage 4	16% pts
NI 117	Percentage of 16-18 year olds not in education, employment or training	3.90%
NI 155	Number of affordable homes delivered (gross)	262
NI 156	Number of Households living in Temporary Accommodation	1719
NI 157c	Processing of planning applications within timescales - Other	92.00%
Local 14	Satisfaction of tenants with Estate Management	85%
Local 17	Satisfaction of tenants with quality of repair	92%
Local 23a	Number of out of work residents supported to gain work	230
Local 23c	Number of accredited qualifications achieved by out of work residents	268
Local 54	Number of Households in B&B accommodation (at end of period)	134

PI	Description	2014/15 Target
<b>A Safer Borough</b>		
Local 30	Number of Theft from Person	789
Local 36	Number of Robbery of Personal Property	747
Local 37	Number of Motor Vehicle Crime	3509
Local 38	Number of Violence with Injury	2100
Local 39	Serious Youth Violence (Reoffending)	10.0%
Local 48	Percentage of Ealing Children's Family Assessment (CFA) completed within 45 working days of commencement	68.00%
Local 57	Number of All Burglaries	3052
Local 58	Number of Criminal Damage	2300
NI 45	Young offenders engagement in suitable education, employment or training	95.50%
NI 62	Stability of placements of looked after children: number of moves	11.50%
NI 66	Looked after children cases which were reviewed within required timescales	99.00%
NI 67	Child protection cases which were reviewed within required timescales	100%
NI 111	First time entrants to the Youth Justice System aged 10-17 per 100,000	284

## Appendix 2: Measuring our progress

PI	Description	2014/15 Target
<b>A Healthier Borough</b>		
NI 123	Stopping smoking (Rate per 100,000)	727
NI 125	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	93%
NI 130	Number of Clients receiving self-directed support	75.00%
NI 131	Delayed transfers of care from hospitals (Per 100,000 population)	10.5
NI 131	Delayed Transfer of Care from Hospitals Per 100,000 population (Social Care Only)	3.20
Local 1	Admissions into permanent residential and nursing care - aged 65+ (per 100,000)	320.44
Local 2	Admissions into permanent residential and nursing care - aged 18-64 (per 100,000)	12.83
Local 7	Sickness Absence (Days)	8.50
Local 40	NHS Health Checks - Percentage of eligible people who have been offered an NHS Health Check during the year	20.00%
Local 41	NHS Health Checks - Percentage of eligible people that have received an NHS Health Check during the year	64.00%
Local 56	Successful completions of alcohol treatment as a proportion of all in treatment	43.00%
Local 59	Avoidable emergency admissions	2290.2

PI	Description	2014/15 Target
<b>A Cleaner Borough</b>		
Local 44	Percentage of Carbon Emission CO2 emission reduction from Council owned (non-domestic) building stock	3.00%
NI 192	Household waste sent for recycling and composting	45.00%
NI 195a	Improved Street and Environmental Cleanliness Litter	6.00%
NI 195b	Improved Street and Environmental Cleanliness Detritus	8.00%
NI 195c	Improved Street and Environmental Cleanliness Graffiti	3.00%
NI 195d	Improved Street and Environmental Cleanliness Flyposting	2.00%
Local 60a	Street Cleansing Performance (% of Grade A) First time	90%
Local 60b	Street Cleansing Performance (% of Grade A) Post Rectification	94%

PI	Description	2014/15 Target
<b>A Fairer Borough</b>		
Local 3	Telephone Average Waiting Times - Customer Services	30 sec
Local 4	Face to Face Average Waiting Times - Customer Services	12 min
Local 6	% of complaints responded to within published target	95.00%
Local 19	Percentage of periods rent loss through voids	1.40%
Local 22	Percentage of Invoices paid on time (30 days)	88.50%
Local 47	Rent collected from current tenants as a proportion of rent collectable (formerly BV 66a)	97.00%
Local 52	The average time (Days) taken to process new claims for Housing Benefit and Council Tax support	17.50
Local 53	The average time (Days) taken to process changes to Housing Benefit and Council Tax support	12.00

**Ealing Council**

Perceval House  
14/16 Uxbridge Road  
Ealing  
W5 2HL

[www.ealing.gov.uk](http://www.ealing.gov.uk)

**Report for: ACTION**

**Item Number: 7**

<b>Contains Confidential or Exempt Information</b>	<b>YES (Part)</b> Appendix 1 contains exempt information in accordance with paragraph 10.4 of the Access to Information Procedure Rules
<b>Title</b>	Gurnell Leisure Centre Redevelopment – Update Funding Strategy
<b>Responsible Officer(s)</b>	Keith Townsend – Executive Director Environment and Customer Services
<b>Author(s)</b>	Jonathan Kirby – Assistant Director Major Projects
<b>Portfolio(s)</b>	Councillor Bassam Mahfouz - Portfolio Holder of Transport, Environment and Leisure,
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	17 <sup>th</sup> May 2016
<b>Implementation Date if Not Called In</b>	31 <sup>st</sup> May 2016
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Gurnell, Leisure, Housing, Planning, Regeneration

**Purpose of Report:**

Cabinet took the decision in March 2015 to work with Willmott Dixon, via the SCAPE framework, to consider the feasibility of the long term replacement of Gurnell Leisure Centre. The replacement of Gurnell Leisure Centre will be funded via enabling residential development on the site, with the aim of the scheme being cost neutral to the council, whilst adding to the housing provision in the borough. Subsequent reports have been taken through cabinet in July and November 2015, updating on the design and legal aspects of the scheme respectively.

The Scheme design and appraisals have been progressing over the past 12 months, including consultation and site investigations. The objective of the scheme is to be cost neutral to the council as a result of funds generated for the new leisure via enabling development on the Gurnell Site. A number of risks were identified at the beginning of the project, which as a result of further design work and planning consultation now require a mitigation plan and funding strategy to be put in place, as the Gurnell enabling development alone will not meet the full cost of the leisure facility.

This report outlines the Funding Strategy for the scheme and seeks to approve this funding strategy so that the project can progress within the desired project timeframes and not incur undue delay and therefore cost with regards to significant repairs to the existing building fabric, lost revenue income and capital construction cost increase

## **1. Recommendations**

### **It is recommended that Cabinet**

- 1.1. Notes the financial modelling, within the report, in relation to the estimated cost for the redevelopment of Gurnell leisure centre as summarised in table 1.3
- 1.2. Note the funding strategy, outlined in table 1.3 for the replacement of Gurnell Leisure Centre, including the assumptions behind the modelling, which that are outlined in section 2
- 1.3. Notes that the enabling development contribution, from the Gurnell site, is subject to a planning application for which the implications, once determined, will be reported back to cabinet, as part of future Gurnell Leisure Centre updates
- 1.4. Agree in principle that £12.500m will be sought to be funded from mainstream borrowing through the 2017-18 budget process.

## **2. Reason for Decision and Options Considered**

- 2.1. Gurnell Leisure Centre was built in the early 1980s as is nearing the end of its operational life, with a typical operational range for a building of this nature being up to 30 years. The building is experiencing deterioration of the main building fabric and plant, which will require significant investment over the next 5 years. It should be noted that any capital investment not covered by the current Facilities Management arrangements remains the responsibility of the council under the Leisure Operational contract. Therefore there is a residual risk to the council for major works required to the site, under the contractual arrangements , such as roof repairs, currently estimated at up to £1.000m
- 2.2. Gurnell Leisure Centre, once transferred to SLM in 2018, contributes significantly to the Medium Term Financial Strategy (MTFS) via the removal of subsidy for leisure provision in the borough. A refurbished facility would provide the opportunity to offer further contributions to the MTFS, via a high performing commercial focused facility mix, offering a high quality customer experience.
- 2.3. Gurnell Leisure Centre facilitates the largest 'learn to swim' school in London, with over 3,300 members; a membership base significantly larger than the London Aquatic Centre; and is a major foundation for the future provision of a surplus generating leisure portfolio for the borough. Gurnell Leisure Centre has the opportunity to be a regionally significant facility, given it offers a 50m pool, for which there is a limited provision in London and is currently home to Ealing Swimming Club, the largest swimming club in the country with over 1,650 members

- 2.4. Faced with the above risk of an aging building, revenue generating demands, as part of current contractual arrangements and the very high number of users, officers explored a range of options for the replacement of Gurnell Leisure Centre, which did not simply require the council to replace Gurnell Leisure centre at solely its own direct cost, given the current financial challenges facing local authorities
- 2.5. The outcome of reviewing this range of options resulted in a report being taken to Cabinet in March 2015 to proceed with a Regeneration project via the SCAPE framework, with Willmott Dixon, and that the facility would include a 50m pool provision.
- 2.6. The SCAPE framework is a national framework that may be accessed by all local authorities. Willmott Dixon is the sole provider under this framework for “major projects” such as the reprovision of the Gurnell Leisure Centre. In this way, Willmott Dixon has been pre-procured on behalf of the Council and therefore there is no requirement to run a formal procurement exercise in order to secure Willmott Dixon as the fit out contractor.
- 2.7. The reasons for using the SCAPE framework, as indicated in the March 2015 report; the SCAPE framework does offer value for money to local authorities. Public sector organisations have the ability to re-provide public assets through SCAPE, cross-funded by residential development. SCAPE is an OJEU and Public Contract Regulation compliant framework, where Willmott Dixon scored the highest overall for cost and quality for the major works framework. SCAPE enables local authorities and the public sector to deliver new facilities, such as schools, leisure centres, town halls, libraries and other uses, in a transparent manner that adheres to best value criteria. SCAPE has been proven to save local authorities time and money, with a current average of 14p for every £1 spent saved across all projects through procurement, supply chain and early risk reduction savings. A recent example of this method is Westminster Council, for the redevelopment of Moberly Sports & Education Centre & Jubilee Sports Centre.
- 2.8. The facility mix for the leisure centre in March 2015, was based upon both income generating facilities and sporting facilities, such as a sports hall which are largely subsidised within a standard facility business model.
- 2.9. Officers have reviewed the facility mix in conjunction with the design development and business modelling since March 2015. As a result, facilities such as the Sports hall have been removed, whilst increasing the income generating areas of the facility, such as the Gym, Studios, Soft Play and flexible water space. This has allowed officers to maximise the income generating potential of the facility significantly beyond the current MTFs modelling for Leisure; which was of 2018 goes subsidy free for the borough, as part of the Tri-Borough Leisure Contract.

2.10. The confidential financial summary contained within the March 2015 report, highlighted a range of Enabling Development to meet the full cost of the leisure centre. For the purpose of illustration, it was prudent to take a mid-range, at the time of the March 2015 cabinet report, which showed the construction costs will not be met entirely by enabling development alone and indicated a circa £13.000m contribution from the council, which represented 39% of the development cost of the new leisure centre.

**Table 1.1. March 2015 Cabinet Report Financial Table**

<b>Item</b>	<b>Cost £,000m</b>	<b>Enabling Funding £,000m</b>	<b>Comment</b>
Leisure Centre	30.000	-	Assume £30m scheme following design revision, review of materials etc
450 Housing Units at 30% affordable	-	20.000	450 units and a 30% affordable has been used for the purpose of illustration as this represents a mid-range from appendix 1 housing options table. Represents 61% of total replacement cost.
Client design contingency for abnormal and unknowns at 10%	3.000	-	This will be in addition to the project contingency already built into the estimated leisure centre cost, given the early stage of design and exclusion of abnormal and unknowns
Sub Total	33.000	20.000	
Difference	13.000		Council contribution of 39% of total redevelopment costs to provide a flag ship leisure centre

2.11. The July 2015 report highlighted that as a result of the further design work, which took place on the design and layout of the residential elements, a review of the number and mix of units and an updated financial appraisal; the scheme could be self-financing and therefore cost neutral to the council. This of course required a testing of these assumptions, pre-planning consultation with the council and the GLA will be required, and additional design work. This showed that the objective of maximising the land receipt, a core objective within the March 2015 report was paramount in the minds of all parties, and remains the case.

2.12. The July 2015 report stated that this assessment was subject to the further design work, planning approval etc. Therefore a request to Cabinet in July 2015 was approved to underwrite Project costs of £1.340m. This underwriting of Project costs, will be up until the point of entering into the construction contract and agreement for lease and would allow the scheme to develop, so that the project risks could be worked through.



**Table 1.2. July 2015 Cabinet Report Financial Table**

Item	Cost £,000m	Enabling Funding Contribution £,000m	Potential Operator Contribution £,000m	Comment
Leisure Centre	30.000	-		Assume £30m scheme following design revision, review of materials etc
500 Private Rental Scheme Units (PRS)	-	30.000		
Client design contingency for abnormal and unknowns, including fit out at 10%	3.000		3.000	This will be in addition to the project contingency already built into the estimated leisure centre cost and discussion have been taking place with the future operator of the site with regards to this level of investment.
Sub Total	33.000	30.000	3.000	

2.13. The core project risks that have been consistently highlighted throughout the project relate to:

- *Planning – Gurnell Leisure Centre is located within the Floodplain and the MOL.*
- *Capital costs increasing – Current Inflationary predictions and tendered rates in London*
- *Enabling development contribution – for example if a mid-range scenario is achieved, as shown in the March 2015 report, then the council may be required to contribute £13.000m to the scheme, if the original brief is to be delivered*
- *Stakeholder Management – Failure to engage and keep customers up to date, Ealing Swim Club and other core user groups*
- *Termination of the existing Operational Contract*

2.14. Following further consultation with the planning department on the proposed residential scheme, it is felt that a deliverability of the 500 plus units is of high risk. Therefore a scaling back on the residential units would be prudent in the overall delivery of the scheme. This does require further consultation and testing with the GLA as part of a formal pre-planning consultation

- 2.15. As highlighted above, a number of reports have been taken through cabinet, at each key stage of the project. The enabling development on the Gurnell site is being maximised so that we are able to generate the largest capital receipt possible, to meet the cost of the leisure centre. This has been reflected in the cabinet reports to date and also the Agreement for Lease (AFL); which cabinet have approved and delegated authority to sign, was given the Executive Director of Environment and Customer Services. The AFL should be ready in the next 4 weeks.
- 2.16. However, to ensure that the best possible deal could be negotiated on behalf of the council, and to maximise the level of enabling development contribution from the residential development; the AFL does not include any contribution from the council, beyond the Gurnell enabling development. This was to drive the best deal, based upon external legal advice. There are however provisions within the agreement, for the council make a contribution should we wish.
- 2.17. From a commercial perspective, and to release Willmott Dixons contribution towards the planning application, which would be well in excess of the council's £1.340m contribution, which was approved by cabinet in July 2015; they need to have confidence that a deal is likely to proceed, otherwise we are likely to incur a time delay in the programme.
- 2.18. Work over the past year to maximise the enabling development contribution from the Gurnell site, has now progressed significantly, and it is indicated there will be a shortfall in the funding generated by the enabling development; which means the council can walk away from the deal.
- 2.19. The further detailed design work has indicated an increase in capital costs, partly due to higher inflationary costs, but largely due to the site conditions and constraints of it being in the MOL and Floodplain. Items such as an underground car park, up to £7.000m capital premium in the cost plan, is essential so there is no net loss of MOL. This is one example of the challenging site issues that the team are currently working through. These costs are included within table 1.3

**Table 1.3 Revised Gurnell Funding Strategy**

<b>Item</b>	<b>Cost £,000m</b>	<b>Enabling Funding Contribution £,000m</b>	<b>Comments</b>
Leisure Centre	36.700	-	This includes an inflationary allowance, in addition to the capital cost plan in Appendix 1
Client contingency – council costs	1.000	-	
Gurnell 450 Private Rental Scheme Units (PRS) and Private sale	-	25.200	Reduced residential scheme from 551 units
2017 – 18 Mainstream Funding	-	12.500	
<b>Sub Total</b>	<b>37.700</b>	<b>37.700</b>	

2.20. The leisure centre costs have increased by £4.7m from the original March 2015 and July 2015 cabinet reports. This is largely attributable to inflationary increases, £2.600m, design mitigations in response to detailed site investigations, which totals a further £1.600m, based upon the detailed cost plan in appendix 1. The remaining balance is made up of replacement costs for the outdoor facilities, such as BMX, playground and Skate Park; now these are confirmed as not being retainable in their current location for all 3 elements

2.21. Therefore, officers are recommending that a provision is made of £12.500m, so that the project can proceed on the current programme and not incur significant inflationary costs on both sides of the project, housing and leisure centre construction, as well as increasing temporary repair costs. For example a 6 month delay in programme, would increase the capital cost on the leisure centre by circa £1.5m, not taking into account any reduction in the land sale value, as a result of Willmott Dixons increased housing construction costs.

2.22. Officers are committed to driving the capital construction costs as part of the design solutions, to ensure value for money whilst protecting a high quality public facility. There will also be a further detailed assessment of the Gurnell site residential appraisal to look to generate the optimal mix of units to generate the largest capital receipt for the lowest quantum of development.

### **3. Key implications**

- 3.1. The financial modelling shows that the proposed enabling development at the Gurnell site alone, will not meet the full costs of replacing the leisure facilities even with an enabling scheme of over 500 units, which is high risk in deliverability terms. Therefore a Funding Strategy has been developed to allow the delivery of this Manifesto and Corporate Plan committee project.
- 3.2. The Funding Strategy highlights a mix of enabling development and Invest to Save funding, therefore requiring no mainstream capital contribution.
- 3.3. The replacement of Gurnell Leisure Centre would contribute significantly to the ability for the Leisure Contract to contribute to the Council's Medium Term Financial Strategy (MTFS) as well as the removal of subsidy for leisure provision in the borough. As well as providing an opportunity to significantly increase the income generating potential of the site beyond that already profiled within the MTFS.
- 3.4. The replacement of Gurnell Leisure centre, with a 50m pool and learner pool, would contribute significantly to the current demand and future provision for water space based upon future population projections.
- 3.5. The proposed enabling developments will provide additional housing provision, in accordance with the Council's Housing Policy objectives and presents an opportunity for 'new' innovative modes of delivery.
- 3.6. This project provides an excellent opportunity for joint working across the Council to meet a number of the Council's corporate objectives, but clearly there will need to be compromise on both elements to ensure deliverability.

## 4. Financial

4.1. The project is due to start on site in April 2017 with the closure and demolition of the current leisure centre. Based upon the Agreement for Lease (AFL) Be:Here (Willmott Dixon) will be responsible for the demolition and construction of the Shell and core of the new leisure facility. The fit out of the centre, will be delivered via the SCAPE framework, by Willmott Dixon Construction and paid for by the councils Funding Strategy.

The following table therefore highlights the councils contribution to the project over an estimated 2 year construction period

	Total £m	2016/17 £m	2017/18 £m	2018/19 £m
Council Project Cost underwriting	1.340	1.340	-	-
Councils Fit Out contribution	12.500	-	4.000	8.500

4.2. The council underwriting of Project costs, approved by cabinet, of up to £1.340m, is included within the £36.700m capital construction cost and therefore will be included in the land payment to the council, upon the AFL becoming unconditional.

4.3. As set out in the recommendations and throughout this report a request to approve use of mainstream funding will be fed through the 2017/18 budget process once further work has been undertaken to determine the final amounts required.

## 5. Legal

5.1. The Council has the power to dispose of property under section 123 of the Local Government 1972 Act in any manner it wishes. This is subject to an obligation to obtain the best consideration that can reasonably be obtained (except for leases of seven years or less) unless the Secretary of State's consent is obtained for the disposal. Where a disposal under section 123 consists of open space the Council must first advertise their intention to dispose and consider any objections prior to the proposed disposal

5.2. Any consultant or developer partner who provides services and/or works for the replacement of the leisure centre must be selected in accordance with EU procurement rules or framework rules and the Council's CPRs. WDCW have been selected from the Scape Framework for major works which has been procured in accordance with EU procurement rules and Willmott Dixon is the sole provider for this framework.

5.3. The project will be subject to a planning application and each planning application is assessed upon its merits against the planning policy

framework.

## **6. Value for money**

- 6.1. Any proposed enabling development will reduce the Council's contribution to the full refurbishment of Gurnell Leisure Centre, as these costs sit with the Council under the current contract, whether it is part refurbishment or full replacement of the facility.
- 6.2. The proposed replacement leisure facility would contribute significantly to the Council's overall leisure contract and enabling the removal of all subsidy from the Council's leisure provision, contributing to the MTFs and beyond.
- 6.3. The proposals would contribute to a number of council corporate objectives in relation to housing provision, potential for revenue contribution to the council from the housing provision, should this be the preferred and most viable route, as well as to wider health and wellbeing benefits from leisure and recreation.

## **7. Sustainability**

- 7.1. This project will look to maximise the core principles of BREEAM, and maximise the opportunities for sustainable technologies as part of the early design process.

## **8. Risk management**

- 8.1. The primary risks in relation to the project are;
  - Planning – Gurnell Leisure Centre is located within the Floodplain.
  - Capital costs and enabling development contribution – for example if a mid-range scenario is achieved, as shown in the March 2015 report, then the council may be required to contribute £13m to the scheme, if the original brief is to be delivered
  - Stakeholder Management – Failure to engage and keep customers up to date, Ealing Swim Club and other core user groups
  - Termination of the existing Operational Contract

## **9. Community safety**

- 9.1. None

## **10. Links to the 6 Priorities for the Borough**

10.1. The following priorities are applicable to this project

- prosperous
- healthier

## **11. Equalities and community cohesion**

11.1. A Initial EA screening form has been completed, which reflects that this is a replacement and enhancement of an existing facility

## **12. Staffing/workforce and accommodation implications:**

12.1. None

## **13. Property and assets**

13.1. The proposal will require the grant of a long lease to WD with a sub-lease back to the Council of the new leisure centre as outlined above.

## **14. Any other implications:**

14.1. None

## **15. Consultation**

15.1. A range of consultation has taken place:

- Dedicated webpage - Newsletters and Frequently Asked Questions documents (FAQ)
- Consultation with NGB, Operators and Ealing Swim Club
- Ward Forum Cleveland – March 2016
- Consultation events – April to June 2016

## 16. Timetable for implementation

Date	Activity
Feb - July 16	Design development and planning application worked up
April – June 16	Community Consultation programme, Web page, FAQ etc
Sept/Nov 2016	Planning application submitted
March 2017	Planning approval issued
April 2017	Indicative Facility closing Date
April 2017	Start on site
Dec 2018	Estimated 20 month construction and fit out (Leisure)
January to March 2019	Opening (Leisure)

## 17. Appendices

Appendix 1 - Capital construction cost estimate

## 18. Background Information

- Ealing Sports Facility Strategy 2012- 2021
- The Council's Private Rented Sector Housing Strategy 2014-2019
- March 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment
- July 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment Update
- November 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment – Legal Update



### Consultation

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent to consultee</b>	<b>Date final response received</b>	<b>Comments appear in paragraph:</b>
<b>Internal</b>				
Jackie Adams	Head of Legal (Property & Regulatory)	22/10/2015	28/10/2015	Throughout
Chris Bunting	Assistant Director Leisure	22/10/2015	28/10/2015	Throughout
Chuhr Nijjar	Senior Contracts Lawyer	22/10/2015	28/10/2015	Throughout
Jonathan Alsop	Finance	22/10/2015	28/10/2015	Throughout
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Key decision	NO
Report no.:	Report author and contact for queries: Jonathan Kirby – <a href="mailto:kirbyjo@ealing.gov.uk">kirbyjo@ealing.gov.uk</a> – Tel 020 8825 6099

# London Borough of Ealing



# Sports Facility Strategy

2012 to 2021

## CONTENTS

INTRODUCTION .....	3
METHODOLOGY .....	7
EALING OVERVIEW .....	9
ANALYSIS OF POTENTIAL FUTURE SPORTS PARTICIPATION IN EALING .....	19
STRATEGY AND POLICY REVIEW .....	26
SWIMMING POOLS .....	39
SPORTS HALLS.....	52
HEALTH AND FITNESS CENTRES .....	63
STUDIOS.....	68
INDOOR BOWLS .....	73
BOXING.....	76
CLIMBING .....	76
GYMNASTICS AND TRAMPOLINING.....	76
SQUASH.....	76
POTENTIAL INDOOR SPORTS FACILITY DEVELOPMENTS.....	77
OUTDOOR SPORTS PROVISION ASSESSMENT INTRODUCTION.....	79
CRICKET .....	81
FOOTBALL.....	86
RUGBY .....	92
GOLF .....	95
BOWLS & CROQUET .....	100
ATHLETICS .....	103
OUTDOOR TENNIS .....	107
ARTIFICIAL GRASS PITCHES .....	113
MULTI USE GAMES AREAS (MUGAs).....	119
GAELIC FOOTBALL.....	122
HOCKEY.....	122
WATERSPORTS.....	122
BOULES .....	122
DESIGNATION OF OUTDOOR SPORTS GROUNDS AND RECREATIONAL AREAS AS WELL AS FUTURE DEVELOPMENT PROPOSALS.....	127
PLANNING POLICIES AND STANDARDS.....	136
FUTURE PLANNING STANDARDS FOR INDOOR AND OUTDOOR FACILITIES.....	141

## INTRODUCTION

The London Borough of Ealing has worked in partnership with Sport England's Facilities Improvement Service to develop a comprehensive evidence base for indoor and outdoor sports facilities. The next stage involves applying that evidence base and the findings into a sports facilities strategy, which assesses the current and future need for the most popular indoor and outdoor sports facilities across Ealing.

This strategy has developed the evidence base into an assessment of future need for a range of indoor and outdoor sports facility types. It sets out the need, scale and location for facilities to meet the current rate and frequency of sports participation and considers how the projected changes in the Ealing population up to 2021, based on the Borough's own population projections, influences the projected need for sports facilities up to 2021 and beyond. The strategy also considers how the demand for the two main types of sports facility; sports halls and swimming pools, changes when considered against the aging of the Ealing resident core population from 2010 to 2021 and beyond.

Our vision is to:

"Improve the quality of life for people living, going to school or working in Ealing by increasing opportunities for people of all ages and abilities to take part in both informal and formal sport and physical activity in a range of places across the borough".

Our key aims for this strategy are to:

- Raise the profile of sport and physical activity and to promote an integrated approach to facility provision and through an annual action plan, establish the direction for projected facility developments and improvements throughout the period of the plan
- Ensuring an improved quality of life by improving access to sport and active recreation facilities in Ealing
- Develop an evidence base that provides a greater understanding of the current and future sports facility needs of Ealing residents, informing local policies and standards, safeguarding existing and future sports facilities, informing tariffs developed under the Community Infrastructure Levy and focussing future investment and decision making
- Ensure new sports facilities are built to meet recognised quality standards in the right location and are accessible at the right price
- Ensure new sports facilities built on school sites are available and accessible to the community at a reasonable price and with appropriate management systems in place
- Create the environment for key organisations to work effectively together to improve existing and develop new sports facilities in Ealing
- Bring additional resources into the borough to improve sports facilities and drive an increase in sport and physical activity participation
- Work with a range of partners including those in the voluntary and commercial sector to secure funding to refurbish existing and/or build new sports facilities that meet today's needs
- Make resources go further by working alongside others who share the same sport facility development goals

## **Sports participation**

Sports facilities do not exist in isolation and therefore it is important to place the need for facility provision in the context and understanding of the profile of sports participation across the Borough. The most authoritative source of data is the annual Sport England Active People survey of adult participation in sport, which commenced in 2006. The Active People Survey includes information on specific sports people take part in as well as why people do sport, whether they want to do more sport and the barriers to doing more sport.

Sport England analysed the Active People Survey data as well as the data gathered from Sport England's 'Satisfaction with the quality of the sporting experience' Survey, the Department of Culture, Media and Sport's Taking Part Survey and the Mosaic tool from Experian, to produce 19 market segments to help understand the nation's sporting behaviours and attitudes. A pen portrait of each segment has been developed to highlight specific characteristics of people who fall into each segment. These are necessarily interpretive rather than comprehensive descriptions.

The headline findings from the Active People survey for Ealing have been assessed to provide the profile of adult sports participation across Ealing – which age groups, males and females participate most, where are they located across the borough and how does the profile of the most dominate participant groups compare with the sports facilities they are most likely to use. All this is essential context for understanding the current and future need for sports facility provision.

## **Sports participation and sports facility provision in Ealing**

The provision of sports facilities is also required to achieve almost all sports development or sports participation objectives and therefore facility provision has to be considered in the context of the contribution it makes to changing and/ or increasing sports participation and widening access to sport.

In order to consider the facility needs and develop the facility strategy, Ealing Council has developed the following 5 priority themes in its Sport and Physical Activity Strategy 2013 – 2018:

1. More people more active on a regular basis, particularly low participants target groups as identified in this and other strategic documents
2. Improved awareness of the sport and active leisure opportunities available
3. Ensure future sustainability of sport and leisure in Ealing through sports and physical activity networks, involving sports clubs and other delivery organisations
4. Appropriate indoor and outdoor sport and recreation facilities in the right place and at the right price
5. Champion the wider benefits of sport and being active

## **Indoor sports provision assessment of need and spatial assessment**

Following on from the Ealing population and participation profile there is an extensive assessment of the supply and demand for swimming pools and sports halls. The strategy focuses on these two types of facility because swimming pools and sports halls account for around 70% of the formal participation in sports buildings and account for the largest investment by local authorities.

In addition to the Facility Planning Model, Sport England has developed other planning tools to assess the need for indoor and outdoor sports facilities, known as Active Places Power (APP). APP is not as extensive in its data and assessment capabilities as the facilities planning model, which has been applied to swimming pools and sports halls. However it is a robust, rigorous, locally based special assessment tool, which applies Ealing data.

APP has been applied to assess the need across Ealing for artificial grass pitches; all weather athletic tracks; Multi Use Games Areas (MUGA); bowling greens; golf courses; and netball courts facilities. It is an extensive analysis of need for these seven facility types, which applies a consistent methodology for each facility type to assess: supply and demand (quantity) and an accessibility assessment. The assessment identifies a projected future need for each facility type by scale and sets a planning standard based on the projected changes in population and demand up to 2021.

For some facility types the methodology also includes the application of Sport England's Sports Facilities Calculator (SFC) which assesses the projected demand for some facility types based on the projected new housing growth and the projected capital costs for the demand identified by housing growth and the participation it creates.

### **Outdoor sports facilities**

This section of the draft strategy is a review of the current outdoor sports facilities in Ealing. This is based on an assessment of the Council's existing Playing Fields and Outdoor Sports Assessment prepared in 2007, and takes into account comments previously made and in addition the use of various tools and other techniques not available at the time. This strategy also incorporates population projections and estimates for the borough for 2021, together with updated information (where available) on the supply of pitches, courts and greens and on existing teams in the borough.

### **Development planning policies and planning standards**

The information in this section covers swimming pools and sports halls and sets out some suggested planning policies for each facility type based on the supply and demand assessment and spatial analysis for each facility type up to 2021. This section also has a reasoned justification for the policies, which draws on the needs and evidence base.

The final section on swimming pools and sports halls sets out a suggested planning standard and level of developer contributions based on this standard. The reason for setting out such an extensive assessment for swimming pools and sports halls is because these two facility types account for around 70% of the formal participation in sports buildings and account for the biggest investment by local authorities.

### **Implementation, funding and delivery**

Ealing Council has outlined its proposals for future facility developments and associated timescales covering both indoor and outdoor facilities for both formal and informal use by individuals and groups of people. It is not possible at this stage to give details about how these schemes will be funded as this is an ever changing, dynamic issue which will vary with each facility improvement project and the funding sources available at the time.

**Review and monitoring**

This strategy has been produced to enable the development of sports facilities within the borough to be provided for in a planned and coordinated way that meets the needs of Ealing's population and satisfies areas of greatest demand.

It is proposed that a strategy steering group is established to review this strategy on an annual basis. The findings of this review will be reported to the Ealing CSPAN and to the Council. Each review will compare achievements against priorities, taking account of changes in circumstances and potential new opportunities. An annual review will allow any slippage to be recognised and priorities re-timetabled accordingly. The review will also provide an updated facility audit of indoor and outdoor facilities and this information will be fed into the Active Places database.

A comprehensive review of the strategy will need to be undertaken in 2014 to allow sufficient time for a subsequent strategy to be produced.

## METHODOLOGY

This strategy report has been undertaken using many of the strategic planning tools provided by Sport England, the tools listed below have been used in the creation of this draft strategy.

### **Active Places Power (APP)**

The Active Places Power website has been developed to provide a planning tool for sports facilities. It has been designed to assist in investment decisions across Government and to help local authorities carry out audits of their sports provision and develop local strategies. It will also help national governing bodies of sport in identifying and planning where they need to improve and invest in facilities for their participants. Active Places Power has a single database that holds information on sports facilities throughout England. It includes local authority leisure facilities, as well as commercial and club sites.

The site gives users enhanced capabilities for analysing the data on the system. These include standard reports, census data based thematics and a series of push-button analyses (based on the complex modelling functionality developed by the University of Edinburgh) designed to examine the catchments of existing and potential facilities. The site includes tools for detailed analysis, including thematic maps, reports, advanced queries and strategic planning tools, all of which have been utilised in this study

### **Sports Facilities Calculator (SFC)**

The SFC has been created by Sport England to help local authorities quantify how much additional demand for the key community sports facilities (swimming pools, sports halls and synthetic turf pitches), is generated by populations of new growth, development and regeneration areas. It is designed to be used to estimate the facility needs of discrete populations, such as sports hall and swimming pool created by a new community of a residential development.

Whilst the SFC can be used to estimate the swimming and sports hall needs for whole area populations, such as for a whole local authorities, there are dangers in how these figures are subsequently used at this level in matching it with current supply for strategic gap analysis. The SFC does not take account of:

- Facility location compared to demand
- Capacity and availability of facilities - opening hours
- Cross boundary movement of demand
- Travel networks and topography
- Attractiveness of facilities

For these reasons total demand figure generated by the SFC should not simply be compared with facilities within the same area. The SFC is therefore used in this study to give an overall indication of demand, but is only used in conjunction with other tools to assess the adequacy of existing provision, and highlight future needs.



### **Facilities Planning Model (FPM)**

The FPM is a computer model (developed and used on license from Edinburgh University), which helps to assess the strategic provision of community sports facilities. So far the work has concentrated on the major community sports facilities of sports halls, swimming pools and synthetic turf/artificial grass pitches. The outputs considered in this study are from Sport England's National Facilities Audit Dataset as of May 2010. The level of participation is estimated using national participation rates and applying them to the number of people who live in the local area.

The FPM has been developed as a means of:

- Assessing requirements for different types of community sports facilities on a local, regional or national scale
- Helping local authorities determine an adequate level of sports facility provision to meet their local needs
- Testing 'what if' scenarios in provision and changes in demand, this includes testing the impact of opening, relocating and closing facilities and the impact population changes would have on the needs of the sports facilities.

In its simplest form the model seeks to assess whether the capacity of existing facilities for a particular sport are capable of meeting local demand for that sport taking into account how far people are prepared to travel to a facility. In order to estimate the level of sports facility provision in an area, the model compares the number of facilities (supply), by the demand for that facility (demand) that the local population will produce.

The model uses census information at output area level to help establish the profile of the population, including, age, gender, access to cars and Indices of Multiple Deprivation scores. These are all used in the model to estimate the potential and nature of demand for sports facilities. The model uses the information on the road network (Integrated Transport Network) to estimate how people are prepared to travel. This spatial interaction between demand and supply is essential in helping to understand whether the current supply of sports facilities are in the right place to meet the potential demand within your local area.

An important feature of the FPM is that it is prescriptive and not predictive in that it does not provide precise estimates of the use of proposed facilities. Rather it prescribes an appropriate level of provision for any defined area in relation to demand and which reflects national expectations and policies. Because the demand parameters are based on achieved levels of participation Sport England believes this level of provision represents good practice rather than some unattainable ideal. In other words the levels of use/demand/throughput visits are what could be produced based on what has been observed has happened at existing facilities.

However, the FPM does not predict actual usage of facilities: this is determined by a range of factors, not least management and promotional policies, programming and the quality or attractiveness of the facility. Nonetheless, the FPM will generate broad estimates of potential throughput which may be useful when considering policy options.

Sport England's London wide Facility Planning Model analysis of swimming pools, sports hall and artificial grass pitch provision was commissioned for and used by the GLA as the evidence base for sport in the Mayor's London Plan.

## **EALING OVERVIEW**

Ealing is located where the Thames Valley meets metropolitan London between the West End and Heathrow Airport. Ealing is situated at the heart of six Greater London boroughs, collectively known as West London. It borders the Boroughs of Brent and Harrow in the north, the Borough of Hammersmith & Fulham in the east, Hounslow in the south and Hillingdon in the west.

Geographically, Ealing covers 55 square kilometres (over 21 square miles); 1.4% of the total land area of London. Ealing is the 11th largest London borough in area. There are 19 major open space areas in the borough - designated green belt or metropolitan open land areas - totalling 8.4 square kilometres of parks and green spaces; which is 15% of the total borough land. There are some ten miles of canals in the Borough as well as the rivers Brent and Crane and other smaller rivers and tributaries. There are also more than 30 designated conservation areas.

Ealing has seven distinct town centres, which developed from Saxon villages and settlements. Today these are known as: Ealing, Hanwell, Acton, Southall, Greenford, Perivale and Northolt.

Ealing is the third largest London borough in terms of its population and is one of the most ethnically diverse communities in the country. In 2010, local analysis confirmed that official demographic statistics underestimated Ealing's population and the figure agreed was estimated at 323,000. It was predicted that Ealing's population would grow to 337,600 by 2021 and 347,000 by 2026.

However, the recently released 2011 census data confirmed that Ealing's population is now 339,000, a level which exceeds the 2021 figure forecast in 2010. It must be noted that all the calculations in this strategy are based on the lower 2010 forecast figure which means that the increased population may produce a greater demand for facilities over and above those stated in the strategy. New homes are needed in Ealing to accommodate the borough's projected increases in population.

Ealing has a strong and dynamic economy and is the largest commercial borough in London with over 11,000 businesses and the third highest rate of VAT registrations in London. More than 138,900 people work in the borough, including 33,204 who commute from outside the borough.

Ealing boasts excellent transport links with London and the rest of the UK. Ealing has excellent accessibility to both the A4 and A40 corridors and is within 10 miles of Heathrow airport. Five Crossrail stations are planned for opening in 2017, providing increased capacity and faster journey times into London and to Heathrow airport. Outside these corridors, accessibility reduces particularly on north – south routes.

There will be significant change in Ealing over the next 16 years with major new opportunities and challenges that need to be planned for. The vision is to harness opportunities for growth and development and promote improvement in appropriate locations. These locations are primarily along the Uxbridge Road/Crossrail and the A40/Park Royal corridors.

## SPORTS PARTICIPATION IN EALING

The Active People Survey is a survey of adults aged 16+ living in England and measures data against a range of Key Performance Indicators (KPIs). The main purpose of the survey is to gather information on the type, duration and intensity of people's participation in sport and active recreation. In addition it also captures information on volunteering, sports club membership, receiving tuition from an instructor or coach, participation in competitive sport and satisfaction with local sports provision. Ipsos MORI has undertaken the Active People Survey for the last five years.

### Active People 6 survey results

Active People 6 headline statistics have just been published for the period ending October 2012. The table below shows that adult participation, measured as 3 x 30 minutes of physical activity a week, has increased slightly in Ealing, but is still lower than in 2005/06.

Adult participation in sport and active recreation (N18)

	APS1 (Oct 2005 - Oct 2006)		APS2/3 (Oct 2007 - Oct 2009)		APS4/5 (Oct 2009 - Oct 2011)		APS5/6 (Oct 2010 - Oct 2012)		Change between APS1 (Oct05-Oct 06) and APS5/6 (Oct10-Oct12)			
	%	Base	%	Base	%	Base	%	Base	Percentage point change	Range	Significant	
Brent	18.2%	1,008	18.3%	1,994	15.9%	1,494	17.1%	1,012	-1.1%	+/-	3.3%	No change
Ealing	21.2%	1,037	20.3%	1,526	17.5%	1,001	18.2%	1,012	-3.0%	+/-	3.4%	No change
H&F	25.4%	1,000	27.7%	992	27.4%	983	24.9%	988	-0.5%	+/-	3.8%	No change
Harrow	18.9%	999	15.3%	1,497	18.9%	993	19.2%	989	0.3%	+/-	3.5%	No change
Hillingdon	20.8%	1,030	20.4%	999	16.2%	995	18.0%	981	-2.8%	+/-	3.5%	No change
Hounslow	19.7%	992	16.5%	1,001	18.6%	1,505	21.0%	1,493	1.3%	+/-	3.2%	No change

The table below indicates that there are still significant differences in activity levels, when comparing men and women in Ealing with women's participation remaining lower than those of men, however, women's activity levels have risen over the last two years. Similarly, figures continue to reflect different participation rates between people from a white and non white ethnic background and between people with and without a limiting illness or long term disability. Participation rates also vary depending on an individual's socio economic classification, with those in the lowest category being the least active.

Adult participation in sport and active recreation (N18)

(alphabetical)	APS5/6 (October 2010 - October 2012)													
	Gender				Age Band						Limiting illness or disability			
	MALES		FEMALE		16 to 34		35 to 54		55 +		Yes		No	
	%	Base	%	Base	%	Base	%	Base	%	Base	%	Base	%	Base
Brent	20.1%	411	14.1%	601	24.4%	332	17.9%	360	6.3%	320	11.9%	134	17.7%	878
Ealing	20.2%	405	16.1%	607	21.4%	316	18.5%	382	13.0%	314	12.8%	130	18.8%	882
H&F	27.0%	383	22.8%	605	30.0%	304	24.3%	338	15.8%	346	18.3%	166	25.9%	822
Harrow	25.0%	417	13.7%	572	28.0%	269	15.7%	333	13.6%	387	6.0%	147	21.1%	842
Hillingdon	20.0%	373	16.1%	608	20.9%	235	20.2%	344	11.6%	402	6.3%	168	19.9%	813
Hounslow	27.4%	627	14.5%	866	29.4%	415	17.9%	549	12.2%	529	10.9%	247	22.6%	1,246

(alphabetical)	APS5/6 (October 2010 - October 2012)											
	ETHNIC GROUP				NS SEC							
	WHITE		NON WHITE		NS SEC1,1.1,1.2,2		NS SEC3 Intermediate		NS SEC4 Small		NS SEC5,6,7,8 Lower	
	%	Base	%	Base	%	Base	%	Base	%	Base	%	Base
Brent	18.2%	432	16.1%	580	21.8%	332	12.7%	82	16.0%	82	14.3%	291
Ealing	23.4%	601	13.0%	411	21.2%	390	23.1%	95	30.4%	74	10.2%	254
H&F	26.4%	725	21.2%	263	30.6%	413	14.4%	67	28.7%	74	18.0%	236
Harrow	23.6%	526	14.6%	463	21.9%	374	14.1%	89	19.7%	78	14.4%	234
Hillingdon	17.3%	732	19.4%	249	19.6%	378	15.5%	109	13.3%	58	19.9%	267
Hounslow	20.1%	972	22.3%	521	26.6%	523	19.0%	160	23.3%	84	13.7%	443

The following table shows the percentage of people in Ealing who do no physical activity and for those who are active, how many times they were active in the last 28 days prior to the survey. As you can see, 51.4% of people in Ealing stated they do no physical activity, whilst 30.5% indicated that they had been physically active 1 to 11 days, 8.6% between 12 and 19 days and 9.6% between 20 and 28 days.

#### Adult participation in sport and active recreation (NI8)

(alphabetical)	APS5/6 (October 2010 - October 2012)				
	Number of days participation in the last 28 days				
	None	1 to 11 days	12 to 19 days	20 to 28 days	Base
<b>Brent</b>	58.1%	24.9%	7.3%	9.7%	1,012
<b>Ealing</b>	51.4%	30.5%	8.6%	9.6%	1,012
<b>H&amp;F</b>	40.9%	34.2%	13.3%	11.6%	988
<b>Harrow</b>	50.5%	30.3%	10.1%	9.2%	989
<b>Hillingdon</b>	55.0%	27.0%	9.4%	8.6%	981
<b>Hounslow</b>	51.7%	27.3%	11.3%	9.7%	1,493

The table below shows the percentage of people who indicated that they had participated in physical activity once a week. This is Sport England's new sports participation indicator and will be used for the foreseeable future to measure changes in the nation's physical activity levels.

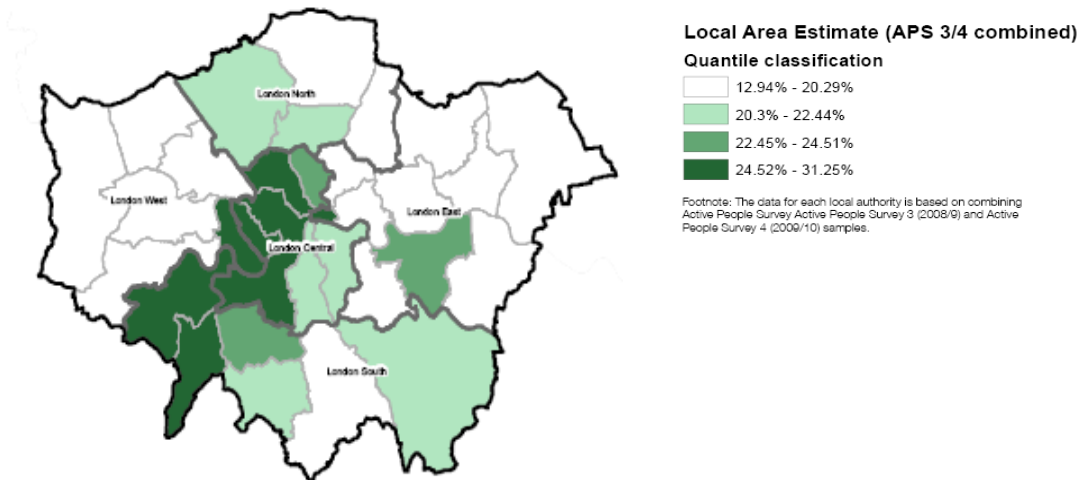
#### 1 session a week (at least 4 sessions of at least moderate intensity for at least 30 minutes in the previous 28 days)\*

Area name	APS1 (Oct 2005-Oct 2006)		APS2 (Oct 2007-Oct 2008)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct 2010)		APS5 (Oct 2010 - Oct 2011)		APS6 (Oct 2011 - Oct 2012)		
	%	Base	%	Base	%	Base	%	Base	%	Base	%	Base	Statistically significant change from APS 1
<b>Brent</b>	28.3%	1,015	31.9%	1,008	31.9%	1,018	32.4%	1,006	24.7%	507	31.2%	520	No change
<b>Ealing</b>	35.7%	1,047	36.2%	1,022	36.1%	517	32.5%	515	27.9%	502	37.1%	524	No change
<b>H&amp;F</b>	41.8%	1,009	41.6%	510	45.8%	501	43.4%	505	43.8%	500	44.5%	501	No change
<b>Harrow</b>	31.8%	1,006	29.0%	512	31.4%	1,007	33.1%	507	34.2%	500	33.6%	499	No change
<b>Hillingdon</b>	34.7%	1,034	34.9%	501	38.5%	512	32.7%	506	28.7%	499	32.2%	491	No change
<b>Hounslow</b>	33.1%	1,005	32.5%	503	35.6%	507	31.5%	527	34.1%	1,004	37.8%	516	No change
<b>London West</b>	34.00%	6116	34.20%	4056	36.20%	4062	33.80%	3566	31.40%	3512	35.70%	3051	No change
<b>LONDON</b>	35.0%	32,750	35.9%	18,737	36.7%	19,625	35.6%	17,977	35.4%	16,642	36.5%	16,365	Increase
<b>National</b>	34.2%	363,724	35.8%	191,324	35.7%	193,947	35.3%	188,354	34.8%	166,805	36.0%	163,420	Increase

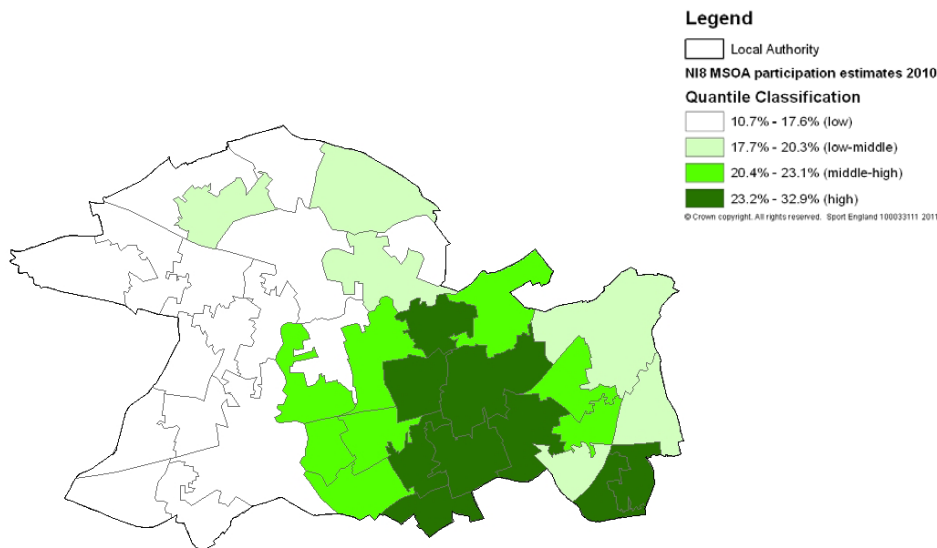
Sport England's 1x30 Indicator: The sports participation indicator measures the number of adults participating in at least 30 minutes of sport at moderate intensity at least once a week.

## Active People 1 to 5 detailed survey results

The map of London below, shows the percentage of the adult population (age 16 years and over) in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). Ealing has similar participation rates to the majority of West London boroughs and outlying north and east London boroughs.



The map below shows the spatial representation of the levels of sports participation across Ealing, measured by the number of adults participating in 3 x 30 minutes of moderate physical activity per week, based on APS3 and 4 estimates.



The combined Active People Survey 4 and 5 results show that Ealing's physical activity participation rate has decreased since 2005/06. The latest survey also indicates that the top 5 participation sports in Ealing defined as once per month regardless of duration or intensity are Gym, Swimming (defined as all pool based swimming), Cycling, Athletics and Football. In Ealing, 62.7% of adults wish to do more sport and swimming is the sport most people want to do.

The table below shows that participation rates are lower now than in 2005/06 in nearly all measured categories. There has been a slight increase in those people doing a little exercise (1-3 days during the last 4 weeks) and those doing 30 minutes exercise a week (4-7 days during the last 4 weeks). However, there has been an increase in the number of people doing no exercise (0 days during the last 4 weeks). Broadly speaking the figures show that men participate more often than women across every category, currently 62% of females in Ealing do no exercise, an increase of nearly 10% since 2005/06, compared to an increase of just over 1% in the male population.

**Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and gender**

Indicator	Year	Ealing			London			England		
		All	Male	Female	All	Male	Female	All	Male	Female
0 days / 0x30	2005/06	49.3%	46.3%	52.4%	49.1%	44.3%	53.8%	50.0%	45.1%	54.6%
	2009/11	53.6%	45.5%	62.0%	47.9%	40.9%	54.6%	48.2%	42.2%	54.0%
1-3 days	2005/06	10.1%	11.1%	9.1%	9.4%	10.1%	8.7%	8.8%	9.5%	8.1%
	2009/11	10.7%	13.2%	8.2%	9.8%	10.8%	8.9%	9.1%	9.9%	8.4%
4-7 days / 1x30	2005/06	10.7%	11.3%	10.2%	12.2%	13.3%	11.2%	12.0%	12.8%	11.3%
	2009/11	11.2%	12.8%	9.6%	13.1%	14.7%	11.6%	12.4%	13.5%	11.4%
8-11 days / 2x30	2005/06	8.7%	9.5%	7.9%	7.8%	8.3%	7.2%	8.0%	8.7%	7.3%
	2009/11	6.9%	6.8%	7.1%	9.0%	10.1%	7.9%	8.3%	9.3%	7.4%
12-19 days / 3x30	2005/06	10.5%	10.1%	11.0%	9.8%	11.0%	8.6%	9.6%	10.9%	8.4%
	2009/11	8.8%	9.2%	8.3%	10.2%	11.5%	9.0%	10.6%	12.1%	9.2%
12+ days / 3x30 - NI8	2005/06	21.1%	21.9%	20.3%	21.5%	23.9%	19.1%	21.3%	24.0%	18.7%
	2009/11	17.5%	21.8%	13.1%	20.2%	23.5%	16.9%	21.9%	25.2%	18.9%
20+ days / 5x30	2005/06	10.6%	11.9%	9.3%	11.7%	13.0%	10.5%	11.7%	13.1%	10.3%
	2009/11	8.8%	12.6%	*	9.9%	12.1%	7.9%	11.3%	13.1%	9.7%

Source: Active People Survey, Year: 2005/06 (APS1), 2009/11 (APS4/5) or 2010/11 (APS5) if LA sample is boosted, Measure: Adult participation

The table below shows the changes in participation rates by ethnicity since 2005/06. There has been a 6.1% increase in the percentage of the non-white population in Ealing doing no exercise, compared to a 0.1% increase in the white population. The figures show changes across all categories; however the most significant drop is in the non-white population 3 x 30 minutes per week measure where participation falls by 5.5%.

**Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and ethnicity**

Indicator	Year	Ealing			London			England		
		All	White	Non white	All	White	Non white	All	White	Non white
0 days / 0x30	2005/06	49.3%	47.4%	52.3%	49.1%	47.0%	55.0%	50.0%	49.6%	54.3%
	2009/11	53.6%	47.5%	58.4%	47.9%	44.4%	53.6%	48.2%	47.6%	51.8%
1-3 days	2005/06	10.1%	10.7%	9.1%	9.4%	9.4%	9.5%	8.8%	8.8%	9.0%
	2009/11	10.7%	10.6%	11.5%	9.8%	9.9%	9.7%	9.1%	9.1%	9.7%
4-7 days / 1x30	2005/06	10.7%	11.7%	9.1%	12.2%	12.6%	11.3%	12.0%	12.1%	11.2%
	2009/11	11.2%	12.4%	9.9%	13.1%	14.0%	11.7%	12.4%	12.5%	12.0%
8-11 days / 2x30	2005/06	8.7%	8.9%	8.3%	7.8%	8.3%	6.2%	8.0%	8.1%	6.8%
	2009/11	6.9%	6.8%	7.1%	9.0%	9.8%	7.8%	8.3%	8.4%	7.7%
12-19 days / 3x30	2005/06	10.5%	9.6%	12.1%	9.8%	10.2%	8.6%	9.6%	9.6%	9.0%
	2009/11	8.8%	11.3%	6.6%	10.2%	11.1%	8.7%	10.6%	10.8%	9.7%
12+ days / 3x30 - NI8	2005/06	21.1%	21.3%	21.2%	21.5%	22.7%	18.1%	21.3%	21.5%	18.7%
	2009/11	17.5%	22.7%	13.1%	20.2%	21.9%	17.2%	21.9%	22.4%	18.8%
20+ days / 5x30	2005/06	10.6%	11.7%	8.8%	11.7%	12.5%	9.4%	11.7%	11.9%	9.7%
	2009/11	8.8%	11.4%	6.5%	9.9%	10.8%	8.5%	11.3%	11.7%	9.1%

Source: Active People Survey, Year: 2005/06 (APS1), 2009/11 (APS4/5) or 2010/11 (APS5) if LA sample is boosted, Measure: Adult participation

The next table illustrates the difference in participation rates between those with and those without a limiting disability. Overall the figures show that those with a limiting disability take part in significantly less exercise than those without a limiting disability, currently 71.7% compared to 51.4%. The figures also show that more people in Ealing with a limiting disability are doing no exercise, an increase of 2.5%, compared to a rise of 4.7% amongst those people without a limiting disability. Please note, an asterisk appears in the following tables where the sample size is too small for a certain breakdown.

**Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and disability**

Indicator	Year	Ealing			London			England		
		All	Limiting disability	No limiting disability	All	Limiting disability	No limiting disability	All	Limiting disability	No limiting disability
0 days / 0x30	2005/06	49.3%	69.2%	46.7%	49.1%	76.1%	45.1%	50.0%	75.7%	45.1%
	2009/11	53.6%	71.7%	51.4%	47.9%	72.3%	44.3%	48.2%	73.0%	43.6%
1-3 days	2005/06	10.1%	*	10.4%	9.4%	4.8%	10.1%	8.8%	5.4%	9.4%
	2009/11	10.7%	*	11.3%	9.8%	6.2%	10.4%	9.1%	5.8%	9.7%
4-7 days / 1x30	2005/06	10.7%	*	11.8%	12.2%	6.4%	13.1%	12.0%	6.2%	13.1%
	2009/11	11.2%	*	11.2%	13.1%	7.3%	14.0%	12.4%	6.9%	13.4%
8-11 days / 2x30	2005/06	8.7%	*	8.6%	7.8%	3.5%	8.4%	8.0%	3.7%	8.7%
	2009/11	6.9%	*	7.7%	9.0%	4.7%	9.6%	8.3%	4.3%	9.1%
12-19 days / 3x30	2005/06	10.5%	*	11.5%	9.8%	3.9%	10.6%	9.6%	3.9%	10.6%
	2009/11	8.8%	*	9.1%	10.2%	3.9%	11.1%	10.6%	4.9%	11.6%
12+ days / 3x30 - NI8	2005/06	21.1%	*	22.4%	21.5%	9.2%	23.3%	21.3%	9.0%	23.6%
	2009/11	17.5%	*	18.5%	20.2%	9.4%	21.7%	21.9%	10.1%	24.1%
20+ days / 5x30	2005/06	10.6%	*	10.9%	11.7%	5.3%	12.6%	11.7%	5.1%	12.9%
	2009/11	8.8%	*	9.3%	9.9%	5.5%	10.6%	11.3%	5.2%	12.5%

Source: Active People Survey, Year: 2005/06 (APS1), 2009/11 (APS4/5) or 2010/11 (APS5) if LA sample is boosted, Measure: Adult participation

The table below illustrates the difference in participation rates by age band and socio economic class. The figures show that there are fewer people aged 16 – 25 years doing no exercise and in this age group there is a significant increase in the number of people doing at least 3 x 30 minutes exercise a week. In the 55 years plus age band, there is a 5.3% decrease in the percentage of inactive people, so more older people are doing more exercise, although there are no detailed figures showing the frequency of participation. The 26 – 34 years age band shows a rise of just fewer than 20% in the inactivity levels over this period and the 35 – 54 years age band shows a 5.5% increase in those who are inactive, although there has been an increase in the percentage of people in this age group doing a little exercise.

The table shows that there has been an increase in the number of inactive people across all socio economic classes, except for the NS SEC 4 category, which shows a 6.5% decrease in the percentage of those who are inactive. The NS SEC 5-8 class shows a 5.9% increase in those who are inactive and the NS SEC 1-2 class shows a 4.7% increase in inactivity.

**Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency, age band and socio-economic class**

Indicator	Year	Ealing									
		All	16-25	26-34	35-54	55+	NS SEC 1-2	NS SEC 3	NS SEC 4	NS SEC 5-8	
0 days / 0x30	2005/06	49.3%	32.6%	41.3%	44.6%	74.1%	38.6%	56.0%	51.5%	63.4%	
	2009/11	53.6%	29.2%	60.5%	50.1%	68.8%	43.3%	57.8%	45.0%	69.3%	
1-3 days	2005/06	10.1%	*	*	10.5%	*	11.5%	*	*	*	
	2009/11	10.7%	*	*	14.0%	*	14.3%	*	*	10.8%	
4-7 days / 1x30	2005/06	10.7%	20.8%	12.9%	10.0%	*	13.1%	*	*	*	
	2009/11	11.2%	*	*	11.2%	*	15.0%	*	*	*	
8-11 days / 2x30	2005/06	8.7%	*	*	9.7%	*	10.2%	*	*	*	
	2009/11	6.9%	*	*	*	*	*	*	*	*	
12-19 days / 3x30	2005/06	10.5%	*	*	11.4%	*	13.3%	*	*	*	
	2009/11	8.8%	18.9%	*	8.3%	*	11.5%	*	*	*	
12+ days / 3x30 - NI8	2005/06	21.1%	25.0%	22.9%	25.5%	*	26.6%	*	*	14.5%	
	2009/11	17.5%	33.7%	*	17.7%	*	21.0%	*	*	10.3%	
20+ days / 5x30	2005/06	10.6%	*	*	14.1%	*	13.3%	*	*	*	
	2009/11	8.8%	*	*	9.4%	*	9.5%	*	*	*	

Source: Active People Survey, Year: 2005/06 (APS1), 2009/11 (APS4/5) or 2010/11 (APSS) if LA sample is boosted, Measure: Adult participation

The Active People Survey also measures five other key performance Indicators. The table below shows results from the last four Active People Surveys.

**Key Performance Indicators (KPI)**

Indicator	Ealing				London			
	2007/08	2008/09	2009/10	2010/11	2007/08	2008/09	2009/10	2010/11
KPI2 * - Volunteering at least one hour a week	3.4%	3.9%	1.2% *		3.8%	3.3%	2.8%	5.3%
KPI3 - Club Membership in the last 4 weeks	24.0%	25.8%	21.5%	17.7%	25.3%	24.9%	24.0%	22.6%
KPI4 - Received tuition / coaching in last 12 mths	17.7%	16.2%	17.7%	15.8%	19.7%	19.1%	18.9%	16.9%
KPI5 - Took part in organised competition in last 12 months	10.5%	11.7%	9.2%	9.7%	12.4%	13.0%	12.6%	12.3%
KPI6 - Satisfaction with local provision	56.4%	64.0%	62.7%	N/A	61.8%	63.9%	64.5%	N/A

\* - Measure changed in APS5, for more information please click the link below

Source: Active People Survey, Year: 2007/08-2010/11, Measure: Key Performance Indicators 2, 3, 4, 5, 6

The results listed in the following tables show the trend across all five of the Active People Surveys, for all 6 of the West London Boroughs. The tables highlight whether there has been a statistically significant change from AP2 to AP5. A statistically significant change is indicated by 'increase' or 'decrease' and this means that Sport England is 95% certain that there has been a real change i.e. an increase or decrease. Where there has been no statistically significant change this is indicated by 'No change'.



**KPI 1 Participation** is defined as taking part in moderate intensity sport and active recreation on at least 3 days a week for at least 30 minutes continuously in any one session (at least 12 days in the last 4 weeks). Participation includes recreational walking and cycling. The data only covers AP4 and as such shows that Ealing has not experienced a significant change but participation rates are falling.

KPI1 - Participation	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
Local Authority	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	18.0%	1,008	19.5%	1,000	15.8%	994	16.2%	994	N/a	N/a	N/a
Ealing	21.2%	1,037	20.0%	1,015	19.7%	511	18.8%	508	N/a	N/a	N/a
Hammersmith & Fulham	25.4%	1,000	27.0%	499	28.8%	493	28.3%	492	N/a	N/a	N/a
Harrow	18.6%	999	13.3%	506	15.9%	991	18.0%	498	N/a	N/a	N/a
Hillingdon	20.6%	1,030	20.7%	495	18.9%	504	16.7%	503	N/a	N/a	N/a
Hounslow	19.7%	992	15.1%	500	18.0%	501	16.3%	519	N/a	N/a	N/a
London West	20.5%	6,066	19.2%	4,015	19.2%	3,994	18.6%	3,514	N/a	N/a	N/a
LONDON	21.3%	32,452	20.2%	18,521	21.2%	19,360	20.2%	17,741	N/a	N/a	N/a
England	21.00%	360,827	21.3%	189,366	21.6%	191,677	21.8%	186,461	N/a	N/a	N/a

**KPI 2 Volunteering** is defined as volunteering to support sport for at least one hour a week. The data shows that Ealing has experienced a significant decrease from AP1 to AP4, along with West London and London, although Ealing's decline is more significant. AP5 figures reflect a change in measurement, which incorporated a wider definition of volunteering in sport and should therefore; comparisons should not be made with previous years.

KPI2 - Volunteering	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
Local Authority	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	2.7%	1,015	4.0%	1,007	2.6%	1,017	2.6%	1,004	5.9%	506	No change
Ealing	4.1%	1,047	3.4%	1,021	3.9%	517	1.2%	515	4.4%	502	No change
Hammersmith & Fulham	3.1%	1,008	2.4%	510	2.5%	501	0.9%	505	5.4%	500	Increase
Harrow	4.1%	1,004	4.2%	512	3.4%	1,007	2.4%	507	7.5%	500	Increase
Hillingdon	4.8%	1,032	5.3%	501	4.6%	512	4.6%	506	4.5%	499	No change
Hounslow	3.7%	1,005	4.6%	503	2.9%	507	2.1%	527	8.3%	1,003	Increase
London West	3.8%	6,111	4.0%	4,054	3.3%	4,061	2.3%	3,564	5.9%	3,510	Increase
LONDON	3.5%	32,714	3.8%	18,727	3.3%	19,618	2.8%	17,962	5.3%	16,602	Increase*
England	4.7%	363,378	4.9%	191,211	4.7%	193,851	4.5%	188,236	7.3%	166,277	Increase*

\* Please note that at the start of APS5 the volunteering question was changed to incorporate a wider definition of sport volunteering, therefore comparisons to previous years data should not be made. Whilst there has been a statistically significant increase in volunteering, this is likely to be due to the change in the way volunteering is described in the question.  
[For information on the updated volunteering question, click here.](#)

**KPI 3 Club Membership** is defined as being a member of a club particularly so that you can participate in sport or recreational activity in the last 4 weeks. The data shows that Ealing has experienced a significant decrease in this area, as has West London, London and England.

KPI 3 - Club Membership	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
Local Authority	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	20.5%	1,015	20.6%	1,007	18.0%	1,012	18.3%	987	15.1%	492	Decrease
Ealing	26.4%	1,047	24.0%	1,021	25.8%	517	21.4%	504	17.7%	492	Decrease
Hammersmith & Fulham	34.0%	1,008	31.7%	510	33.2%	499	28.8%	498	28.8%	489	No change
Harrow	24.8%	1,006	21.7%	512	22.6%	1,003	21.2%	497	20.2%	487	No change
Hillingdon	27.0%	1,034	23.5%	501	25.8%	510	21.0%	494	21.4%	483	No change
Hounslow	23.4%	1,005	22.3%	503	19.9%	505	22.1%	521	20.6%	988	No change
London West	25.7%	6,115	23.6%	4,054	23.9%	4,046	21.8%	3,501	20.1%	3,431	Decrease
LONDON	26.2%	32,746	25.3%	18,728	24.9%	19,524	24.0%	17,708	22.6%	16,282	Decrease
England	25.1%	191,289	24.7%	191,289	24.1%	193,042	23.9%	185,772	23.3%	162,566	Decrease

**KPI 4 Receiving tuition** is defined as having received tuition from an instructor or coach to improve your performance in any sport or recreational activity in the last 12 months. The data shows that Ealing has not experienced a significant change. The data shows that Ealing has not experienced a significant change, although West London, London and England have experienced a significant decrease in this area.

KPI 4 - Tuition	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	13.4%	1,014	15.9%	1,007	13.8%	1,011	14.2%	986	14.2%	490	No change
Ealing	19.1%	1,046	17.7%	1,020	16.2%	516	17.7%	504	15.8%	491	No change
Hammersmith & Fulham	25.0%	1,009	26.1%	510	26.9%	500	25.8%	498	23.8%	486	No change
Harrow	19.2%	1,006	15.6%	512	15.7%	1,002	13.8%	496	13.6%	487	No change
Hillingdon	17.8%	1,033	18.1%	501	23.5%	509	15.3%	494	9.3%	481	Decrease
Hounslow	19.0%	1,004	17.3%	503	17.1%	506	16.8%	521	14.9%	987	No change
London West	18.6%	6,112	18.1%	4,053	18.4%	4,044	16.9%	3,499	14.9%	3,422	Decrease
LONDON	19.2%	32,723	19.7%	18,721	19.1%	19,511	18.9%	17,691	16.9%	16,245	Decrease
England	18.0%	191,251	18.1%	191,251	17.5%	192,945	17.5%	185,536	16.2%	162,262	Decrease

**KPI 5 Organised Competition** is defined as having taken part in any organised competition in any sport or recreational activity in the last 12 months. The data shows that Ealing has not experienced a significant change, a trend that is reflected for West London and London although England has seen a significant decrease.

KPI 5 - Organised competition	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	10.3%	1,015	12.1%	1,007	8.8%	1,010	10.0%	984	8.7%	488	Decrease
Ealing	13.4%	1,047	10.5%	1,021	11.7%	517	9.2%	504	9.7%	490	No change
Hammersmith & Fulham	14.2%	1,009	16.5%	510	16.1%	499	13.6%	497	16.9%	484	No change
Harrow	12.7%	1,006	9.4%	512	11.6%	1,002	8.6%	497	11.4%	485	No change
Hillingdon	14.2%	1,033	11.9%	501	13.9%	508	14.7%	494	9.2%	481	No change
Hounslow	12.6%	1,005	11.9%	503	9.2%	505	9.7%	521	11.6%	984	No change
London West	12.9%	6,115	11.8%	4,054	11.7%	4,041	10.8%	3,497	10.8%	3,412	No change
LONDON	13.1%	32,743	12.4%	18,724	13.0%	19,508	12.6%	17,670	12.3%	16,214	No change
England	15.0%	191,273	14.6%	191,273	14.4%	192,909	14.4%	185,400	14.3%	162,063	Decrease

**Organised sport** is defined as the percentage of adults who have done at least one of the following: received tuition in the last 12 months, taken part in organised competition in the last 12 months or been a member of a club to play sport. This measure combines the data for KPI's 3, 4 and 5. The data shows that Ealing has experienced a significant decrease, as has West London, London and England.

Organised sport	APS1 (Oct 2005-Oct)		APS2 (Oct 2007-Oct)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct)		APS5 (Oct 2010-Oct 2011)		Statistically significant change from APS 2
	%	Base	%	Base	%	Base	%	Base	%	Base	
Brent	30.9%	1,015	33.6%	1,008	29.1%	1,010	29.5%	986	28.7%	490	No change
Ealing	37.6%	1,047	34.2%	1,022	36.9%	517	32.0%	504	29.2%	491	Decrease
Hammersmith & Fulham	47.2%	1,009	46.5%	510	46.4%	500	46.1%	497	42.2%	488	No change
Harrow	37.8%	1,006	32.2%	512	33.8%	1,003	30.2%	497	29.6%	488	No change
Hillingdon	37.2%	1,034	34.6%	501	39.5%	508	33.1%	494	29.7%	483	No change
Hounslow	35.8%	1,005	33.9%	503	31.0%	505	33.2%	521	31.3%	984	No change
London West	37.3%	6,116	35.4%	4,056	35.7%	4,043	33.4%	3,499	31.2%	3,424	Decrease
LONDON	38.4%	32,750	38.1%	18,737	38.0%	19,516	37.1%	17,686	35.1%	16,242	Decrease
England	n/a	n/a	37.0%	191,324	36.1%	192,704	36.3%	185,490	35.5%	162,195	Decrease

**KPI 6 Satisfaction** is the percentage of adults who are very or fairly satisfied with sports provision in their local area. The data is only available for AP1 to AP4 and shows that Ealing has experienced a significant increase during this time during this time.

KPI 6 - Satisfaction	APS1 (Oct 2005-Oct 2006)		APS2 (Oct 2007-Oct 2008)		APS3 (Oct 2008-Oct 2009)		APS4 (Oct 2009-Oct 2010)		
	%	Base	%	Base	%	Base	%	Base	Statistically significant change from APS 2
Brent	52.7%	760	60.1%	839	59.6%	805	59.5%	817	No Change
Ealing	61.3%	836	56.4%	863	64.0%	437	62.7%	435	Increase
Hammersmith & Fulham	64.2%	810	58.4%	437	63.3%	417	64.7%	413	No Change
Harrow	67.1%	795	59.3%	420	59.5%	819	59.1%	419	No Change
Hillingdon	64.9%	827	56.5%	403	58.5%	437	63.6%	424	Increase
Hounslow	66.5%	805	60.4%	422	60.7%	426	65.6%	432	No Change
London West	62.5%	4,833	58.4%	3,384	61.0%	3,341	62.4%	2,940	Increase
London	66.1%	26,232	61.8%	15,895	63.9%	16,548	64.5%	14,917	Increase
England	37.0%	191,324	36.1%	192,704	36.3%	185,490	36.1%	175,377	Decrease

The Active People Survey does not establish the reasons for these results, however, Ealing's declining trend in levels of participation, volunteering, club membership, tuition and competition is similar to the trends being experienced by West London and London as a whole. Contributing factors could include one or more of the following; the downturn in the current economic climate impacting upon people's ability to pay for sport and recreation, increasingly busy lifestyles resulting in people having less time to participate in sport, the lack of facilities available, pressures of day to day family life, public transport availability and the effectiveness of advertising campaigns. The increase in satisfaction levels in 2010 can most likely be attributed to the opening in January 2010 of the new £15 million Northolt Leisure Centre, a state of the art facility which replaced Northolt Swimarama after an eighteen month closure period.

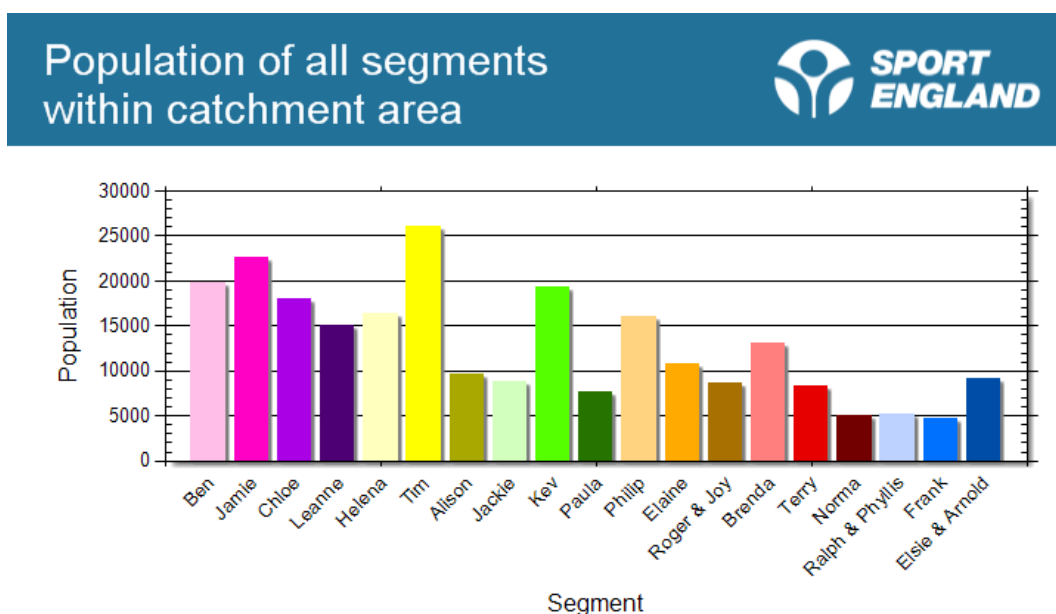
Through targeted campaigns at sports centres and in the local community Ealing Council hopes to reverse this trend over the next 10 years.

## ANALYSIS OF POTENTIAL FUTURE SPORTS PARTICIPATION IN EALING

Sport England’s market segmentation analysis provides information on specific sports people take part in as well as why people do sport, whether they want to do more sport and the barriers to doing more sport. In addition, the individual segments provide information on media consumption and communication channels, social capital, health indicators including obesity and engagement in the wider cultural sphere. Further information on the market segments, including detailed 'pen portraits' for each of the 19 segments, is available at the Sport England website.

The power of these sporting segments lies not only in their ability to help us better understand the characteristics of our potential market but also to explore the market base at differing geographic levels. It is possible to analyse the market in a particular street, community, local authority or regions. Each segment has been assigned a name, which reflects the most popular first names for the group nationwide. Market segmentation allows us to develop a more sophisticated, tailored approach to delivering services.

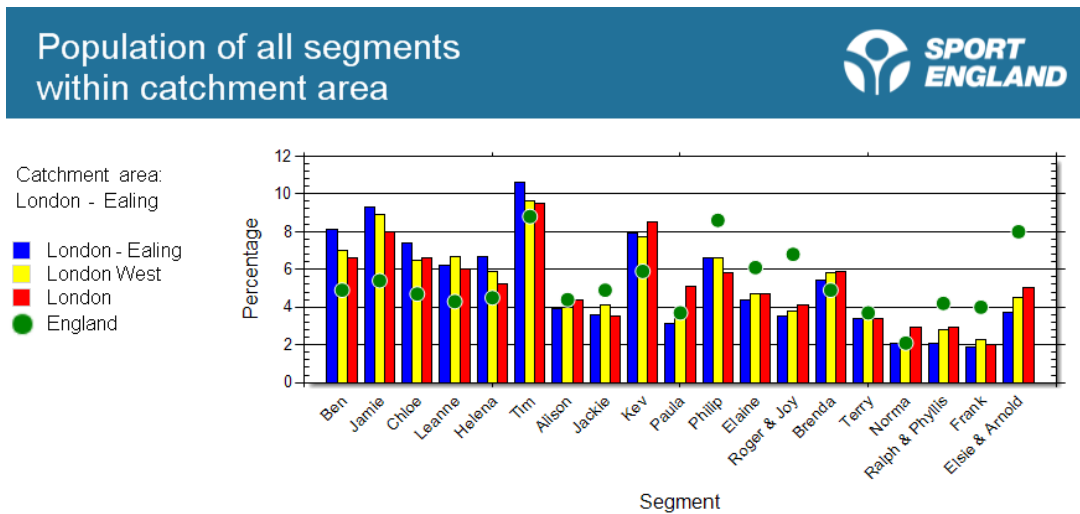
The chart below shows the number of people in each segment living in Ealing. The four most dominant segments are all male, with Tim the most dominant segment in Ealing, closely followed by Jamie, Ben and Kev. Chloe is the most dominant female segment closely followed by Helena, Leanne and Brenda.



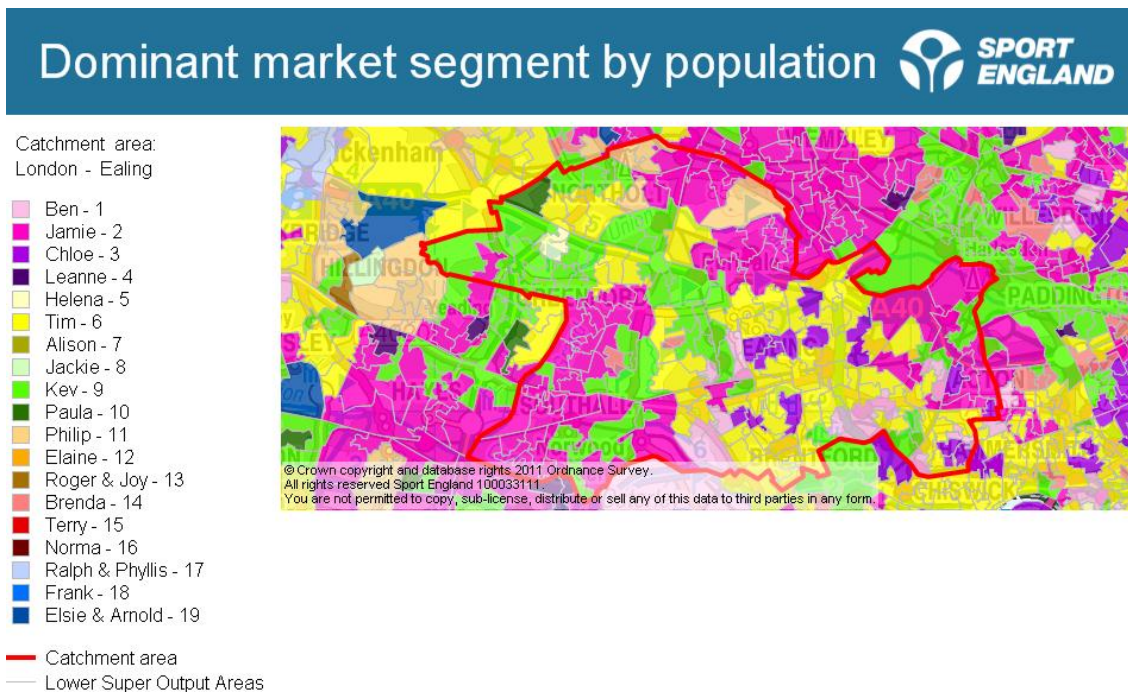
The following table provides a summary of the information known about each market segment from the research commissioned by Sport England.



The chart below shows the proportion of each of the nineteen segments in Ealing (the blue bars) set against the regional (the red bars), Pro Active West London Boroughs (the yellow bars) and national average (the green dots). Ealing's segment distribution is the opposite to that of England, but has similarities with West London and London. Ealing has a far greater proportion of Tim, Ben, Jamie, Kev, Chloe, Leanne and Helena compared to England, London and West London and far fewer of Philip, Elaine, Roger and Joy, Ralph and Phyllis, Frank, Elsie and Arnold.

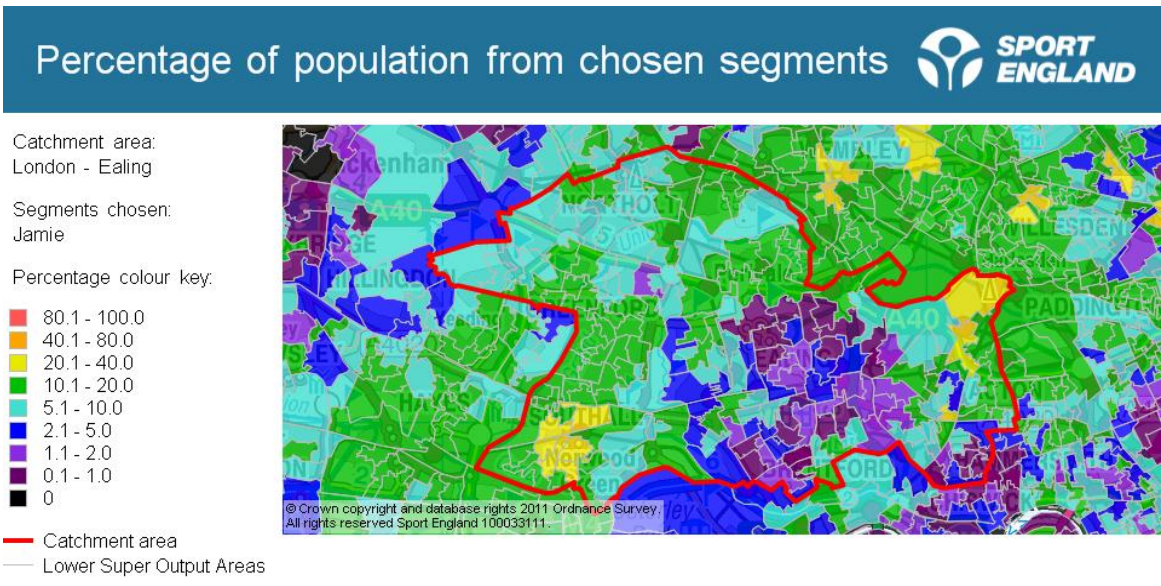


The map below shows Ealing's dominant market segments by population. Each coloured area indicates which of the segments is the most dominant in that particular area.

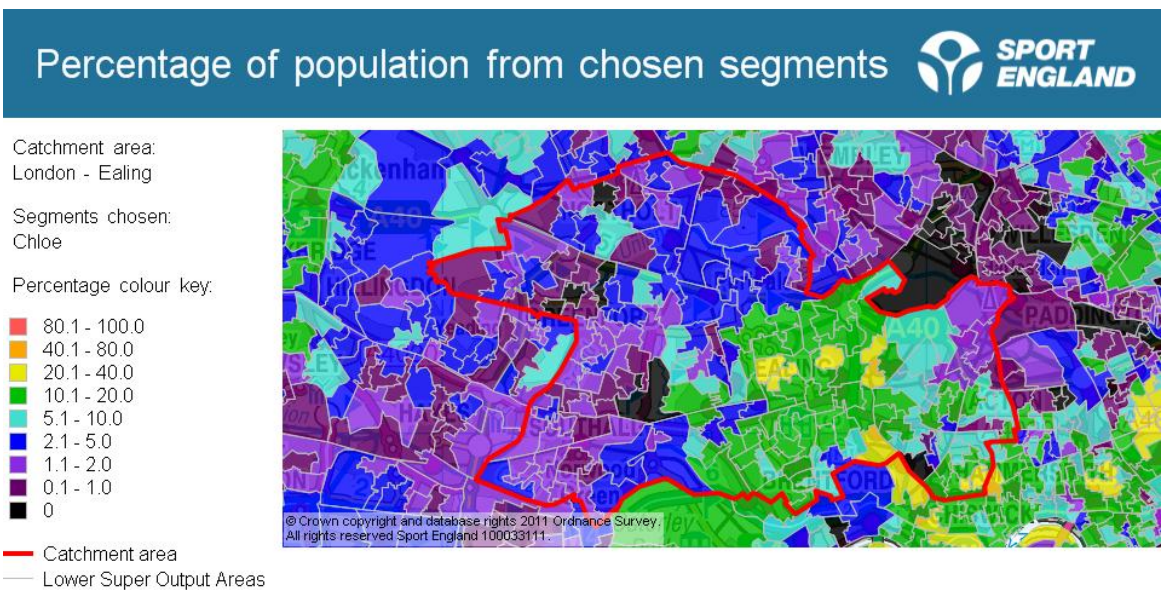




Jamie is a very active type that takes part in sport on a regular basis. Jamie's top sports activities are football, keep fit/gym, athletics including running, cycling and swimming. Jamie most likely lives in the north and west of the borough in and around Southall and Northolt as well east Acton. The areas shaded in orange and yellow show where Jamie is most likely to live.

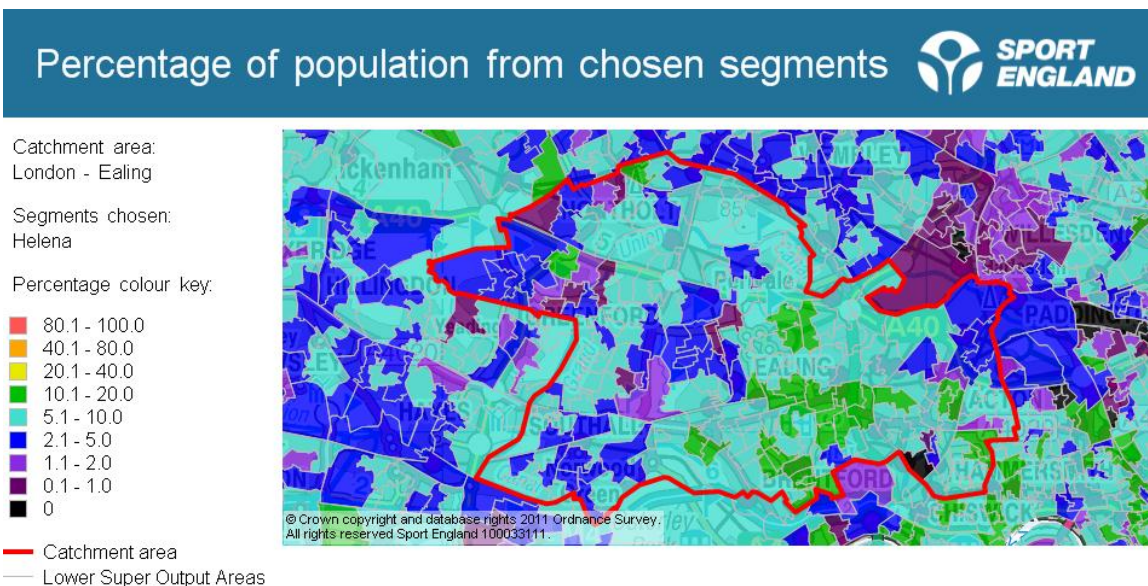


Chloe is an active type that takes part in sport on a regular basis. Chloe's top sports activities are keep fit/gym, swimming, athletics including running, cycling and equestrian. The green and yellow shaded areas shown across Central Ealing and Acton indicate where Chloe is most likely to live.





Helena is a fairly active type who takes part in sport on a regular basis. Helena's top sports activities are keep fit/gym, swimming, cycling, athletics including running and equestrian. The green and light blue areas mostly around Central Ealing and a pocket in Northolt indicate where Helena is most likely to live.



The table below shows each of the market segments ranked in order, with Tim, the most dominant and Frank the least dominant. The table then indicates which sports each segment participates in at least once a month.

Ealing ranking	Market Segment	Top sports played at least once a month and sporting behaviour								
		Swimming	Keep fit/Gym	Athletics/ Running	Football	Golf	Bowls	Tennis	Badminton	Cycling
1	Tim	15%	20%	0%	13%	7%	0%	0%	0%	21%
2	Jamie	10%	22%	12%	28%	0%	0%	0%	0%	12%
3	Ben	13%	24%	15%	33%	0%	0%	0%	0%	18%
4	Kev	10%	14%	6%	12%	0%	0%	0%	0%	11%
5	Chloe	24%	28%	14%	0%	0%	0%	0%	0%	11%
6	Helena	22%	26%	9%	0%	0%	0%	0%	0%	11%
7	Philip	12%	15%	0%	9%	8%	0%	0%	0%	16%
8	Leanne	18%	23%	9%	4%	0%	0%	0%	0%	6%
9	Brenda	13%	15%	2%	0%	0%	0%	0%	1%	4%
10	Elaine	18%	21%	3%	0%	0%	0%	2%	0%	7%
11	Alison	25%	27%	11%	0%	0%	0%	0%	0%	12%
12	Elsie & Arnold	7%	10%	0%	0%	1%	3%	0%	0%	1%
13	Jackie	20%	22%	6%	0%	0%	0%	0%	0%	9%
14	Roger & Joy	13%	13%	0%	0%	6%	0%	0%	0%	8%
15	Terry	6%	8%	0%	0%	4%	0%	0%	0%	6%
16	Paula	17%	18%	4%	3%	0%	0%	0%	0%	5%
17	Norma	10%	12%	0%	0%	0%	1%	0%	0%	2%
18	Ralph & Phyllis	9%	10%	0%	0%	7%	4%	0%	0%	4%
19	Frank	6%	6%	0%	0%	7%	0%	0%	0%	4%

The market segmentation research shows that the top six market segments located in Ealing potentially account for 50% of the population. These six market segments indicate that the most popular participation sports in Ealing are Keep Fit/Gym use, Swimming, Football, Cycling and Athletics/Running. These five activities match the actual results from the Active People 5 survey, which indicate the same top five participation sports activities in Ealing.

This is significant when looking at the refurbishment of existing or the development of new facilities in Ealing. It gives a clear indication of the types of activity Ealing residents enjoy taking part in.

The table shows that keep fit and gym based activities are popular with many of the market segments, out of the 6 most dominant segments in Ealing only Kev has a below 20% participation in gym and keep fit based activity. This means that demand for gyms and studios will be high, particularly in areas where these segments are most prominent.

The market segments, which are most popular for swimming; Alison, followed by Chloe, Helena, Jackie, Leanne and Elaine, are not very evident in Ealing, with only Chloe and Helena appearing in the top six market segments. However, all of the top four market dominant segments in Ealing participate in swimming, so demand is still significant.

The four segments, which participate most in football, are the top four most dominant segments in Ealing, which potentially means that demand for football facilities in Ealing will be significant.

Cycling demand is also potentially high in Ealing with only Alison not featuring in the seven segments, which show cycling as being most popular, and the top seven segments dominant in Ealing.

Athletics and running activities are most popular with Ben, followed closely by Chloe, Jamie, Alison and Leanne, the top three segments all feature in the top five dominant segments in Ealing, thus demand for this activity should be significant.

The segmentation analysis also shows that demand for golf in Ealing is potentially low as Tim is the only segment which features in the top five golfing segments. The potential demand for bowls may also be low as the Ralph and Phyllis segment most likely to play bowls are ranked 18 of 19 in Ealing.

## **STRATEGY AND POLICY REVIEW**

The Sports Facility Strategy 2012 – 2021 is informed by the strategic priorities and policy objectives of relevant national, regional and local organisations. The long term sustainability and success of facilities will depend to a large extent on their ability to deliver outcomes across a wide range of agendas, ranging from sport and physical activity to health, education and learning.

In producing this strategy a range of strategies, policies and plans from Government departments, sport, physical activity and health organisations have been studied. The key messages have been drawn from each of the publications, particularly where they relate to the role of sport and physical activity in developing communities and the strategic need for the development of facilities and utilisation of green open spaces and playing fields. This process helps to demonstrate that the aims and aspirations of Ealing Council contained in this document are of strategic relevance to a wide range of groups and organisations.

### **Central Government Policies and Legislation**

#### **Localism Bill 2011**

The Bill will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

Key areas relating to this Strategy include:

- Giving councils a general power of competence
- Giving residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases
- Allowing councils more discretion over business rate relief
- Providing new powers to help save local facilities and services threatened with closure, and giving voluntary and community groups the right to challenge local authorities over their services.

The planning and regeneration provisions relating to this Strategy include:

- Abolish Regional Spatial Strategies
- Amend the Community Infrastructure Levy, which allows councils to charge developers to pay for infrastructure. Some of the revenue will be available for the local community
- Provide for neighbourhood plans, which would be approved if they received 50% of the votes cast in a referendum
- Provide for neighbourhood development orders to allow communities to approve development without requiring normal planning consent

## **The Big Society**

The Big Society is about helping people to come together to improve their own lives. It's about putting more power in people's hands – a massive transfer of power from Whitehall to local communities.

There are three key parts to the Big Society agenda:

- Community empowerment: giving local councils and neighbourhoods more power to take decisions and shape their area. Planning reforms will see local people having the power to decide the future of their area.
- Opening up public services: Reforms will enable charities, social enterprises, private companies and employee owned co-operatives to compete to offer people high quality services.
- Social action: encouraging and enabling people to play a more active part in society. National Citizen Service, Community Organisations and Community First will encourage people to get involved in their communities.

This could impact on future land usage and the development and provision of new outdoor and indoor facilities.

## **Open Public Services White Paper**

High quality public services are the right of everyone. The Open Public Services White Paper sets out how the Government will improve public services. By putting choice and control in the hands of individuals and neighbourhoods, public services will become more responsive to peoples' needs.

The White Paper sets out the government's approach to public services by applying five key principles:

- Choice – wherever possible we will increase choice
- Decentralisation – power should be decentralised to the lowest appropriate level
- Diversity – public services should be open to a range of providers
- Fairness – fair access to facilities
- Accountability – public services should be accountable to users and taxpayers.

This may impact on decisions relating to asset transfers, more specifically sports facilities could move from local authority ownership to the voluntary sector.

## **The Education Bill 2011**

The Bill is an important step in implementing the Government's education reform programme and helping to create an education system that delivers ever higher standards for all children. The Education Bill takes forward the legislative proposals in the Schools White Paper, *The Importance of Teaching*.

This Bill supports the Department's commitment to reduce bureaucratic burdens on schools by removing unnecessary legal requirements on governing bodies, teachers and local authorities. It also frees 'outstanding' schools and colleges from routine inspection; and expands the Academies programme to allow 16-19 and alternative provision academies. It is unknown what impact if any academy status will have on the community use of high school facilities.

### **The new approach to school sport**

The Government is committed to reforming sport in schools to create a lasting Olympic legacy. Ministers want to encourage more competitive sport so it is a vibrant part of the ethos of all schools, and to give schools the freedom to organise sport themselves rather than imposing a bureaucratic system for them to follow. The main focus of the Government's new approach is the School Games tournament – inspired by the London 2012 Olympics and Paralympics – will give every child the opportunity to take part and compete.

As part of the offer:

- 500 schools across nine regions will pilot an annual School Games Day: a 'finals' day stemming from a programme of intra-school competition which will offer disabled children as many opportunities as non-disabled children
- a rolling programme of leagues and tournaments will promote more competition between schools at a town or district level
- up to 60 new, county or city-level 'Festivals of Sport' will showcase the best of local competitive sport in the inter-school finals
- the most talented young sports people will have the chance to represent their schools in a high-profile, national event

### **Healthy Lives, Healthy People White Paper 2011**

This White Paper sets out the future for public health: Health improvement to be driven locally. The strategy for public health in England' sets out the Government's long-term vision for the future of public health in England. In the new vision, each local authority and their individual director of public health will act as strategic public health leaders for their local population. They will lead discussions about how their ring-fenced money should be spent to improve outcomes for people's health and well-being locally. They should be in a position to ensure public health is always considered when local authorities, GP consortia and the NHS make decisions.

Local public health leadership, and responsibility, will be returned to local government. Health and well-being boards, based in local authorities, will provide a forum to bring together NHS commissioners, councils and elected councillors with patient champions, to join up the public health agenda with the wider work of the NHS, social care and children's services.

The Government's view is that society, government and individuals share collective responsibility for public health and the new public health system will encourage all to play their part in improving and protecting the nation's health and well-being. With the aim of making it easier for people to make healthy choices and live healthier lives, the public health Responsibility Deal is being driven forward by the Secretary of State.

Working with industry, the voluntary sector, non-governmental organisations, and leading experts from the field, it should lead to, for example, better food labeling, more information about the harmful effects of alcohol, and a much greater contribution from industry into campaigns such as Change4Life.

The intention is to make healthy lifestyles easier, for example through access to public exercise facilities, cycle paths, or safe playgrounds.

## **National Strategies and guidelines**

There are a number of documents and plans that have been produced in order to provide strategic guidance and direction in relation to the development of sport, physical activity and healthy lifestyle initiatives. A summary of the key documents can be found on the following pages.

### **Sport England Strategy: 2012 - 2017**

Sport England want to deliver a community sport legacy and create a lifelong sporting habit through a new and sharper focus on three main areas:

- continuing to work through NGBs with a tougher performance regime;
- an increased focus on youth sport, making the transition from school to community sport easier; and
- taking sport to where people are

In 2017, five years after the Olympic and Paralympic Games, Sport England want to have transformed sport in England so that sport becomes a habit for life for more people and a regular choice for the majority. The new five year strategy will:

- see more people taking on and keeping a sporting habit for life;
- create more opportunities for young people;
- nurture and develop talent;
- provide the right facilities in the right places;
- support local authorities and unlock local funding;
- ensure real opportunities for communities.

Sport England is seeking a year-on-year increase in the proportion of people who play sport once a week for at least 30 minutes. In particular, a rise in the percentage of 14-25 year olds playing sport once a week and a reduction in the proportion dropping out of sport.

### **A report on physical activity for health from the four home countries' Chief Medical Officers Start Active, Stay Active (published July 11)**

In July 2011, the Department of Health published the new UK-wide Chief Medical Officers' Physical Activity guidelines, a UK-wide document that presents guidelines on the volume, duration, frequency and type of physical activity required across the lifecourse to achieve general health benefits.

The report recognises that regular physical activity can reduce the risk of many chronic conditions including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. Even relatively small increases in physical activity are associated with some protection against chronic diseases and an improved quality of life. These benefits can deliver cost savings for health and social care services. However, the benefits of physical activity extend further to improved productivity in the workplace, reduced congestion and pollution through active travel, and healthy development of children and young people.

This report emphasises for the first time the importance of physical activity for people of all ages and highlights the risks of sedentary behaviour for all age groups. Emerging evidence shows an association between sedentary behaviour and overweight and

obesity, with some research also suggesting that sedentary behaviour is independently associated with all-cause mortality, type 2 diabetes, some types of cancer and metabolic dysfunction. These relationships are independent of the level of overall physical activity. For example, spending large amounts of time being sedentary may increase the risk of some health outcomes, even among people who are active at the recommended levels.

Bringing all of these aspects together creates a number of key features of this report, including:

- A lifecourse approach
- A stronger recognition of the role of vigorous intensity activity
- The flexibility to combine moderate and vigorous intensity activity
- An emphasis upon daily activity
- New guidelines on sedentary behaviour.

The report guidelines below detail an appropriate level of physical activity that each person should aim to participate in for each age banding.

### **Early years (under 5s)**

1. Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.
2. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.
3. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

### **Children and young people (5–18 years)**

1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.
3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

### **Adults (19–64 years)**

1. Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
2. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.
3. Adults should also undertake physical activity to improve muscle strength on at least two days a week.
4. All adults should minimise the amount of time spent being

### **Older adults (65+ years)**

1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.
2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.
4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.
5. Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.
6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

Despite the widely reported benefits of physical activity, the majority of adults and many children across the UK are insufficiently active to meet the previous recommendations. Physical inactivity is the fourth leading risk factor for global mortality (accounting for 6% of deaths globally). This follows high blood pressure (13%), tobacco use (9%) and high blood glucose (6%). Overweight and obesity are responsible for 5% of global mortality. There are clear and significant health inequalities in relation to physical inactivity according to income, gender, age, ethnicity and disability.

The benefits of regular physical activity are clearly set out across the lifecourse. In particular, for adults, doing 30 minutes of at least moderate intensity physical activity on at least 5 days a week helps to prevent and manage over 20 chronic conditions, including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. The strength of the relationship between physical activity and health outcomes persists throughout people's lives, highlighting the potential health gains that could be achieved if more people become more active throughout the lifecourse.

### **Every Child Matters**

The Green Paper, Every Child Matters, sets out the Government's proposals for reforming the delivery of services for children, young people and families. It builds on existing measures to ensure that we protect children at risk of harm and neglect from negative outcomes and support all children to develop their full potential. Every Child Matters ensures that every child, whatever their background or their circumstances, will have the support they need to;

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Well-Being



Being healthy is not just about eating lots of fruit and drinking 8 glasses of water each day. It's about young people enjoying a healthy lifestyle, feeling good about themselves and having good emotional and mental health. The "Be Healthy" outcome includes physical health and healthy lifestyles.

**'Before, During and After: Making the most of the London 2012 Games', DCMS 2008.**

This action plan outlines the government's priorities for the long-term benefits from the London 2012 Games. It is built around five promises, two of which are relevant to this strategy:

1. To make the UK a world-leading sporting nation
2. To inspire a generation of young people.

The plans within this strategy will contribute to meeting specific goals outlined in the plan, intended to enable the government to meet these promises. These include:

- Inspiring young people through sport, in particular through the five hour offer
- Getting more people more active with a target of 2 million people in England being more active by 2012
- Encouraging more young people to volunteer in their local communities
- Improving business and investment opportunities, and helping individuals to develop their skills and employability.

**Regional Strategies**

The previous section examined the importance of national strategies; however it is also essential that regional plans be considered.

**'London Legacy Plan: A Sporting Future for London; April 2009**

This document is the Mayor of London's plan for delivering a grass roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games. The Plan makes clear the importance of developing links between sport and physical activity in order to meet common aims and objectives relating to participation and healthy lifestyles.

There are four key goals underpinning this plan and three of them can be directly related to the strategy aims:

- Get more people active
- Build capacity and skills
- Maximise the benefits of sport to society

The Legacy Plan is particularly concerned with encouraging people who are currently inactive to be active and expects to fund innovative community projects to meet this aim. The plan also recognises that sport can deliver benefits to society and intends to support projects that will deliver in other areas such as crime prevention, rather than simply sport for sport's sake.

## **'Go London! An Active and Healthy London for 2012 and Beyond; NHS London July 2009**

The 'Go London' strategy aims to address the low levels of physical activity amongst adults in London and sets out how NHS London in partnership with other organisations, from public, private and third sectors, aim to generate a significant increase in physical activity in London up to and beyond the London 2012 Games.

In a health context, the Games lends a short term focus to the long term challenges of health inequalities, health care costs and the delivery of health related national and local targets.

The vision guiding this strategy is of making London a city where organisations work together to create opportunities and environments where Londoners easily choose to be physically active in their daily lives, achieving better health and wellbeing. Specifically, the strategy explains the potential connection that exists between levels of physical activity and the Games, setting the following objectives:

1. Using the once in a lifetime opportunity for hosting the Games as a catalyst to generate a measurable and sustainable increase in physical activity participation among Londoners up to and beyond 2012
2. Ensuring that the increase in participation in physical activity will contribute to narrowing the gap in health inequalities by ensuring that the entire system promotes physical activity
3. Ensuring that the increase in physical activity is as common in the least active half of the population as in the highest.

The strategy identifies five key areas in which the Games can have a lasting impact on participation in physical activity, three of which relate to this strategy:

- Energising local systems to focus on activity for 2012 health legacy
- Targeting the inactive to reduce levels of inactivity for 2012
- Exploring the use of incentivisation and new technologies to get Londoners more active for 2012

The development of sport and physical activity facilities across Ealing has the potential to contribute to aims and objectives identified by NHS London by increasing the opportunities accessible to the whole community for participation in sport and physical activity, thereby helping to improve the health and well-being of the community.

### **Local Strategies**

It is also important that any planned development meets the aims and objectives of more localised published plans and strategies in order to attract local support and buy-in for the project. This will help to further demonstrate the relevance of any proposals and attract support and potential funding for the project. The following section provides a summary of the most relevant documents.

## **Ealing Community Strategy Ealing Local Strategic Partnership 2006-2016: Refresh 2011**

The vision is that Ealing will be a borough of opportunity, where people enjoy living in clean, green and cohesive neighbourhoods, as part of a community where they are able to be safe, healthy and prosperous. 4 key priorities: health, safety, prosperity, and high quality of life have been set to help achieve this vision.

The main objective for health is to improve public health and support those with specific needs to achieve well-being and independence, including the promotion of active lifestyles, including greater use of the borough's parks and leisure facilities and greater use of sustainable transport. Another key priority is to make Ealing a place where people enjoy a high quality of life, which includes supporting and promoting the borough's leisure and cultural offerings, including through making the most of the opportunities offered by the London 2012 Games.

## **Ealing Primary Care Trust's Physical Activity Joint Strategic Needs Assessment**

Over the past 40 years people in the UK have become less physically active in their everyday lives and a smaller proportion of the population take part in physical activity for leisure. We have fewer manual jobs, more labour saving gadgets and cars have meant a 25% reduction in travel by foot or bicycle. Inactive lifestyles in England are twice as prevalent as smoking, hypertension or high cholesterol. Evidence shows that the health impact of inactivity in terms of coronary heart disease, for example, is comparable to that of smoking, and almost as great as that of high cholesterol levels.

Promoting active lifestyles can help address some of the important challenges facing the UK today. Increasing physical activity has the potential to improve the physical and mental health of Ealing residents, reduce all-cause mortality and improve life expectancy. It can also save money by significantly easing the burden of chronic disease on the health and social care services. Increasing cycling and walking will reduce transport costs, save money and help the environment. Fewer car journeys can reduce traffic congestion and pollution, improving the health of communities. Other potential benefits linked to physical activity in children and young people include the acquisition of social skills through active play (leadership, teamwork and co-operation), better concentration in school and displacement of antisocial and criminal behaviour.

Creating an active society requires action at a number of levels, as how active people are is influenced by a wide range of factors from advice or encouragement of friends, through to programmes at work or in the local community, to the influence of the built and natural environment and general socio-economic conditions.

The Ealing Health Profile compiled by the London Health Observatory shows the percentage of children undertaking activity in Ealing is significantly better than the England average. However, the obesity levels recorded for children in both reception year and year 6 are both reported to be significantly worse than the England average.

	Ealing %	England Average %	England Worst %	England Best %
<b>Physically Active Children (3 hrs high quality PE and School Sport)</b>	59.0	55.1	26.7	80.3
<b>Obese Children Reception Year</b>	12.5	9.8	14.7	5.5
<b>Obese Children Year 6</b>	20.7	18.7	28.6	10.7
<b>Physically Active Adults</b>	8.1	11.5	5.8	19.5
<b>Obese Adults</b>	18.1	24.2	30.7	13.9
<b>People diagnosed with diabetes</b>	6.49	5.4	7.87	3.28
<b>Early deaths: heart disease &amp; stroke</b>	86.2	70.5	122.1	37.9

### Health data related to physical activity in the Ealing population

The percentage of physically active adults in Ealing is 8.1%, which is significantly worse than the England average at 11.5%. Obesity prevalence in adults at 18.10% is significantly better than the England figure of 24.2%. However, the numbers of people diagnosed with diabetes (6.49%) and those reported as having early deaths as a result of heart disease and stroke (86.2%) in Ealing is significantly worse than the England average of 5.4% and 70.5% respectively.

There is a clear causal relationship between the amount of physical activity people do and all-cause mortality. Whilst increasing the activity levels of all adults who are not meeting the recommendation is important, targeting those adults who are significantly inactive (i.e. engaging in less than 30 minutes of activity per week) will produce the greatest reduction in chronic disease.

In light of this data analysis, it is recommended that the following areas of work be prioritised in Ealing to increase physical activity:

- Maintain the gains made in the physical activity of children and young people and build on them.
- Focus on adult service provision and participation, specifically on older people; people managing Long Term Conditions and those with elevated CVD risk factors.
- Increasing female participation.
- Focus on those who are sedentary to become active
- Promotion and engagement work on locally available opportunities to meet Physical Activity Guidance.

### 'Ealing Children and Young People's Plan' 2011 -2014

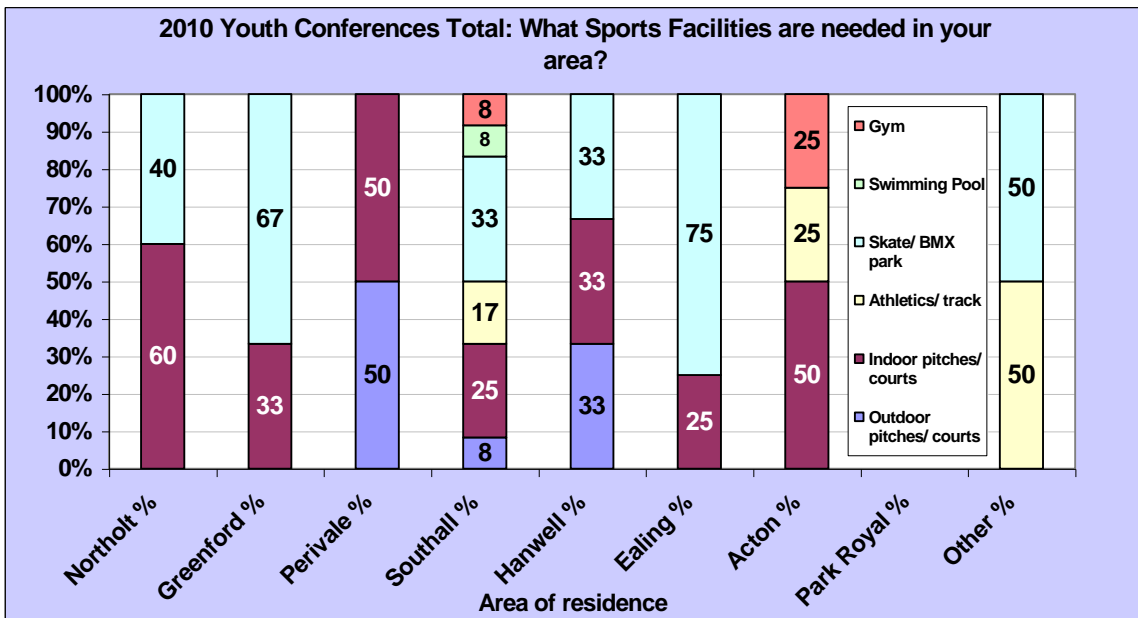
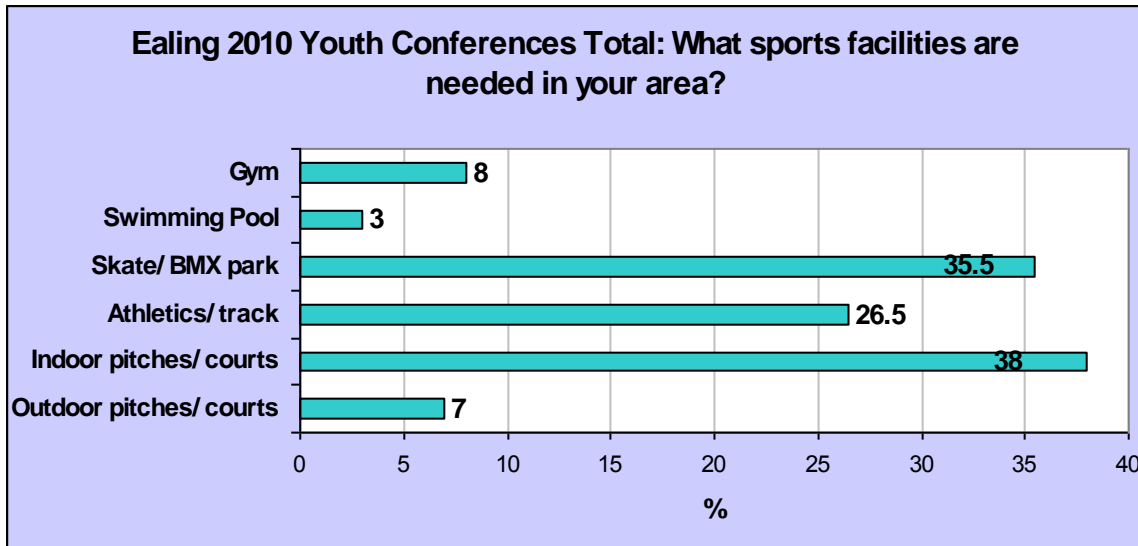
Set against Ealing's Sustainable Community Strategy, the vision is to : *"To create a great place for every child and young person to grow up"*. Priorities for action include "Being Healthy" and the implementation of the MEND programme, which includes the promotion of physical activity opportunities.

### Ealing Youth Conference findings

Students attending the 2010 Youth Conference were asked which sports facilities were needed in their area. The results are shown in the graph below. Young people indicated that most of all more indoor facilities were needed for year round use, followed closely by a skate/BMX facility and athletics track.

The second graph shows that the skate park was particularly popular with young residents from Greenford, Ealing and Northolt whilst residents in Northolt, Perivale and Acton mainly suggested the need for indoor courts and pitches. Southall and Acton residents thought an athletics track was needed in their area.

The 2009 results also indicated the need for affordable youth gym facilities, additional football pitches across the borough and that schools should open their facilities during the weekend. Girls specifically felt that there were not enough clubs, activities and facilities for females in the borough.



### **'Ealing Cultural Strategy 2007-2012'**

This strategy outlines a plan for cultural activity and development in Ealing up to 2012. It includes aims and objectives for a wide range of cultural activities, including playing or watching sports and spending time in the borough's parks and open spaces.

Access to good quality sports and leisure facilities is recognised as a key factor in improving the quality of life for residents, and in building cohesive communities. This strategy states a commitment to creating and maintaining safe and well-used parks and open spaces, and supporting sport and physical activity by managing, improving and promoting facilities.

Sport and physical activity are recognised as being particularly important in parts of the borough where diseases like TB, osteoporosis and obesity are above national averages, particularly in Southall.

The following commitments are particularly relevant to this strategy:

- Continuing to champion sports that Ealing excels at including athletics, cricket, rugby and tennis
- Increasing targeted sports development work with older people
- Tackling child obesity by ensuring children and young people have opportunities to participate in physical education and sport.

This strategy confirms the role that culture, including sport and leisure, has to play in achieving Ealing's vision of being a successful borough where everyone has the opportunity to prosper and live fulfilling lives in communities, which are safe, cohesive and engaged.

### **'Ealing's Quality of Life Strategy for older people and carers 2006-2016'**

This strategy outlines plans for preventative services to improve the quality of life for older people and carers in Ealing. There are four strategic themes at the heart of this strategy:

- Healthy lives
- Economic and environmental well-being
- Active engagement
- Creative partnerships.

Sport and physical activity are highlighted as having a particularly crucial role to play in the first theme, healthy lives. The objectives for this theme include improving physical fitness of older people and their carers through moderate regular exercise. Reaching people from BAME groups is highlighted as being particularly important. Sport also has a role to play in the active engagement theme, by enabling older people and carers to volunteer to support sports activity.

### **Ealing Community Sport and Physical Activity Network (Ealing CSPAN)**

The function of this forum is to provide a strategic alliance of partners with an interest in sport and physical activity in the Ealing area, to work co-operatively towards the achievement of agreed outcomes. The Ealing CSPAN will be strategically linked to the Health and Wellbeing Board (TBC) and is one of the 6 CSPAN's in the Pro-Active West London region, providing the critical linkage between sub-regional co-ordination, and local planning and delivery.

The Ealing CSPAN will aim to achieve the following outcomes:

- Improving the health and wellbeing of the population by increasing the number of people taking part in sport and physical activity by 1% year on year
- Widening access to sport and physical activity opportunities, recognising that everyone regardless of their ability or disability has a right to take part
- Bringing together and aligning partners existing priorities and targets within one joined up local action plan, based upon the needs of local communities and ensuring clarity in roles and responsibilities
- Increasing the numbers volunteering in sport and physical activity
- Bring people together through sport and physical activity, and enable those with talent to progress

### **Ealing Council's Asset Transfer process**

The Council manages its assets in a variety of ways; it can sell land for freehold purchase at market value, it can transfer the freehold at an under market value price it can offer long and short term leases or it can enter into a management or license arrangement, this is often done whilst long term plans are being finalised.

After carrying out a strategic assessment of its indoor and outdoor assets, Ealing Council has identified a number of outdoor sports pitch sites to make available through an asset transfer process. This involves transferring the management and / or ownership of land or buildings from Ealing Council to a community organisation at 'less than best consideration' – that is at less than its full market value to achieve a public benefit.

The process should facilitate a variety of mutual benefits and it is a key way in which the Council can support the development of a strong and vibrant community. Ealing Council's work in this area has been recognised by Sport England and has been used nationally by Sport England as a case study in their asset transfer toolkit.

To date Ealing Council has entered into the asset transfer process with regard to outdoor sports facilities only. There is future potential to increase the number of facilities transferred by this method and options may also be considered in the future for other types of sports facility.

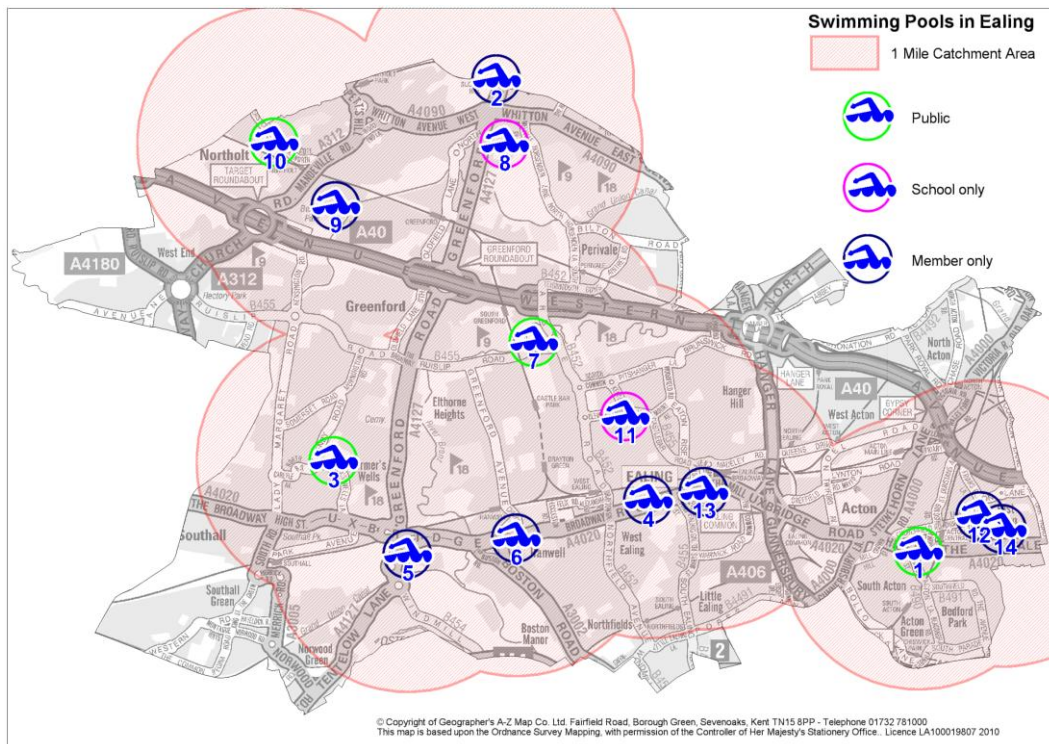
## SWIMMING POOLS

The Council's aim is to create a network of high quality pool facilities geographically spread across the borough which gives local people the opportunity to take part in a wide range of water based sports and activities, progressing from learn to swim classes through to elite competition, increasing the number of people who take part in swimming and other water based activities.

In order to achieve this aim, there is a need to assess the existing pool stock available to the community and how this may change in the future due to the impact of population growth and a rise in participation.

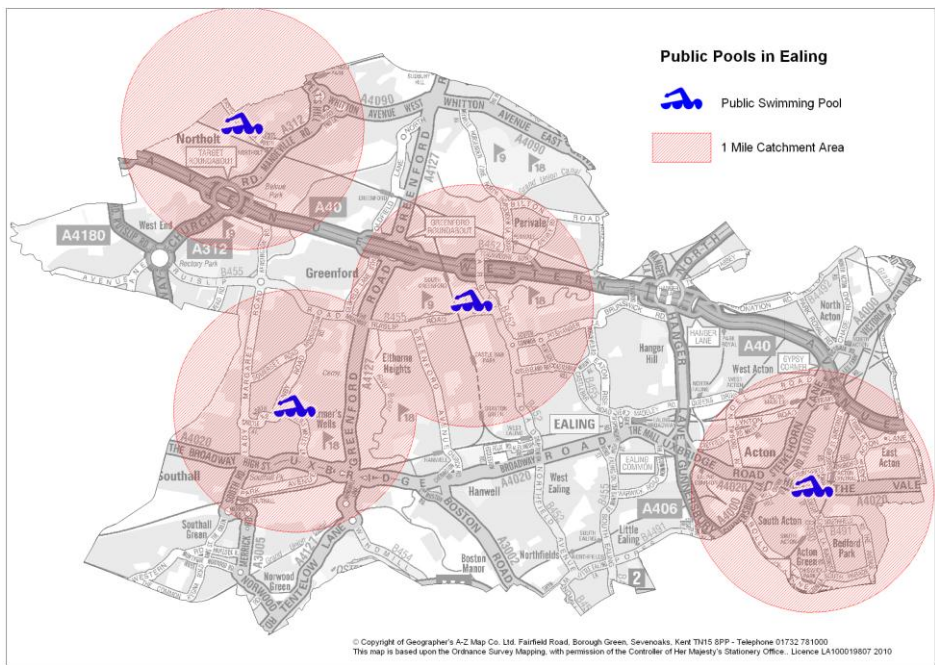
### The location of swimming facilities in Ealing

There are 14 individual swimming pool sites in the borough, of which 8 are commercial swimming pools sites, operated on a membership basis and a minority of 4 sites operated by the Council or its Leisure Management partner GLL on a pay as you swim basis with a swimming development programme. Two more pools are based on school sites, the school and a local club use one pool, and the other has no community access.





No.	Site	Pool space (SQM)	Ownership/Use	Year built/ Refurbished
1	Former Acton Baths facility	297 198	Council – public New facility opening 2014	1904/1999
2	David Lloyd (Sudbury Hill)	300 & 110 160 & 16 (Outdoor)	Private – members only	1998/2004
3	Dormers Wells Leisure Centre	240	Council - public	1972
4	Eden Fitness	160	Private – members only	2007
5	8 <sup>th</sup> Level	200	Private – members only	1997/2007
6	Golds Gym	132	Private – members only	1997/2003
	Gurnell Leisure Centre	750 225	Council - public	1981/2009
8	Horsenden Hill Primary School	120	Council – School & Club	2003
9	LA Fitness	105	Private – members only	1995
10	Northolt Leisure Centre	495 192	Council - public	2010
11	Notting Hill & Ealing High School	225 (Private use)	Private – School only	2004
12	The Park Club	160 200 (Outdoor)	Private – members only	2000
13	Virgin Active (Ealing)	160	Private – members only	1993/2004
14	Virgin Active (West London)	313 30	Private – members only	2002/2008



### **Assessment of the demand and supply of swimming facilities now and in 2021**

Sport England has an extensive range of planning tools that can be used to assess the current and future demand and supply for swimming facilities in specific areas, including the Facility Planning Model (FPM), which is the most comprehensive of all. The FPM provides information regarding how much demand for swimming pools is being met, where the highest levels of unmet demand are and how much demand is being exported and imported from neighbouring boroughs.

All existing indoor swimming pools of at least 20m in length or at least 160m square and which are available for community use, for all or part of the weekly peak period, are included in this assessment. Pools less than 160m square are only included when on a site where another pool is large enough to be included in the assessment. All outdoor pools and those indoor pools which have no access for community use are excluded from the assessment, those shown in red in the table. Accessibility is also factored into the assessment when considering public access to private members clubs.

Using the FPM, the level of demand for swimming pools in London matches supply, but there are significant sub regional variations. West London has 54 pool sites, 31 public and 23 commercial and demand is virtually in balance with supply, satisfied demand is very high at 91% and pool capacity will be close to full by 2021. Ealing carried out an analysis of 7 separate scenarios, the complete findings are set out in a separate report, but the findings from two of the scenarios form the basis of this assessment.

When considering what scenarios to test, the following key drivers for change were considered; the rise in population, the projected increase of 1% year on year in swimming participation totalling 11% overall, the wish to continue to provide a 50m pool in Ealing and the mixed age range of the swimming pool stock. In assessing the future provision for swimming across Ealing it is important to understand and separate out the pools by ownership, operation and different patterns of use of membership based sites and public sites. It is also important to factor in the impact of having the largest swimming club in the country based in Ealing and the wider West London area. All these drivers for change have been isolated and assessed as to their individual and collective impact on the assessment of the future provision for swimming in Ealing.

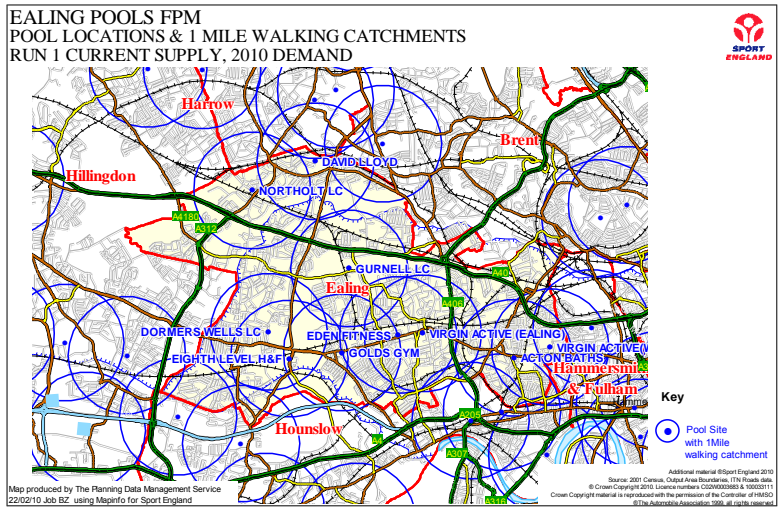
The first scenario assessed the current supply and demand for swimming pools in 2010, to establish a baseline position on supply and demand for swimming facilities. The second scenario, reported in this strategy, assessed the future demand for swimming in 2021 based on GLA population projections for the study area surrounding Ealing and the Ealing population projections and new housing allocations. This scenario also factored in a projected 1% increase in swimming participation each year between 2010 – 2021, an 11% increase in total between the two years. The supply side assumptions in this scenario included the replacement of Acton Baths with a new swimming facility on the same site which included 2 pools, one a 25m x 17m eight lane main pool and a 16m x 12m learner pool and the replacement of existing facilities at Gurnell Leisure Centre with a 50m x 17m eight lane pool and a 16m x 12m learner pool.

### **Current Supply and Demand Analysis for Swimming Pools in Ealing (Scenario 1)**

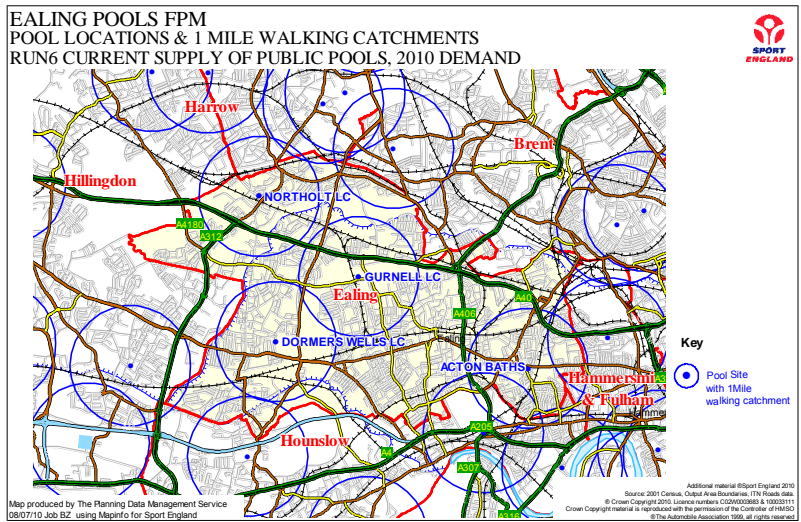
The findings in scenario one establish the baseline position for Ealing with regard to current demand and supply for swimming, accessibility to existing pools by car and on foot, the capacity of existing pools and the location of facilities.

The 10 swimming pool sites highlighted above were included in the FPM analysis across the borough in 2010, of these, 6 are commercial members only sites and the remainder are Ealing owned and operated swimming pools for public use.

The location and distribution of the 10 sites including the 1 mile/20 minutes walk to catchment area is set out in Map 1. There is good geographical coverage of the borough based on the pool locations however 6 sites are commercial sites. If the sites are restricted to public pools only then the picture of supply changes considerably as set out in Map 2. By this assessment there are large areas of central Ealing that are outside the walk to catchment area of any public swimming pool.



**Map 1: Pool locations in 2010 with walk to catchments: All pools**



**Map 2: Pool locations in 2010 with walk to catchments: Public pools only**

### **Supply and demand for swimming in Ealing**

In terms of the supply and demand for swimming, the current total capacity of Ealing's pools is 28,900 visits, whilst total demand is 19,500 visits. So the capacity is greater than demand in 2010 by 9,400 visits, or demand across the borough represents 67% of total supply.

In terms of the amount of swimming demand that can be satisfied this is very high at 91% of the total swimming pool capacity, which means that 91% of total demand for swimming is located inside the catchment area of a swimming pool.

This means there is 9% of unmet demand, the reason there is unmet demand when supply is greater than demand is because some demand is located outside the walk to catchment area of any pool and these areas are shown in the first map above, mainly along the Hillingdon border. When only public pools are considered, the areas outside the catchment of any pool are identified as a large part of Central Ealing and to the east of Central Ealing.

Unmet demand at 9% of total demand is measured as 1,591 visits or 195 square metres of water; a 25 metre 4 lane swimming pool is 212 square metres of water. This unmet demand exists because some of the population is located outside the catchment area of a pool.

Ealing retains some of its own demand for swimming and also exports demand to pools in neighbouring authorities and imports demand from surrounding areas as well. This is calculated based on where people live and the swimming pools located nearest to where they live. Ealing retains 72% of the demand it generates and exports the remaining 28% of its satisfied demand. The biggest export is to Hounslow at 13% of the Ealing satisfied demand and Hillingdon where 8% of the Ealing demand is met.

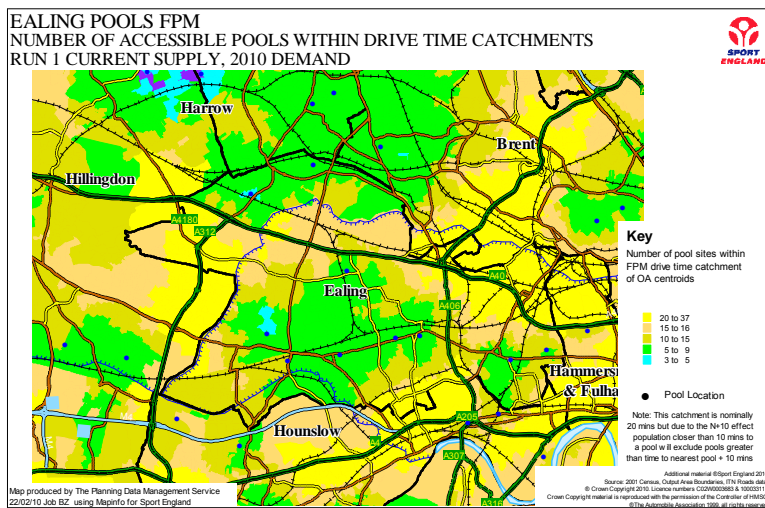
Ealing imports demand into the borough where the nearest swimming pool to residents in neighbouring authorities is located in Ealing. Some 32% of the satisfied demand at Ealing's pools is imported, with 10% coming from Brent, 8% coming from Hillingdon and 6% coming from Harrow. So Ealing is a net importer of swimming demand and its pools are of particular benefit to Brent residents.

### **Accessibility to Ealing's pools**

Accessibility to swimming pools is very important and in strategic planning terms it is possible to measure accessibility based on where people live, the location of the swimming pools and people's travel patterns to pools, by car, public transport and on foot. It is possible to measure and overlay this assessment, which is based on Sport England Research through its swimming pool user surveys and Benchmarking Service on the travel patterns to swimming pools and then applying this information to the Ealing population. The catchment analysis includes facilities located in neighbouring boroughs.

In Ealing it is estimated that some 71% of all visits to swimming pools are made by car, based on a 20-minute drive time catchment, 7% of visits are made by public transport, based on a 15-minute catchment area and 22% are made by walking, based on a 20-minute/1 mile walk to catchment area.

There is excellent accessibility to swimming pools based on the car borne catchment area with all the Ealing population having access to at least 5 – 9 swimming pools and in some areas between 10 – 15 swimming pools. This is shown in Map 3 below where the central area of Ealing has the accessibility to between 5 - 9 swimming pools and the outer area between 10 – 15.

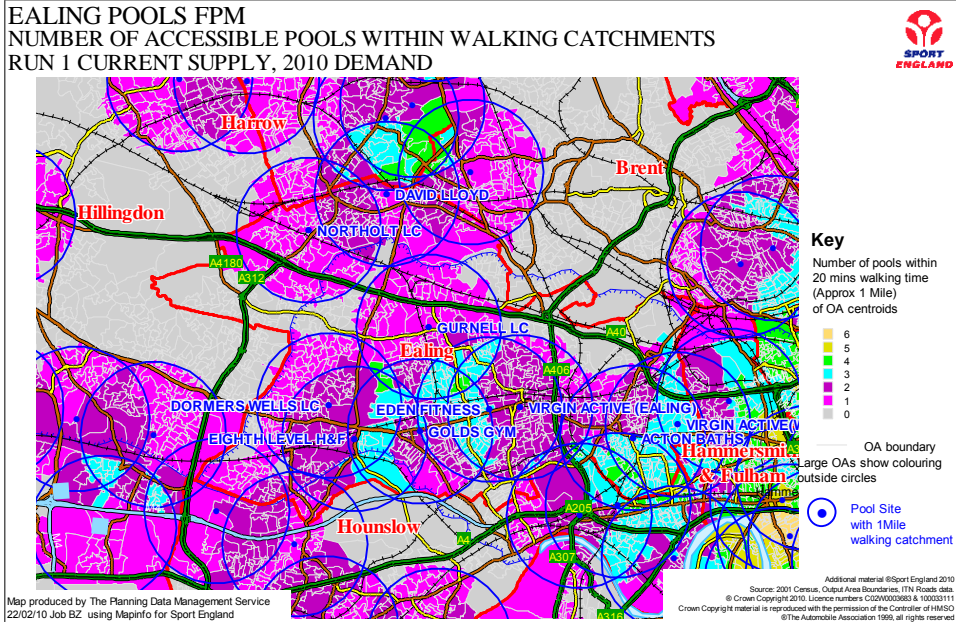


**Map 3: Accessibility to swimming pools in 2010 based on the 20 minute drive time catchment area**

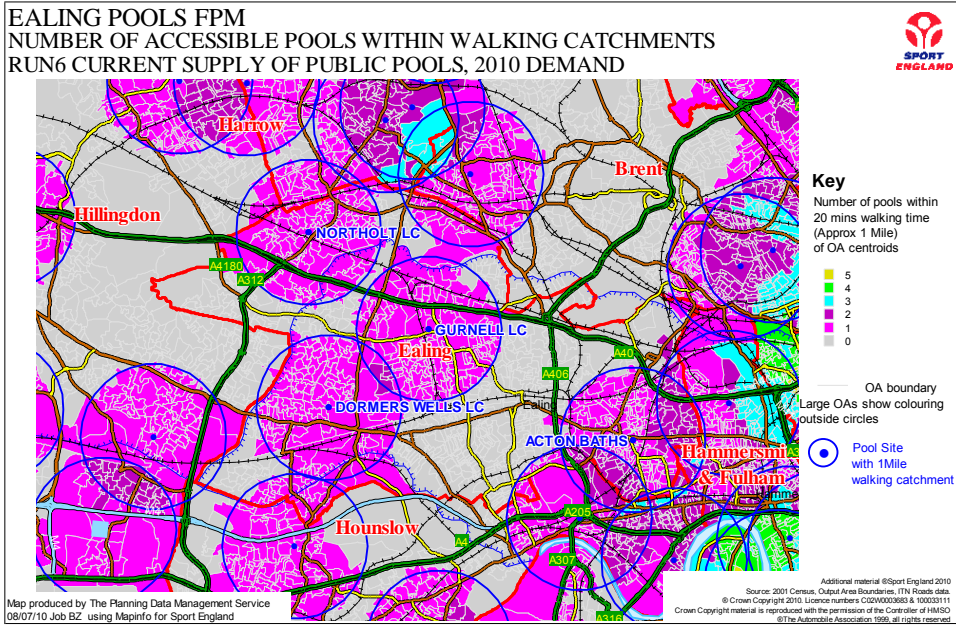
In terms of accessibility by the population to swimming pools based on the 20 minute/1 Mile walk to catchment area then the picture is very different. Some 15% of the Ealing population live outside the catchment area of any swimming pool. The significance of this finding is underlined by the estimate that some 22% of all visits to swimming pools are made on foot.

Increasing access to swimming pools for the walk to population is a significant strategic planning and locational issue to address in the development of any new pool provision. The map below identifies the areas of the borough, which are outside the walk to catchment area of any pool. Again this catchment area analysis can be shown for the 4 public pool sites and here the level of access by the walk to catchment are dramatically different – this map is the first map below. There are virtually no overlapping catchment areas and if any public pools were removed it would significantly reduce accessibility.

The FPM analysis estimates that across Ealing, the level of swimming pool capacity used at peak times in 2010 is 65%, this is close to the “pools full level” of 70%. This means that in 2010 there is limited spare capacity in Ealing’s pools. It is estimated that in order of highest usage Northolt Leisure Centre and Gurnell Leisure Centre are the two sites where used capacity is estimated to be highest.



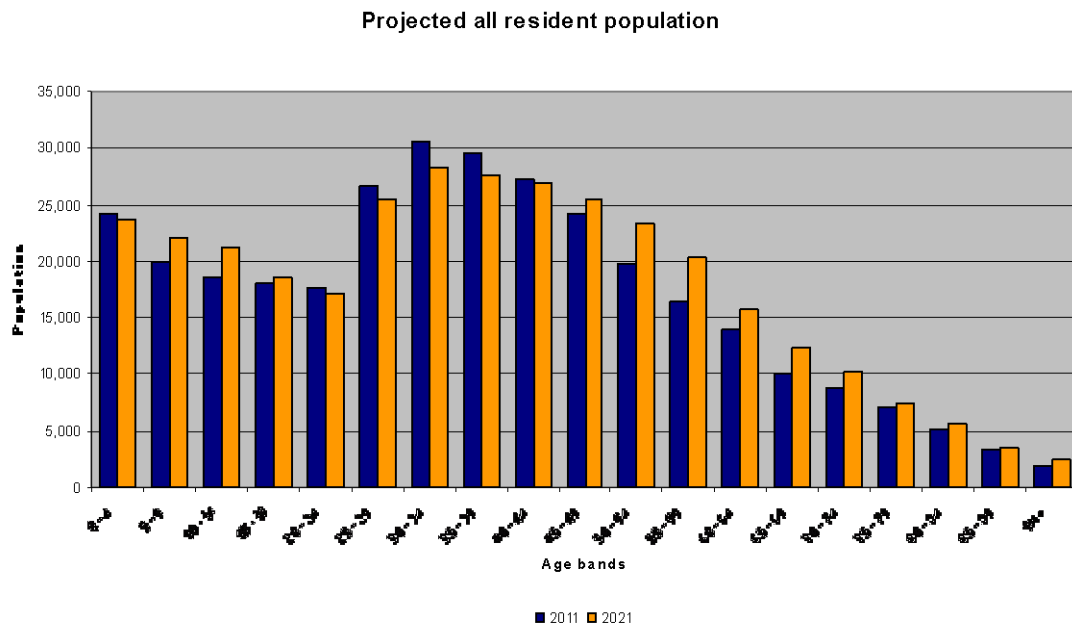
**Map 4: Accessibility to swimming pools in 2010 based on the 20 minute/1 mile walk to catchment area for all 10 sites**



**Map 5: Accessibility to swimming in 2010 based on the 20 minute/1 mile walk to catchment area for public sites only**

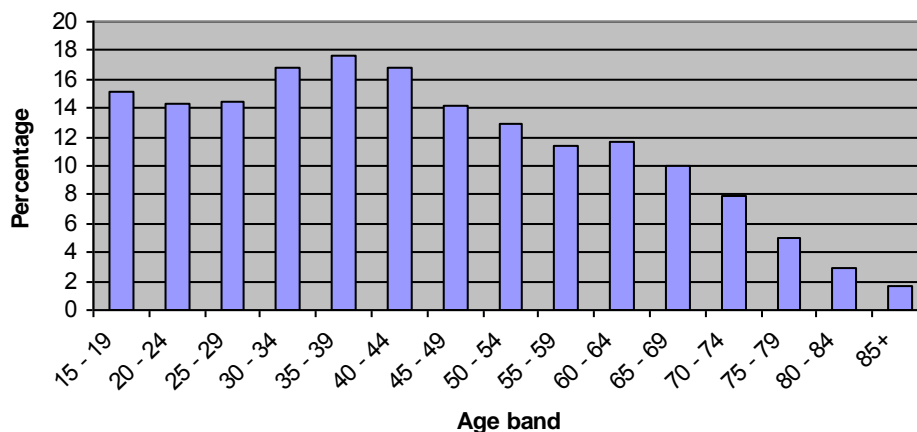
## Swimming participation in the context of Ealing's population now and in 2021

The table below shows the projected resident population structure of Ealing in 2011 and 2021, in 5 year age bands.



According to population projections, the number of people living in Ealing will grow by approximately 14,000 from 2011 to 2021. The chart above shows significant increases in the projected population between the ages of 5 to 14 years and 50 to 69 years, with smaller increases between the ages of 45 to 49 years and 70 to 84 years. Ealing's population will decrease between the ages of 25 to 39 years.

### Percentage participation in swimming in the last 4 weeks nationwide



The purpose of setting out these graphs is to see how the Ealing population in 2011 correlates with the percentage of swimming participation and then to assess the potential changes up to 2021.

The graph above shows the percentage of people nationwide who when completing the Active People 4 survey, stated that they had swam in the previous 4 weeks. This

indicates that a greater percentage of those aged 30 to 44 years swim than those aged 20 to 29 years and 45 to 49 years. 15 to 19 year olds show the 4<sup>th</sup> highest percentage. People aged between 50 and 69 maintain a reasonably high percentage but percentages fall for those aged over 70.

Currently the age groups with the highest rate of swimming participation nationwide are the 30 to 44 age groups, these age bands currently correspond to the three largest age bands in Ealing. Therefore demand for swimming in Ealing is likely to be greatest now and in the next few years as this age group passes through the 30 to 44 age bands.

The next highest age group for swimming participation is the 15 to 19 age band. In terms of the Ealing population this age band is around two thirds of the size of the 25 – 39 age bands. So the second highest age band for swimming participation is not a big driver for swimming pool demand in Ealing.

Overall based on this comparison of the age structure and distribution of the Ealing population when compared with the highest age groups for swimming participation, it is reasonable to assume that the demand for swimming is highest now and in the near future and will therefore not cause a significant increase in swimming demand from Ealing's aging population in the long term future, if participation rates stay constant over this period.

#### **Future Supply and Demand Analysis for Swimming Pools in Ealing (Scenario 2)**

The second FPM scenario assessed the future demand for swimming in 2021 based on GLA population projections for the study area surrounding the borough and the Ealing population projections and new housing allocations. This scenario also factored in a projected 1% increase in swimming participation each year between 2010 – 2021, an 11% increase in total between the two years. The supply side assumptions in this scenario included the replacement of Acton Baths with a new swimming facility on the same site which included 2 pools, one a 25m x 17m eight lane main pool and a 16m x 12m learner pool and the replacement of existing facilities at Gurnell Leisure Centre with a 50m x 17m eight lane pool and a 16m x 12m learner pool.

The main factors to assess in this scenario are the impact of changes in demand from population growth and swimming participation and the impact on supply from these changes and the 2 replacement pools at Acton and Gurnell.

#### **Impact of the population increase and rise in participation on demand**

The Ealing population is projected to increase to 337,600 people in 2021, up from 323,150 people in 2010. This is an increase of 14,450 people and represents a 4.4% increase over the 2010 figure. The population increase, plus the projected annual 1% increase in swimming participation, means the total demand for swimming will be 22,260 visits by 2021, up from 19,500 visits in 2010. This represents an increase of 2,760 visits or a 14.1% increase in total demand for swimming.

A visit increase of 2,760 visits or 14% equates to a demand for 340 square metres of water and this is equivalent to one 25 metre x 6 lane pool. So the projected changes on the demand side between 2010 – 2021 is creating additional demand for around one good size swimming pool, which would fill a “gap in the Ealing swimming supply”.



A pool of 330 square metres of water does provide a pool size, which Ealing does not currently have and increases the scope and range of swimming programmes across the borough and offers more flexibility in pool programming. A pool of this size would cater for a full range of community based swimming participation with a 25 metres x 6 lane main pool and offers flexibility to also cater for swimming development and learn to swim programmes. An additional learner pool at the same site would enhance this scale, flexibility and range of provision.

Ealing's existing public pools are very big - Gurnell Leisure Centre currently has 975 square metres of water and Northolt Leisure Centre has 617 square metres of water. Only Dormers Wells Leisure Centre is a "small pool" at 240 square metres of water.

### **Impact of the two new pool developments on demand and supply**

Whilst swimming demand increases by 2,760 visits, swimming pool supply also increases because the new Acton pool development is 617 square metres of water, compared to the existing pool which is 495 square metres and the proposed new Gurnell Leisure Centre pool increases to 1,042 square metres of water, up from 975 square metres.

The increase in size of these two pools means the swimming pool capacity increases to 31,300 visits, up from the existing 28,900, resulting in an increase in supply of 8.3%. This increase in supply is helping to keep satisfied demand up and unmet demand low.

Satisfied demand is unchanged at 91%, so the additional demand and the location of the population in the new housing areas is within the catchment areas of the existing pools. This coupled with the increase in supply suggests that there is enough capacity at the proposed new pools to absorb this level of demand.

The reason for no change in satisfied demand is because of the predominance of the drive to catchment area for pools and that 71% of all visits to pools are by car. As mentioned earlier, there is wide choice of pools for the Ealing population, both inside and outside the borough, based on the drive to catchment. The areas of new demand growth are also accessing this choice of pools because travel patterns to pools are virtually unchanged. So, in short, there will be more demand for swimming in 2021 but it can be accommodated by the proposed pool stock including the two redeveloped sites.

Unmet demand for swimming in 2021 goes up by a small amount to 1,800 visits, from 1,500 visits in 2010. Unmet demand of 1,800 visits equates to 225 square metres of water and a 25 metres x 4 lane swimming pool is 212 square metres. The reasons for the unmet demand are that some pools are now full and some demand is located outside the walk to catchment areas of a pool as shown in Map 5.

In terms of the swimming demand from Ealing residents, retained and satisfied at Ealing's pools, this shows little change, with 73% of all the satisfied demand being retained, compared 72% in 2010. The main location for export of Ealing's demand is still to Hounslow at 14%.

In terms of the level of swimming demand imported into Ealing and satisfied at Ealing's pools, this increases by 5% to 37% up from 32% in 2010. The reason for the increase is the new swimming facilities replacing Acton Baths and Gurnell Leisure Centre which will have a draw effect.

The most significant finding from this scenario is the increase in swimming pool used capacity, which measures how full the pools are. This increases to 74.8% of total swimming pool capacity, up from 65.5% in 2010 and above the “pools full” comfort level of 70%. Used capacity increases because of the 13.8% increase in Ealing’s swimming demand between 2010 – 2021 and the draw effect of the new pools.

This assessment is borne out by the projected estimate of annual throughput at the new pool sites; for Gurnell Leisure Centre, 574,600 visits, up from 484,900 visits in 2010, whilst at the new Acton facility the projection is 340,000 visits up from 228,700 visits in 2010. Overall the projected annual estimated throughout for the 10 swimming pool sites in Ealing in 2021 is 1,880,000 visits, up from 1,469,000 visits in 2010.

The combination of high accessibility by the Ealing and wider study area population to two new and larger pools, coupled with a 13.8% increase in total demand for swimming in Ealing creates a high draw and pushes up used capacity for swimming across the whole borough.

### **Summary of FPM analysis**

Ealing wished to determine the future needs of swimming pool provision in order to deliver a service which increased participation and access to swimming through providing a swimming development programme which gave people of all ages the opportunity to progress from learn to swim through to elite competition. On the demand side, the increase in population and the 1% increase per annum in swimming participation were considered and on the supply side the quality, age and ownership of the pool stock and the accessibility to pools now and in 2021.

The quality of Ealing’s pool stock is influenced by its age and condition. The average age of the 4 public pool sites in Ealing in 2021 will be 28 years old, major refurbishment or modernisation of the pool stock will be required before then, based simply on the age and condition of the pools. To address this issue, scenario 2 assessed the impact of replacing both the Gurnell Leisure Centre pool facility and Acton Baths, with facilities, which housed pools with slightly more water space. By modernising these pools by 2021 and taking a midyear of this happening 2016, the average age of the 4 public pool sites in Ealing reduces to 15 years. This will also improve the quality and reduce the age of the Ealing swimming pool stock. In so doing both Gurnell Leisure Centre and the new Acton facility will be able to provide the full range of swimming activity - casual swimming, learn to swim and swimming development and meet the swimming objective.

There is however, also the draw effect of the new pools and the attractiveness factor and this will increase the usage of these pools over the first 2- 3 years. Over this time the used capacity of the Ealing pools is going to be above the pools full level but this should settle down and over time the demand for an additional 225 square metres of water, is accurate.

The size and ownership of the swimming pools in Ealing is unbalanced, the 4 public pools have significantly more water space than the 6 private pools, however the network of private pools is bigger but with a membership system, which restricts access for some user groups. The evidence base contains a supply and demand assessment of the level of unmet demand for swimming in 2021 based only on the 4 Ealing public swimming pools sites, discounting the 6 commercial sites. Based on this assessment the level of unmet demand for swimming in 2021 created by

excluding the commercial pools is projected to be 275 square metres of water in comparison to 225 square meters of water if the private pools are included. This unmet demand is a combination of some pools, like the new Gurnell Leisure Centre and the new Acton facility being full and some demand remaining outside the walk to catchment area of any pool. These findings seem to indicate there would be a demand for the new pool developments in Acton and at Gurnell Leisure Centre as well as an additional 4 to 6 lane 25 metre pool.

Accessibility to pools is also a major factor to consider now and in the future, based on a 20 minute drive time, Ealing's population has access to at least 5 swimming pools located both inside and outside the borough, so no strategic or locational planning issues. However, based on the 20 minute/1mile walk to catchment area, 15% of the Ealing population live outside the catchment area of any swimming pool and only 54% of the Ealing population have access to 2 swimming pools, so there is limited access to pools based on the walk to catchment area.

The evidence base sets out the percentage of visits to swimming pools by each travel mode and this context has to be considered to be able to determine the impact of this key issue on access. In scenario 2, it is estimated that 71% of all visits to swimming pools are by car; with 7.5% by public transport; and 22.5% by walking.

So between 1 in 4 and 1 in 5 of all visits to swimming pools are estimated to be on foot by 2021 and 15% of the Ealing population live outside the catchment area of any pool, this suggests there is a reasonable scale of limited accessibility to pools in the walk to category. Any new swimming pool provision in addition to the new pools on the former Acton Baths and Gurnell Leisure Centre sites needs to be located to increase accessibility in the walk to catchment area, shown on the first maps in this section.

The FPM analysis found that the proposed developments tested in scenario 2 were justified to meet the projected demand for swimming in 2021, based on both population growth and projected increases in swimming participation. If commercial pools are excluded from the analysis it is estimated that 275 square metres of additional pool space is needed to meet the demand for swimming in 2021.

In addition to the analysis for generic swimming participation, Ealing also has to consider the impact of Ealing Swimming Club usage, which includes elite training and performance, ideally in the 50 metre pool at Gurnell Leisure Centre. The size and popularity of the club, raises demand above the normal levels considered through the FPM process, thus demand for pool space is very likely to be higher in Ealing than that shown in the FPM analysis, due to the range of activities currently delivered by the largest swimming club in the country for people of all ages and abilities.

Existing usage data for the two biggest public swimming pool facilities; Gurnell Leisure Centre and Northolt Leisure Centre show that peak time pool space is at a premium especially weekday evenings and both learn to swim programmes are near capacity and are larger than those run by facilities in neighbouring boroughs.

### **Summary of current position and proposed future actions and opportunities**

Based on the FPM analysis, the two proposed new pool developments one to replace Acton Baths in the near future and the other to replace Gurnell Leisure Centre should be actioned, timescales to be determined. Currently, the new Acton facilities will include an 8 lane 25m pool and a 12 x 8m training pool with a moveable

floor, this is 96 square metres less than the size of the pool facilities tested in the second scenario of the FPM analysis.

Using the FPM analysis an additional 96 square metres of pool space would be required in addition to the 225 square metres of pool space or 275 public pool space already stated. Results indicate that there would potentially be demand for an additional 321 square metres of pool space or 371 square metres of public pool space to satisfy demand in 2021 assuming that the new Gurnell Leisure Centre replacement facility will be an 8 lane 50m pool plus 16 x 12m ancillary pool with moveable floor. This additional pool space is equivalent to a 6 lane 25m pool.

In addition to the two major pool developments a potential site for a new pool should also be identified based on the FPM catchment analysis, which shows the current areas which lay outside the 20 minute walk/1 mile walk catchments of existing pools. Any new facilities should include a main pool as well as an ancillary pool approximately 16 x 12m with moveable floor, to allow for a range of different activities to take place.

New facilities should also include as standard, the latest equipment to enable people with additional needs to access changing rooms and the pools as easily as possible. Ideally it should be also possible to screen off certain water space to enable single sex activities to take place.

Community access to swimming pools would also be improved if the pool located at Notting Hill and Ealing High School became available for community use. Future feasibility work should also be undertaken to determine the future options for Dormers Wells Leisure Centre pool, built in 1972; should the pool be refurbished or rebuilt on the same site or replaced by a pool at a different location.

Use should be made of Sport England's Affordable Community Swimming pools model, which captures the key issues in relation to strategic planning, design, capital costs, operational budget and programme of use.

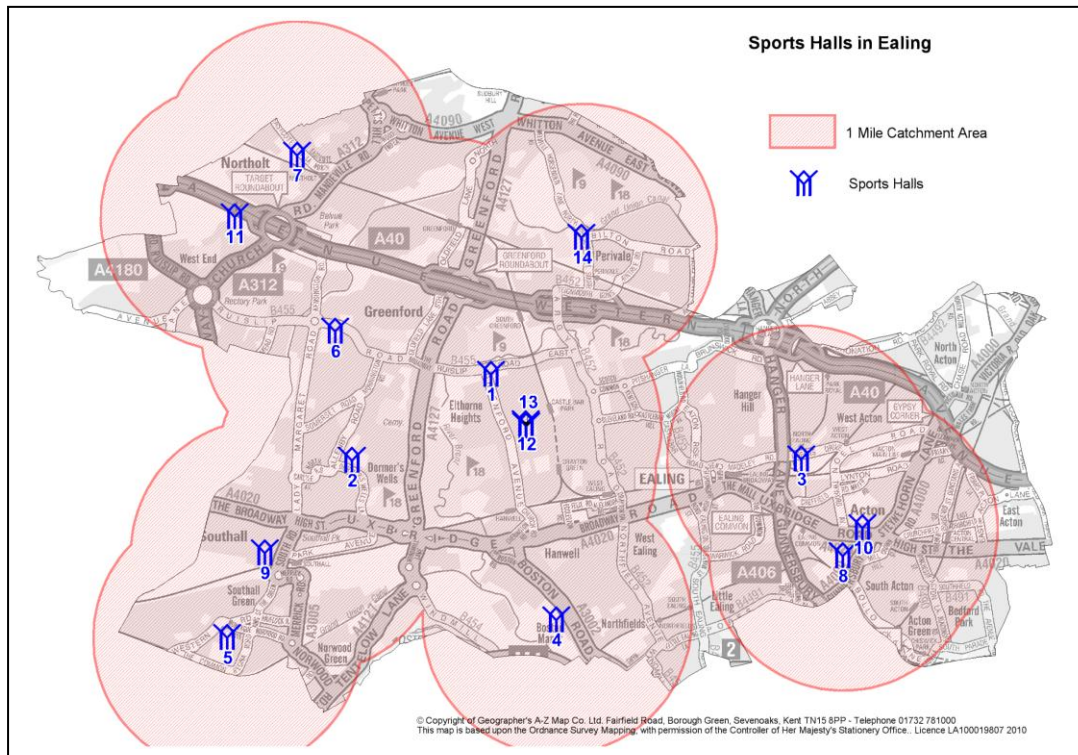
## SPORTS HALLS

The overall aim is to have a network of sports halls geographically spread across Ealing, which are accessible to the public out of school hours at an affordable price offering access to indoor facilities in line with local demand.

In order to achieve this aim there is a need to assess the existing sports hall stock available to the community on a regular basis and how this may change in the future due to the population growth and a rise in participation.

### The current location of sports halls in Ealing

There are currently 14 sports hall facilities available for community use, including 3 sports hall size areas located at two community centres, which are not exclusively for sports use. In addition to these two sites there are also two schools, which give the community limited access to facilities mainly through club use only.



No.	Site	Area sqm	Ownership/Use	Year built/ Refurbished	Size (Cts)
1	Brentside Sports Centre	609	PFI school – Club use	2003	4
2	Dormers Wells Leisure Centre	891	Council – pay and play	1972	6
3	Ellen Wilkinson High School	594	Council - school	2009	4
4	Elthorne Sports Centre	561	Council – pay and play	1984/2005	4
5	Featherstone Sports	629	Council – school	1996	5

	Centre		pay and play		
6	Greenford Sports Centre	594	PFI school – Council pay and play	2008	4
7	Northolt High Sports Centre	594	Council – school pay and play	2006	4
8	Reynolds Sports Centre	561	PFI school – Council pay and play	2007	4
9	Southall Sports Centre	700	College – pay and play	2002	4
10	Twyford Sports Centre	569	Council – pay and play	1989	4
11	West London Academy Sports Centre	594	Academy – pay and play	2005	4
12	Hanwell Community Centre (Hall 1)	561	Council – Club use	1938/2004	4
13	Hanwell Community Centre (Hall 2)	570	Council – Club use	1938/2003	3
14	Perivale Community Centre	459	Council – Club use	1994	3
				<b>Total</b>	<b>53</b>

### **Assessment of the demand and supply of sports hall facilities now and in 2021.**

Sport England's extensive range of planning tools can be used to assess the same demand and supply factors as those for swimming pools and again the Facility Planning Model (FPM) provides the most comprehensive assessment. The FPM only recognises halls of a certain size, approximately equivalent to 3 badminton courts, that are open for community use either on a pay and play basis or through club use. Smaller ancillary halls of 3 courts or more on a site are also included.

Using the FPM on a London wide basis, it has been established that demand exceeds supply by 691 badminton courts or the equivalent of 172 four badminton court sports halls. West London has a deficit of 152 badminton courts or 38 four court sports halls. By 2021, West London will have a deficit of 150 badminton courts.

This work is based on the current assessment of the sports hall stock and then building up a picture of change based on assessing the impact of changes in population, sports hall participation and changes in sports hall supply so as to assess the impact of each change on the overall strategic provision for sports halls and what this means spatially and in demand terms in Ealing up to 2021 and beyond.

When deciding on which scenarios to test, the following key drivers for change were considered; the population increase, the projected participation increase of 1% per annum and the ownership and quality of the current stock of facilities. These drivers for change had to be identified and assessed as to their individual and collective impact in the assessment of the future provision for sports halls.

Ealing carried out 3 separate pieces of analysis using Sport England's FPM, the complete findings are set out in a separate report, but the findings from two of the scenarios form the basis for this assessment.

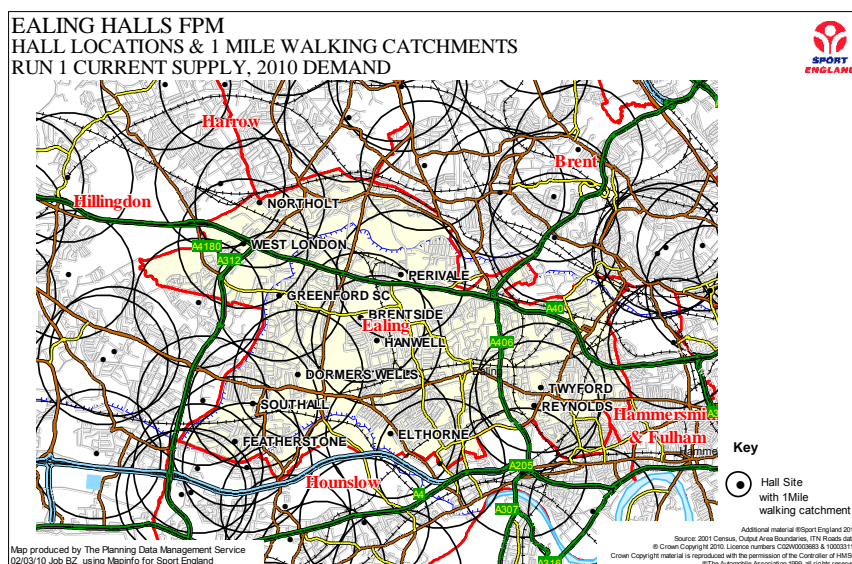
The first scenario assessed the current supply and current demand for sports halls in 2010, to establish a baseline position on supply and demand for sports hall facilities. The second scenario assessed the future demand for sports halls in 2021 based on population projections for the study area surrounding Ealing and the Ealing population projections and new housing allocations, plus the impact of a projected 1% increase in hall sports participation each year between 2010 – 2021, an 11% increase in total between the two years.

### Current supply and demand analysis for sports hall in Ealing (Scenario 1)

There are currently 12 individual sports hall sites in the borough, in a mixture of locations. The predominant size of the sports halls is 4 badminton courts, with 9 out of the 12 sites being this size. There is one 3 badminton court size sports hall at Perivale Community Centre, a 6 badminton court size sports hall at Dormers Wells Leisure Centre, a 5 court sports hall at Featherstone Sports Centre and a 7 badminton court facility made up of two areas at Hanwell Community Centre. Ellen Wilkinson school sports hall was not included in this scenario because regular community use has not yet been established.

The findings in scenario one establish the baseline position for Ealing with regard to current demand and supply for sports halls, accessibility to existing sports halls by car, public transport and on foot and the capacity and location of existing facilities.

The location and distribution of the 12 sites including an illustration of the 1 mile/20 minutes walk to catchment area is set out in map 6 below. There is excellent geographical coverage of the borough based on the sports hall locations and the only area outside the walk to catchment area of any sports hall is to the North and North East of Central Ealing.



**Map 6: Sports hall locations in 2010 with walk to catchment area**

### Supply and demand for sports halls in Ealing

In terms of the current supply and demand for sports halls, total capacity is 10,200 visits, whilst total demand is 15,600. So the current demand for sports halls across

the borough is greater than supply by 5,400 visits. Or put another way total capacity is only 65.3% of total demand.

In terms of the amount of sports hall demand, which can be satisfied, this is high at 89.4% of the total sports hall demand. This means that 89% of the Ealing total demand for sports halls is located within the catchment area of a sports hall and the facilities can absorb the demand.

Given satisfied demand is 89.4% this means unmet demand is 10.6% of total demand. The reason there is unmet demand is because some of the sports halls are projected to be full, these being; Perivale Community Centre; Reynolds Sports Centre; and Twyford Sports Centre. Also there is unmet demand located outside the walk to catchment area of any sports hall the area North and North East of Central Ealing.

Unmet demand at 10.6% of total demand is 1,651 visits, which equates to just over 8 badminton courts. So the level of unmet demand in the baseline year of 2010 is quite significant.

Ealing retains 57% of its own demand for sports halls and exports 43% of its total demand for sports halls, which is satisfied at sports halls in neighbouring authorities. This is a very low level of retained demand and also a high level of exported demand. The biggest exports are to Hounslow at 19% and Hillingdon where 20% of the Ealing demand is met. Brent absorbs 3% and 1% goes outside the study area.

Ealing also imports demand into the borough where the closest sports hall to residents in neighbouring authorities is located in Ealing. Some 14% of the satisfied demand at Ealing's sports halls is imported, with 1% coming from each of Hillingdon and Hounslow, 5% from Brent, 4% coming from Harrow and 3% from Hammersmith and Fulham. So Ealing is a net exporter of sports hall demand and sports halls in both Hillingdon and Hounslow are better placed geographically to absorb much of the Ealing demand.

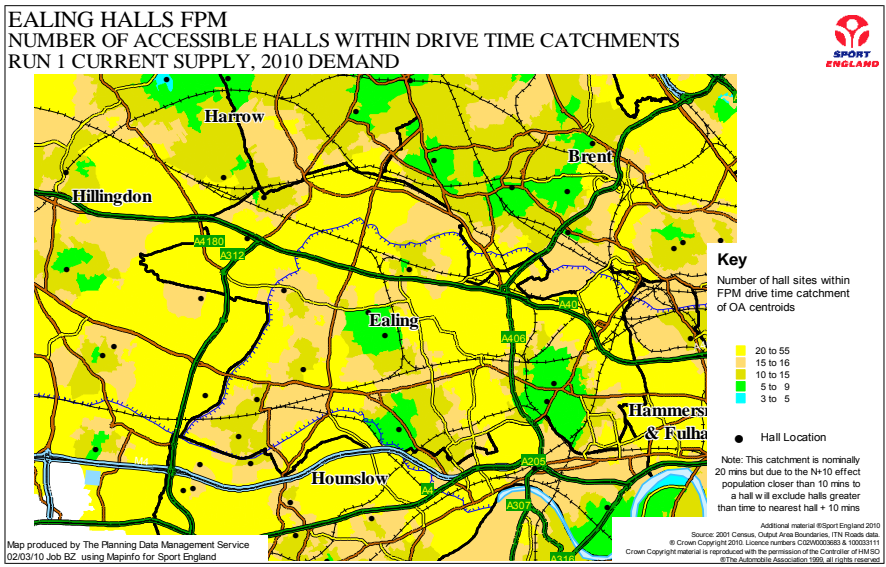
### **Accessibility to Ealing's sports halls**

Accessibility to sports halls is very important and in strategic planning terms it is possible to measure accessibility based on where people live, the location of the sports halls and the travel patterns to halls by people using a car, taking public transport and walking. These travel patterns can then be looked at in relation to the catchment area of the sports halls based on each mode of travel. It is possible to measure and overlay this assessment, which is based on Sport England research through its sports hall user surveys and Benchmarking Service on the travel patterns to facilities and then applying this information to the Ealing population.

Based on this work it is estimated that in Ealing some 76% of all visits to sports halls are made by car, based on a 20 minute drive time catchment, 4% of visits are made by public transport, based on a 15 minute catchment area and 20% are made by walking, based on a 20 minute/1 mile walk to catchment area.

There is excellent accessibility to sports halls based on the car borne catchment area with most areas of the borough having access to over 15 sports halls, not all these sports halls will be located in Ealing. This is shown in the map 7 below.

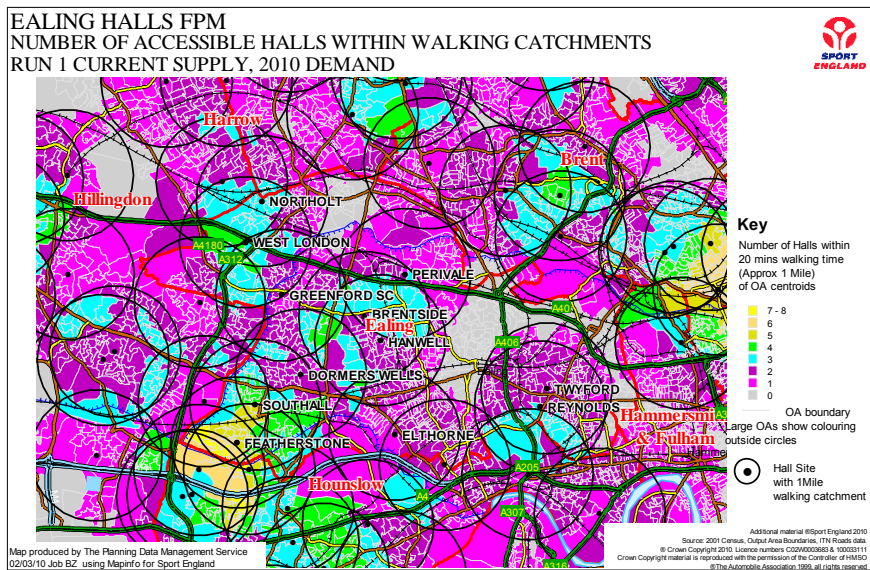




**Map 7: Accessibility to sports halls in 2010 based on the 20 minute drive time catchment area**

In terms of accessibility by the population to sports halls based on the walk to catchment area then the picture is very different, with 12% of Ealing’s population living outside the catchment area of any sports hall. This finding has to be linked with the estimate that 20% of all visits to sports halls are on foot.

The following map identifies the areas of the borough, which are outside the walk to catchment area of any sports hall. This is the area to the east of Central Ealing and the far North West of the borough.

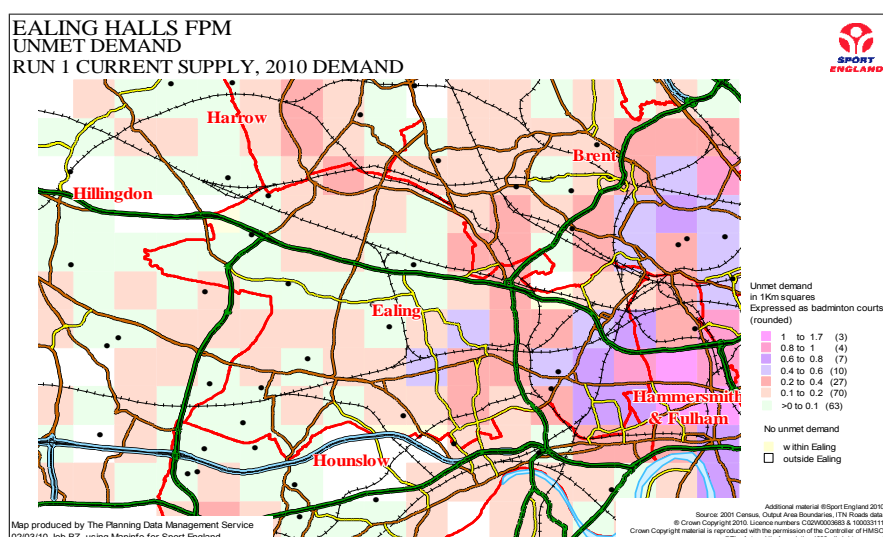


**Map 8: Accessibility to sports halls in 2010 based on the 20 minute/1 mile walk to catchment area for all sites**

Ealing's sports halls are currently estimated to be full, as used capacity at peak times is at 89%, which is above the halls full level when facilities are comfortably full at 80% of their total capacity. To a large extent this position is helped by the estimate that 43% of the total Ealing demand for sports halls which is satisfied demand is exported outside the borough and Ealing only imports 14% of demand.

In addition to the existing sports halls estimated to be full there are, as reported earlier, there are also areas of unmet demand for sports halls. Current unmet demand for sports halls is 10.6% of total demand around 1,651 visits, which equates to just over 8 badminton courts. Ealing currently has 53 badminton courts. So the level of unmet demand in the baseline year of 2010 is quite significant in scale terms.

The distribution of this unmet demand and its scale is set out in map 9 below. As the map illustrates the highest level of unmet demand at around 1 badminton court in 1 kilometre grid squares is located in the SE area of the borough close to the Hammersmith and Fulham boundary. This is the "hot spot" area for new sports hall provision and is also the area of least sports hall supply in the borough; locations of sports halls are shown by black dots. The west side of the borough has a lower level of unmet demand and a higher number of sports halls.



**Map 9: Location and scale of unmet demand for sports halls in Ealing in 2010**

### **Future Supply and Demand Analysis for sports halls in Ealing (scenario 2)**

A number of scenarios relating to sports hall supply and demand were run through the Facility Planning Model (FPM), for the purposes of this strategy the second scenario assessed the future demand for sports halls in 2021 based on GLA population projections for the study area surrounding Ealing and the Ealing population projections and new housing allocations. This scenario also included a projected annual 1% increase in hall sports participation from 2010 to 2021, an 11% increase in total.

The supply side assumptions in this scenario included 4 new sports halls being built under the Building Schools for the Future (BSF) programme and available for community use as well as Ellen Wilkinson's High School's existing sports hall, which potentially could become available for community use in the near future. The new sports halls planned under the BSF programme were all 4 badminton court size and

the locations were: Cardinal Wiseman Catholic School; Drayton Manor High School; The new school in Greenford, just north of the A40 and Villiers High School.

Note: the BSF programme was cancelled prior to the completion of these new sites, however, the rebuilding of Cardinal Wiseman has gone ahead under the BSF programme, which means community use of the site is secured and the new high school is being built using alternative funding. Options for the future are discussed in more detail at the end of this section.

The main factors to assess in this scenario were the impact of changes in demand from population growth and sports hall sport participation rate increases and the changes in supply from the 5 additional sports halls potentially available to the community by 2021.

### **The impact of the population increase and rise in participation on demand**

The Ealing population is projected to increase to 337,600 people in 2021, up from 323,150 people in 2010. This is an increase of 14,450 people and represents a 4.4% increase over the 2010 figure.

The impact of the population increase, plus the projected annual 1% increase in sports hall participation between 2010 and 2021 will increase the total demand for sports halls to 17,600 visits by 2021. This is an increase in demand of 2,000 visits over the 2010 total demand figure of 15,600 visits or a 12.8% increase in hall sports participation over this period. 11% of this increase can be attributed to the annual 1% increase in hall sports participation and only 1.8% from the projected increase in population.

This level of increase in total demand, is around 300 visits and equates to around the provision of between 1 - 2 badminton courts, thus the projected increase in the Ealing population between 2010 and 2021 is not a driver for increasing sports hall provision.

### **Impact of the provision of the new sports halls on demand and supply**

The total supply or capacity for sports halls increases during 2010 – 2021 because of the provision of the 5 additional sports halls potentially available for community use. Total capacity for sports halls in 2021 is 14,300 visits, an increase of 4,100 visits over the 2010 sports hall capacity of 10,200 visits. So capacity increases by 40.1%.

Total demand for sports halls increases to 17,600 visits by 2021 an increase of 2,000 visits over the 2010 total demand figure of 15,600 visits. So total demand increases by 12.8% between the two years. Therefore total demand for sports halls is still greater than total supply in 2021 despite the 40.1% increase in total supply between the two years. On 2021, total demand is 17,600 visits, whilst total supply is 14,300 visits.

Satisfied demand for sports halls in 2021 is 89% of total demand, virtually unchanged from the 2010 percentage for satisfied demand at 89.4% of total demand. One reason for the no change in satisfied demand is because of the predominance of the drive to catchment area for halls and that in 2021, 74% of all visits to sports halls will be made by car, similar to 75% in 2010.

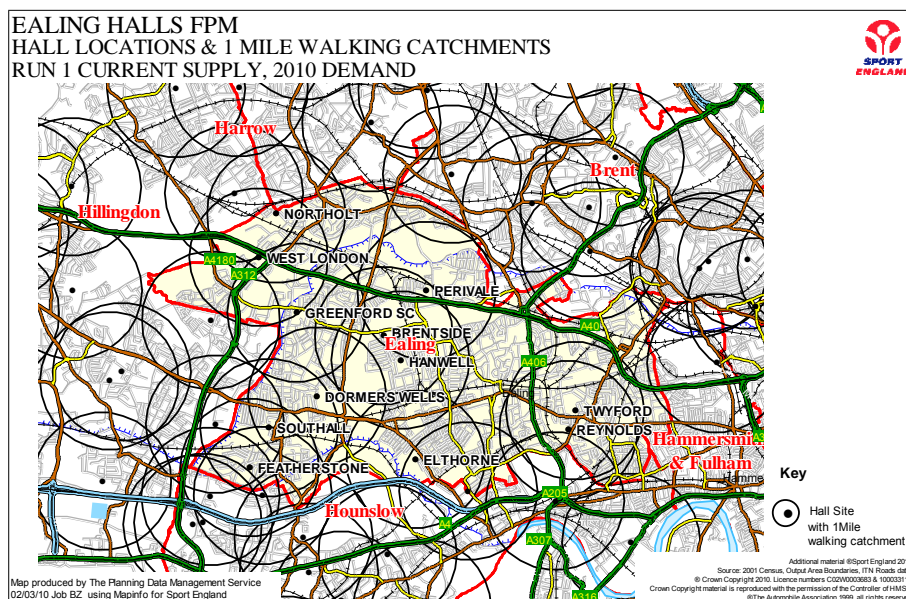
There is a wide choice of sports halls available for the Ealing population, both inside and outside the borough based on the drive to catchment. Across the wider study area and in addition to Ealing's new sports halls, there are 5 other new sports halls

planned in other boroughs, increasing the total supply to 75 sports halls, up from 65 in 2010. The new demand growth is also accessing this increased choice of sports halls, so whilst total demand has grown so has total supply. This is why satisfied demand has not changed in percentage terms but there is more demand being satisfied in visits, 15,700 visits in 2021, compared with 13,900 visits in 2010.

Unmet demand for sports halls in 2021 goes up to 1,900 visits, up from 1,600 visits in 2010. Unmet demand of 1,900 visits is 11% of total demand and equates to 11 badminton courts. In 2021 there are a total of 73 badminton courts across Ealing. In 2010 unmet demand was 1,600 visits or 10.6% of total demand and equated to 8 badminton courts and there were 53 badminton courts in Ealing in 2010.

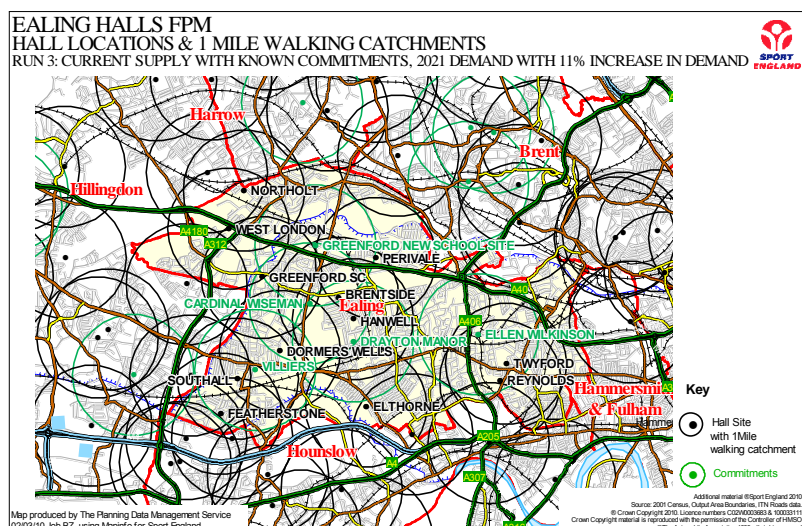
In 2021, despite a 40% increase in sports hall capacity there is still an unchanged level of unmet demand for sports halls between the two years.

In terms of the sports hall demand from Ealing residents, which is retained at Ealing's sports halls, this shows quite a change in 2021, 68% of all the satisfied demand, compared to 57% in 2010. This means that the increase in supply of sports halls and their location is better placed to retain more of the Ealing demand for sports halls within the borough. The maps below illustrate this point.



**Map 10: Location and catchment areas of sports halls in 2010, based on 20 minute/1 mile walk to catchment area for all sites**

The map above shows the location of sports halls in 2010 and the 20 minute walk catchment areas. The map below shows the location of sports halls 2021 with walk to catchments.



**Map 11: Location and catchment areas of sports halls in 2021, based on 20 minute/1 mile walk to catchment area for all sites**

The level of sports hall demand imported into Ealing and satisfied at Ealing’s sports halls pools, remains largely unchanged from 2010 to 2021. Of all the demand for sports halls met at Ealing facilities in 2021 it is estimated that 16% will be imported. This is an increase over the 2010 percentage of 14%. Imported demand is drawn from Brent (5%), Hammersmith and Fulham (4%), Hounslow (3%), Harrow and Hillingdon (2% each).

The projected level of sports hall used capacity in 2021 is 91.7% an increase from 2010 position of 89%, well over the 80% “halls full” level. This is because in 2021 total demand is greater than total supply and the 40% increase in sports hall capacity between the two years is not enough to offset the projected 12.8% increase in total demand.

## Conclusion

The FPM was used to determine the existing sports hall demand and supply situation within Ealing and the future sports hall provision needed to improve access to sports halls across the borough and increase participation in sports hall sports.

Currently demand for sports halls exceeds supply, a trend that continues up to 2021, based on the projected changes in both sports hall supply and demand over this period. The area of greatest unmet demand is in the South East of the borough, however if Ealing wishes to retain more of its own demand for sports halls within the borough then this suggests the South and West Side of the borough are important locations for any new provision. However, if you exclude the community centres because these facilities are not dedicated for sports use, then a major area of unmet demand exists in the centre of the borough and the Perivale area.

Given the drivers of the demand increase are known and that an annual 1% increase in hall sports participation equates to the need for 11 badminton courts by 2021 (with the 1.8% increase in demand from population change) then the increase or decrease in hall sports participation can be monitored annually and used to assess the sports hall needs. More than 1% equates to more than 11 badminton courts or a 0.5%

increase equates to around 6 badminton courts. The evidence base has provided the parameters for achieving the supply and demand balance over a long period of time.

The Ealing provision of sports halls is very much dominated by the 4 badminton court size sports hall, which provides for the full range of indoor hall sports at the recreational level but is limited in space to allow dual programming of activities, or, the holding of events and competitions. A sports hall of 6 to 8 court size would give the flexibility to programme several activities at the same time and give the opportunity to host events and competitions for a wide range of indoor sports. The optimum location for new provision has already been identified as the South East corner of the borough.

Accessibility to sports halls now and by 2021 based on their location, catchment area and travel modes are very contrasting. Based on car travel there is no strategic or locational problem of accessing sports halls, within the 20-minute drive time. However based on the 20 minute walk to catchment area there are areas of the borough where there is very limited access to any or only 1-2 sports halls. Currently only 22% of the demand for a sports hall is by people on foot.

There is no one location to provide a new sports hall, which will increase accessibility for the walk to catchment. By placing a new facility in the areas of unmet demand, access on foot will only improve by between 2% - 3%. Therefore any new provision of sports halls should not solely be determined by increasing access on foot.

Accessibility could be improved by trying to change or influence people's travel patterns resulting in an increase in people using public transport to get to sports halls. In 2010 it is estimated that under 5% of all visits to sports halls are by public transport and this is estimated not to change by 2021.

The second scenario was based on the provision of new facilities through the Building Schools for the Future programme, however, this funding stream is no longer available and future funding of new facilities is uncertain. If fewer than 5 new 4 court sports hall facilities become available for community use before 2021 and the predicted population growth and rise in participation do happen, there are significant implications for the supply and demand balance and projected need in 2021.

By using the evidence base established in scenario 2, the difference between total supply and total demand by 2021 would be 7,400 visits. Or put another way total supply would be 57.9% of total demand by 2021.

It is not possible to assess how much of the total demand would be satisfied demand and how much would be unmet demand without doing this specific piece of analysis. However if unmet demand was to be 30% of the total demand, which seems reasonable, given that with the 5 additional sports halls included unmet demand is 11% of total demand, then unmet demand at this percentage is 5,280 visits and this equates to around 26 badminton courts, which represents 50% of the current 2010 Ealing supply.

The current outlook is that 12 new courts will be available for community use by 2021 rather than the 20 courts modelled using the FPM, therefore Ealing will have a further supply shortage of 34 badminton courts by 2021. The demand and supply gap will increase further if you consider that the two community centre facilities currently "providing" 10 courts are not dedicated for sports use. It must also be noted that in reality very little spare sports hall capacity exists at any of Ealing's dual use sports centres.

### **Summary of current position and proposed future actions and opportunities**

Based on the FPM analysis detailed in scenario 2, the planned number and location of the new facilities would meet a large percentage of the estimated demand for 2021. Therefore alternative sources of funding need to be identified to deliver all the planned new facilities either on or close to the identified school sites in scenario 2: Cardinal Wiseman High School; Drayton Manor High School; the new school in Greenford, just north of the A40 and Villiers High School. Regular community access also needs to be secured at Ellen Wilkinson High School.

The new sports facilities at Cardinal Wiseman HS are being built with funding from the Building Schools for the Future programme and will include a four court sports hall, available for affordable community use early in 2014. Sports facilities at the new high school in Greenford will also include a four court sports hall and will be available late in 2013. The borough is planning to remodel/rebuild both Drayton Manor High School and Villiers High School before 2016, it is currently unknown if this work will include a sports hall on each or either site.

The recently opened 8 court sports hall facility at Osterley Sports Centre will improve access for people living in the south of the borough and will also provide an easily accessible West London competition venue for a range of indoor sports. A possible alternative or additional idea to locating new indoor sports facilities on school sites is to look at the co-location of indoor and outdoor sports facilities at the strategically important sports grounds. This would mean that these indoor facilities would be accessible during the day, unlike those on school sites.

Consideration should be given to using alternatives to a traditional four court sports hall construction, including air domes and covered structures. These more cost effective facilities should ideally be located alongside existing indoor or outdoor ancillary facilities thus saving money by making the best use of existing operational and management arrangements and widening the range of sports facilities at a particular site.

All existing and new sports halls on school sites should be available for community use outside of school hours, at a reasonable price and with appropriate staffing and management systems in place.

Use should be made of Sport England's Affordable Community Sports hall model, which captures the key issues in relation to strategic planning, design, capital costs, operational budget and programme of use.

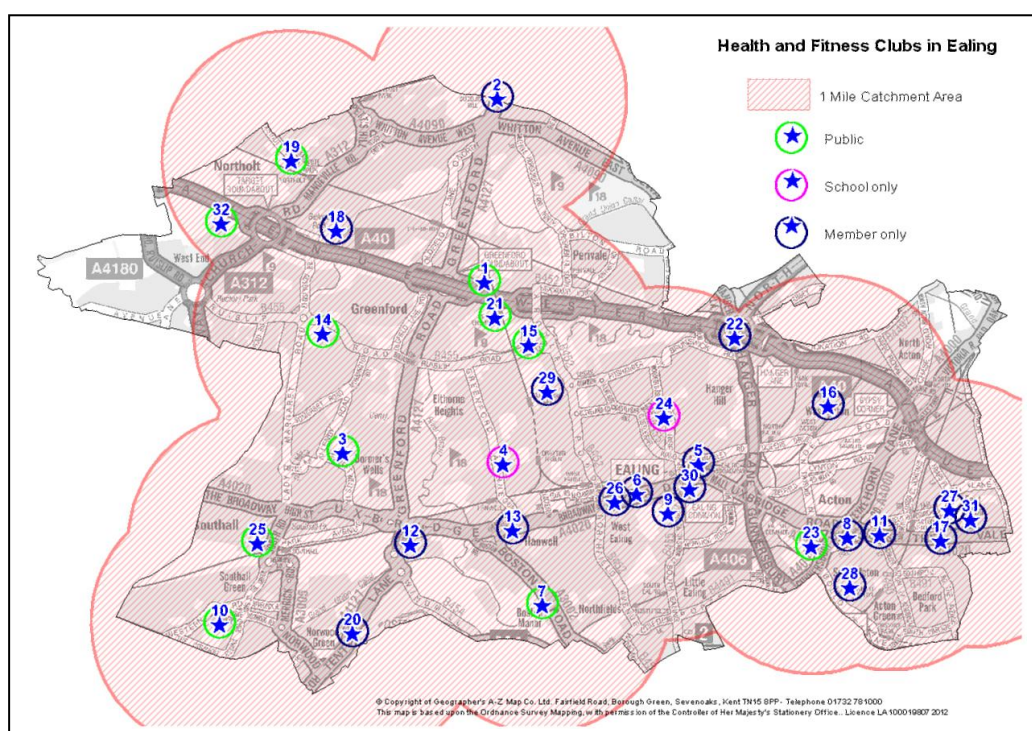
## HEALTH AND FITNESS CENTRES

Sport England defines health and fitness centres as those facilities providing fitness stations for both cardiovascular and strength training, more commonly known as gyms, and excludes spaces for aerobics and dance activities.

### Current supply of health and fitness stations

There are 32 health and fitness venues providing a total of 2444 health and fitness stations across the borough. Of these 11 are available to the public on a pay and play basis, mainly on Council owned and school sites, 19 are for registered members only, mainly in the commercial sector and 2 are for school use only.

In terms of availability for the wider community, 623 stations are there for pay and play use (28%), 1778 are for registered members only (70%) and 43 (2%) for private use.



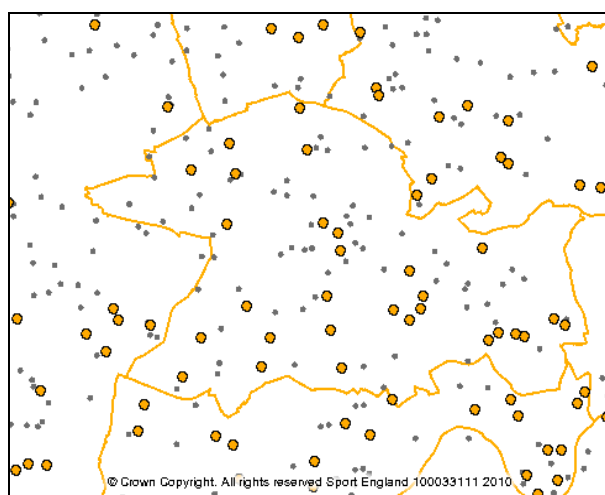
No.	Site	Ownership/Use	Stations	Year built/Refurbished
1	Cayton Green	Sports Club	6	2010
2	David Lloyd (Sudbury Hill)	Member only	195	1998/2009
3	Dormers Wells Leisure Centre	Council - public	68	2001/2007
4	Drayton Manor High School	School use only	9	1996
5	Ealing Squash & Fitness Club	Member only	110	2000/2009
6	Eden Fitness	Member only	52	2007
7	Elthorne Sports Centre	Council - public	17	1984/2004
8	Energize Fitness Centre Acton	Member only	50	2005
9	Energize Fitness Centre Ealing	Member only	50	2004
10	Featherstone Sports Centre	School - public	34	2003
11	Fitness First Health Club (Acton)	Member only	95	2000/2008



12	8th level (formerly Jealous)	Member only	42	1997/2008
13	Golds Gym	Member only	103	1997/2003
14	Greenford Sports Centre	Council - public	45	2008
15	Gurnell Leisure Centre	Council - public	103	1981/2007/2012
16	Hooks Gym	Member only	120	2007
17	Kiss Gym	Member only	120	2012
18	LA Fitness	Member only	63	1995/2008
19	Northolt Leisure Centre	Council - public	150	2010
20	Osterley Sports Club	Member only	11	2001
21	Perivale Park Athletics Track	Council - public	14	1987/2001
22	Revive Health Club (Crowne Plaza)		25	2010
23	Reynolds Sports Centre	Council - public	25	2007
24	St Benedict's School	School use only	34	2004/2009
25	Southall Sports Centre Main gym Women only gym	Council - public	100 40	2005
26	The Gym		170	2011
27	The Park Club	Member only	96	2000/2006
28	The Wellbeing Centre, Acton		9	2010
29	Trailfinders Sports Club	Member only	10	2001
30	Virgin Active (Ealing)	Member only	118	1993/2007
31	Virgin Active West London	Member only	358	2002/2008
32	West London Academy Sports Centre	School - public	21	2005
	<b>Total</b>		<b>2444</b>	

The assessment below is based as before on the tools available from Sport England, although these are more limited than for swimming pools, sports halls and AGP's.

In addition to the 32 facilities in Ealing, there are a large number of other centres outside the borough, but within 15 minutes drive of Central Ealing. Facilities in and around the borough are marked with a yellow dot on the map below.



**Map 12: Location of health and fitness centres in and around Ealing**

By using another Sport England Planning Tool, it can be determined how many available stations there are per 1000 population, figures include all facilities including those recently closed, applied to the 2001 population for comparison.

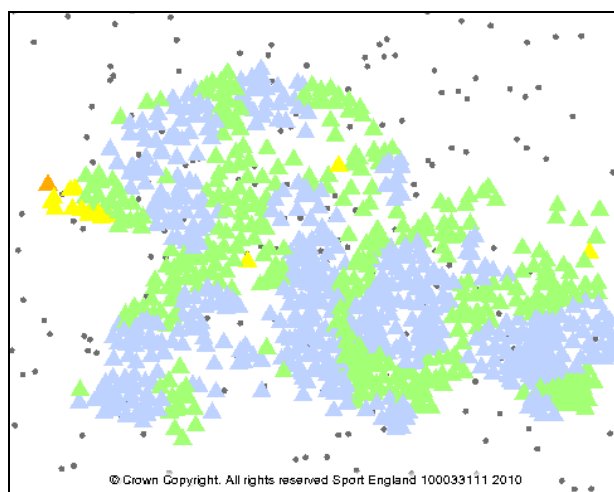
Ealing is ranked ninth out of 32 local authorities in London, excluding the City of London, whose figures are skewed by the low population. Provision is about a third of the best provided local authority, but broadly consistent with neighbouring West London boroughs.

Area Averages	Stations per 1000 population (2001)
Ealing	7.27
London	6.84
National	5.66
Best in London (Westminster) *	19.79

\* Excluding the City of London

Active Places Power allows an assessment to be made of accessibility to facilities by car, public transport and on foot. The table below shows the statistics for all three, and a map is included which highlights walking access, which is the best indicator of accessibility as all residents live within a 10-minute drive of a number of centres, not necessarily in the borough.

Public transport access is also good with all residents within a 20 minute journey time. Access on foot is excellent, and almost all local residents live within a 20 minute walk, which is within normally accepted levels. This is shown on the map below, the blue and green areas highlight those areas on Ealing within a 20 minute walk of a gym and/or fitness centre.



Symbol	Range
Blue triangle	0 - 10
Green triangle	10.1 - 20
Yellow triangle	20.1 - 30
Orange triangle	30.1 - 45
Red triangle	45.1 - 60

**Map 13: Accessibility to gyms by foot**

The table below sets out these figures in more detail, the population figures used are from the 2001 Census.

	Car		Walk		Public transport	
0 - 10 minutes	301000	100%	171368	57%	191940	64%
10 - 20 minutes			124819	41%	109059	36%
20 - 30 minutes			4430	2%		
30 - 45 minutes			382	< 1%		

Information on the quality of facilities in Ealing can be estimated from Active Places Power, which highlights when a facility was originally built and whether any refurbishment has taken place. Ealing has a number of relatively new facilities with all the publicly accessible gyms either built or refurbished after 2000.

The table below gives a summary of the year of construction and refurbishment:

<b>Date built</b>	<b>Number of facilities and refurbishment details</b>
Before 1990	4 all refurbished after 2000
1990 - 1999	7 of which 6 refurbished after 2000
2000 - 2009	17 of which 6 refurbished after 2000
2010 -	4 new facilities opened

### **Current demand for health and fitness**

Neither the Active Places Power nor the Facility Planning Model considers health and fitness in the same degree of detail as swimming pools, sports halls and AGP's and there is no formula for assessing demand. The Fitness Industry Association has devised a model that provides guidance on the supply of stations against the current anticipated demand.

The model defines health and fitness users as all people participating in health and fitness, including private club members and users of local authority facilities. The model is based on peak period demand, and the peak times are identified as weekdays 6pm to 10pm and 12noon to 4pm on the weekend.

For modelling purposes, it is assumed that 65% of the total weekly usage occurs at the busiest (peak) time periods. Based on research with health and fitness operators it has been assumed that the average member/user visits the facility 2.4 times per week.

Sport England's Active People Survey has been used to understand the percentage of the population participating in health and fitness. Nationally, Active People shows that 10.6% of the population participate in health and fitness on a weekly basis; this figure has been used to reflect the local situation, based on Active People Survey data.

<b>Standard</b>	<b>Value</b>	<b>Total</b>
Population in 2011 (those aged 15yrs and over)		260,000
% of population participating in health and fitness	10.6%	27,560
Average number of visits per week	2.4	66,144
Number of visits in peak time	65%	42,994
Number of visits in one hour of peak time	28	1,536
Total number of stations required (peak time)		<b>1,536</b>

This shows that, on this basis, a total of 1,536 stations are required during the peak time period to accommodate current levels of demand. According to Active Places Power the current community accessible supply is 2,444, which equates to a surplus of 908 stations. This is largely explained by the good accessibility to facilities in the wider area, the likely import of demand from outside the borough and the probability that centres are used straight from work by people who live outside Ealing, but travel through or work in Ealing.

High demand has been experienced at Northolt Leisure Centre, Gurnell Leisure Centre and the women only gym at Southall Sports Centre especially during peak times on a weekday evening.

### **Future supply and demand**

There is little justification for additional health and fitness clubs at this stage. However, new facilities will open in line when new demand is identified and opportunities arise to build or develop new facilities. As new facilities are built in response to new demand, it is likely that the opening of new facilities would probably not cause too much harm to demand for and use of existing facilities.

On the basis of the current level of provision of 2444 stations, the equivalent of 7.6 stations available for community use per 1000 population and the same level of participation as now plus an increase of 3.8% in the active population, there is a potential need in 2021 for a total of 2537 stations, an increase of 93 stations.

If there was to be a 10% increase in participation on top of the active population rise, then there is a potential need for 2781 stations.

### **Conclusion**

There are 2444 stations on 32 sites within Ealing. Around a third of these are pay and play facilities within mainly the public sector, and most of the remainder are facilities available only by registered membership, mainly in the commercial sector. In reality, there are 30 centres available for the community to access either by membership or pay and play, with a total of 2401 stations. Based on the 2011 population of approximately 323,000, the current level of gym provision available to the community is 7.6 stations per 1000 population.

Anticipated demand from within the borough from the FIA methodology is for about 1,536 stations. There is no indication of significant import or export of demand. The existence of a majority of centres and stations operating in the commercial sector reinforces that there is probably a balance between supply and demand. Relative provision in regional and national terms is high, and accessibility to centres is good, even for those residents travelling on foot.

### **Summary of current position and proposed future actions and opportunities**

Any increase in member only health and fitness clubs will be determined by market demand, any commercial reaction to increases in demand would probably not cause harm to existing facilities. Projects to improve and expand pay and play community access gyms in the future include a replacement facility in the new Acton leisure complex that will include a 100 station which will be much larger than that offered previously at the now closed Acton Baths.

The new extension to the women only gym in Southall Sports Centre opened in 2011; this expansion is directly related to an increase in demand from women using the centre from the local area. This facility will probably be able to accommodate all the demand for women only facilities; therefore no further single sex public facilities are planned for the near future.

The Gym Group opened a low cost gym in West Ealing in late 2011. This new type of facility may entice users away from other providers on price alone and will also make

fitness accessible for some people on a low income who cannot afford other gym facilities.

New gym facilities will also be considered for multi sport multi pitch sites, to compliment the outdoor facilities available and to meet the demand from users for better quality and a wider range of ancillary facilities at outdoor venues. This option will also support the development of a sustainable mix of facilities on specific sites and will increase the usage of the sites.

## **STUDIOS**

The majority of gyms and health centres also have studio facilities that are mainly used for group exercise classes, all forms of dance, aerobics and martial arts activities. As well as facilities in sports venues, there are a multitude of community and church halls of all shapes and sizes used by local people either on a voluntary or commercial basis for these types of activity. There are too many facilities of this nature to capture in this document, but broadly demand for these facilities is greater during the evenings and weekends and more capacity is needed at this time but then leisure demand falls during the day, when most community halls are used for other activities such as nurseries and meetings.

It is essential that any new sports facility developments include at least one 120 square metre studio but preferably two studios. This is because most leisure facilities work on a membership basis, where gym size and the studio programme are major determinants for people making a decision on which facility to use.

Another reason to include studio facilities in new developments is that the vast majority of studio class attendees are female who traditionally have lower physical activity levels than men, so more studio facilities will contribute to encouraging more women to be physically active.

New studio facilities are proposed as part of the sports facilities at Cardinal Wiseman High School and the new high school in Greenford.

## INDOOR TENNIS

The assessment below is based as before on the planning tools available from Sport England, although these are more limited for indoor tennis than for swimming pools, sports halls and AGP's.

### Current supply of indoor tennis facilities

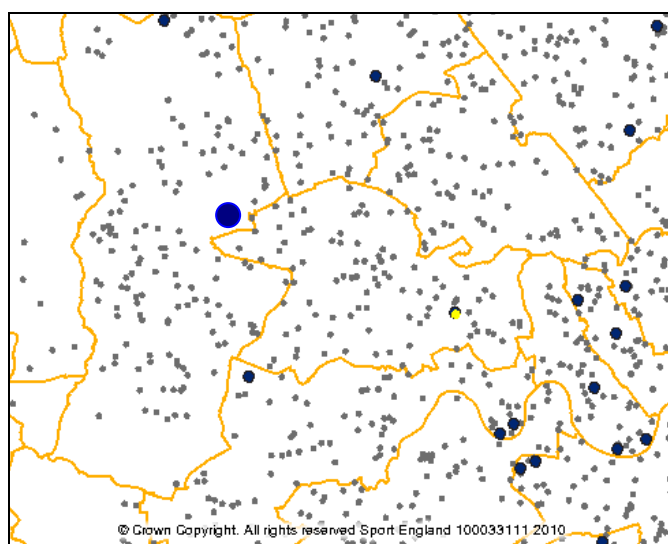
There is currently one facility in Ealing; this is a year round air hall, at Ealing Lawn Tennis Club, a large, well-established tennis club located just off Ealing Common. The dome at Ealing LTC was built in 1989 and refurbished in 2004, and is understood to be in good condition. The club attracts a wide adult and junior membership drawn across West London and Middlesex. The club is an LTA elite club having attained both LTA Clubmark and Satellite Performance status in 2009. The club is easily accessible by private and public transport and has a car park.

Site name	Courts	Ownership	Year built
Ealing Lawn Tennis Club	3	Private – Sports club	1989/2004
The Park Club (Temporary air dome erected for 6 months only)	4	Member only	2012

Using Active Places Power, a number of other tennis centres outside Ealing but within 20 minutes drive of the middle of the borough, have been identified as follows:

Westway Sports Club (16 minutes)  
David Lloyd Club, Hounslow (16 minutes)  
Harrow Leisure Centre (16 minutes)

A further 15 indoor tennis centres are within 20 – 30 minutes drive.

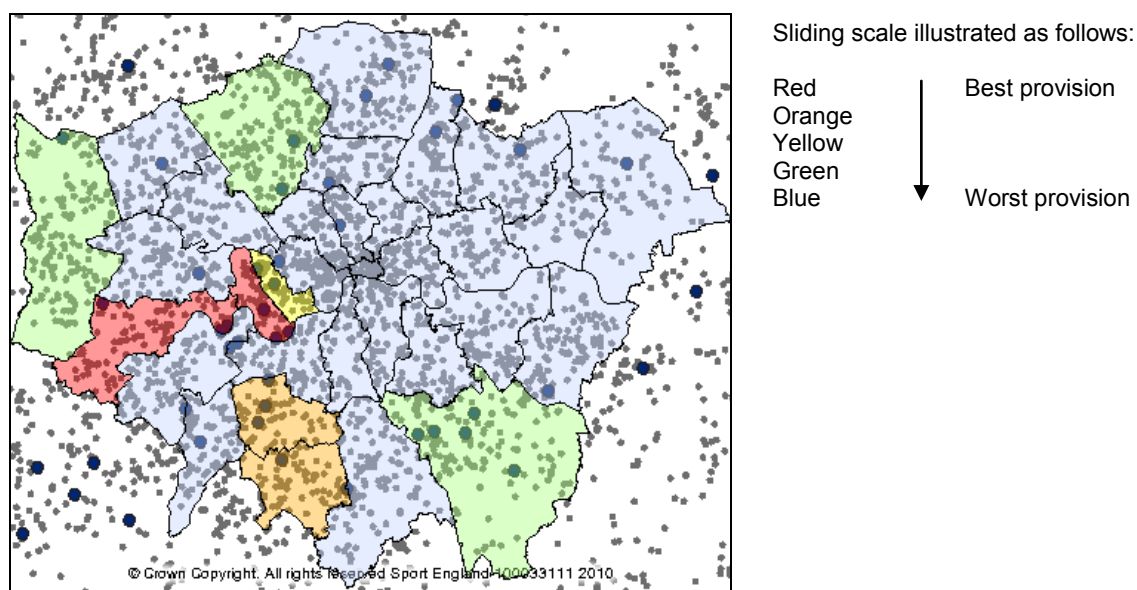


**Map 14: Location of Indoor tennis centres in and around Ealing**

By using another Sport England Planning Tool, it can be determined how many facilities there are per 1000 population. Provision for indoor tennis in Ealing is at only a third of the regional and national average, and a small proportion of the best

provision in London. Ealing provision is 19<sup>th</sup> best in London, 13 London boroughs have no provision at all. See table below for more details and the map below indicating which areas have the worst provision (blue), this includes Ealing.

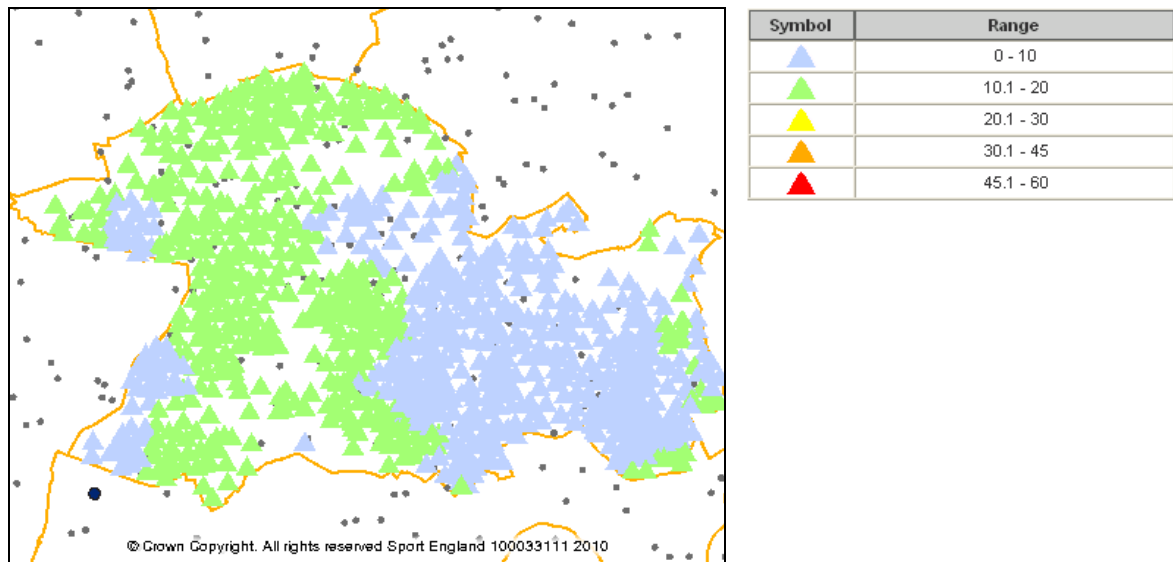
Area averages	Indoor tennis per 1000 population	Available number of courts
Ealing	0.01	3
London	0.03	219
England	0.03	1278
Best in London (Hammersmith & Fulham)	0.157	26



**Map 15: Provision of indoor tennis facilities per 1000**

The map below generated by Active Places Power, shows that all residents in the borough are able to drive to an indoor tennis facility within 20 minutes, and that the western part of the borough is slightly less accessible than elsewhere. This is in accordance with the Comprehensive Performance Assessment recommendation that all residents should be able to travel to a facility within 20 minutes.

50% of the borough's population, shown in blue on the map below, live within a 10 minute drive and the remaining 50% live within a 10 to 20 minute drive of an indoor tennis facility. Walking catchments have not been assessed due to the relative distribution of centres.



**Map 16: Illustrates the accessibility to indoor tennis facilities by car**

### Current demand for indoor tennis facilities

There is no central collection process for capturing information about tennis participation in Ealing, however the Active People survey indicated that there is a higher percentage of men playing tennis in Ealing, than in West London, London or nationally, but there are fewer women playing in Ealing than in any other area. Further details can be found under outdoor tennis. Both men and women in Ealing have expressed a significant interest in playing more tennis, 13% of men and nearly 5% of women wish to start playing or play more tennis, since last year this figure has risen for men and decreased for women. These figures are for tennis in general not indoor tennis specifically.

Active Places Power or the FPM do not consider indoor tennis in the same degree of detail as some other facilities, and there is no formula for assessing demand. It is possible however to assess demand in broad terms by reference to Lawn Tennis Association data.

In 'Priority Project Funding, Policy and Operational Procedures', the Lawn Tennis Association states that one indoor court can serve 200 regular tennis players. The Active People 2 national survey, found that 1.18% of adults regularly, participate (once per week) in tennis. Note: This figure is used in accordance with APS local data.

The current adult population of Ealing is approximately 261,000, with a participation rate of 1.18%, it can be assumed that there are 3079 adult tennis players in Ealing. By adopting the ratio of one indoor court per 200 players, the potential demand would be for 15 courts. This analysis would suggest that up to three 5 court indoor halls might be required, based on national participation rates.

There are currently 3 courts available in Ealing, and there is therefore some justification to suggest that there is a local demand for additional courts.



### **Future supply and demand**

On the basis of the recommended level of provision stated, the rise in the population and an increase in the active population of 3.8% the demand in 2021 would be for a total of 16 courts, if there were to be a 10% increase in participation levels then 18 courts would be needed to fulfil demand.

### **Summary of current position and proposed future actions and opportunities**

Existing provision for indoor tennis is only a third of the London and national average, but access to other facilities outside the borough is good and all residents can drive to a centre within 20 minutes and 505 of residents can drive to a facility within 10 minutes. On the basis of the average provision in London of 0.03 courts per 1000 population, Ealing has a shortfall of about 7 indoor tennis courts. Similarly using LTA data on the average court provision required to accommodate demand, there is a shortfall of 12 courts. However this shortfall is mitigated by the other facilities within a driving catchment.

It is therefore reasonable to conclude that a further 7 courts might be justified to bring local provision up to the level of the London average. This desirable current level of provision is the equivalent of about 1, 4-court centre per 125,000 people.

Indoor tennis provision is usually either club based, or operated in the commercial sector, therefore it is appropriate to surmise that any new provision would depend on the particular needs of clubs, or a commercial opportunity arising. The Park Club in Acton currently has a dome over four courts for six months of the year. If this facility expanded to year round provision then there would only be a need for a further 3 indoor courts in Ealing. However, use of the Park Club courts is restricted to members of the private health club only.

## INDOOR BOWLS

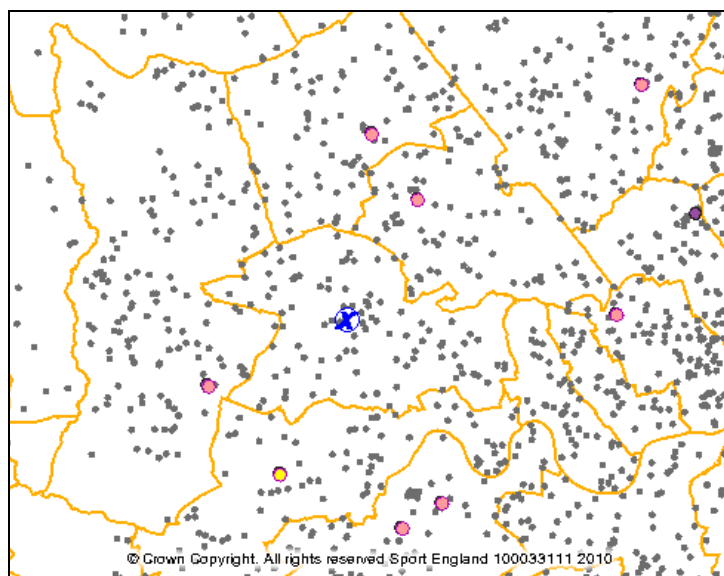
The assessment below is based as before on the planning tools available from Sport England, although these are more limited for indoor tennis than for other facilities.

### Current supply of indoor bowls facilities

There are no indoor bowls centres in Ealing. However using Active Places Power, 4 facilities outside Ealing and within a 20 minute drive time have been identified and a further 5 within a 20 - 30 minutes' drive, as follows:

Jack HI IBC, Hayes (15 minutes)  
 Hounslow IBC (16 minutes)  
 Century IBC, Wembley (18 minutes)  
 Herga IBC, Harrow (18 minutes)

Cambridge Park IBC, Twickenham (22 minutes)  
 Richmond IBC (24 minutes)  
 Paddington SC (26 minutes)  
 Glebelands IBC (27 minutes)  
 Wycombe IBC (29 minutes)

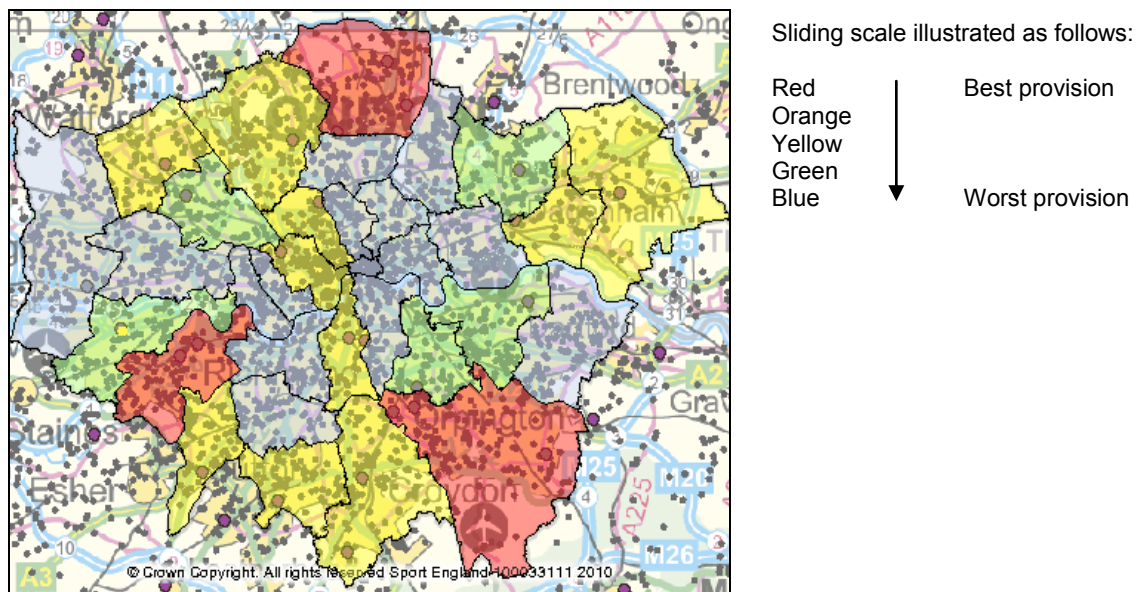


**Map 17: Location of indoor bowls centres in and around Ealing**

By using another Sport England Planning Tool, it can be determined how many facilities there are per 1000 population, figures include all centres, applied to the 2001 population for comparison, see table below for details.

Area Averages	Capacity ratio per 1000 population	Available Rinks
Ealing	0	0
London	0.02	145
National	0.04	1839
Best in London (Enfield)	0.07	18

There are 14 London boroughs without indoor bowls provision. London provision is very low compared with the national average, which itself differs from region to region – in the neighbouring East region, the average provision is 0.07 rinks per 1000, and the best Local Authority provision is 0.28 rinks per 1000.



**Map 18: Provision of indoor bowls per 1000 in London**

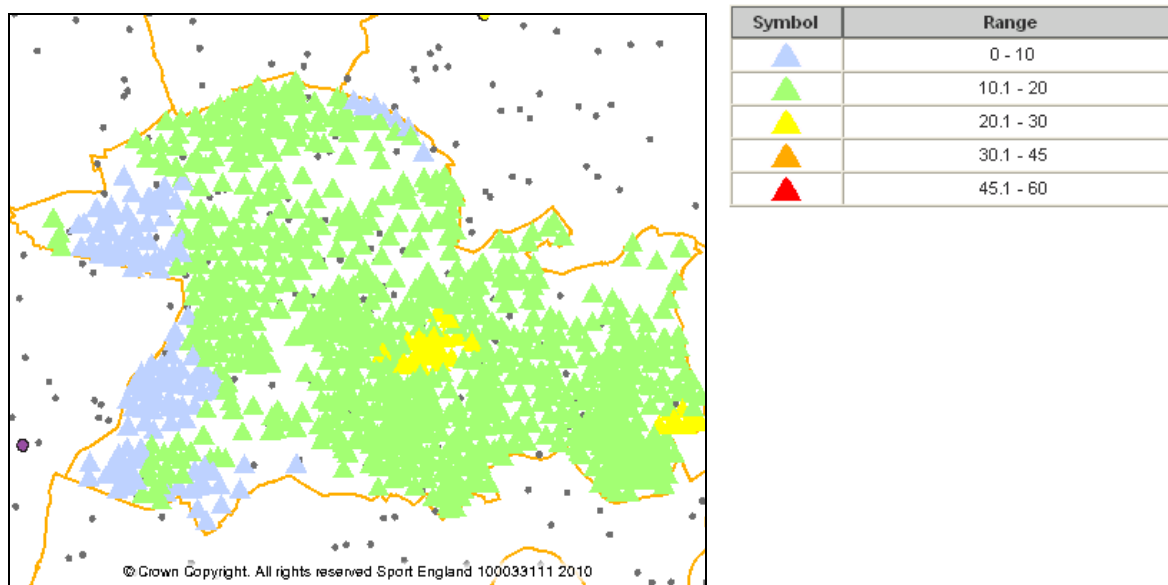
Another Sport England Planning Tool assesses whether there are enough indoor bowls rinks in a Local Authority area to meet demand generated in that area. A score of 100% indicates that demand is being met in statistical terms. However, scores do not take into account the import and export of demand between Local Authority areas, location of facilities within the area or the condition of facilities, and therefore should be considered with caution. Clearly the figure in Ealing is 0% because of the lack of supply but it is useful to compare supply and demand in surrounding boroughs, and also to estimate the likely demand for bowls in Ealing. The table below provides a quick summary of this comparison.

Area	Capacity	Demand	Balance	% of demand met
Ealing	0	2246	-2246	0%
England				58.34%
London				38.92%
Harrow	1092	1766	-674	61.80%
Brent	936	2030	-1094	46.10%
Hounslow	534	1588	-1054	33.60%
Hillingdon	436.5	2025	-1588	21.60%
Hammersmith & Fulham	0	1146	-1146	0%

From the information collected on demand and the likely propensity to take part in bowls, derived from national surveys, it appears that even nationally less than 2/3 of demand is met, and in London this is only about 1/3. The neighbouring boroughs between them reflect the London-wide figure. There is a case based on these figures that a bowls centre might be provided to meet an unmet demand in Ealing.

The map below generated by Active Places Power, shows that despite the lack of an indoor bowls centre in the borough, accessibility for Ealing residents to indoor bowls facilities is good, with nearly all the population able to access a centre within a 20

minute drive. More specifically 16% of residents live within a 10 minute drive (blue area), 81% live within a 10 to 20 minute drive (green area) and only 3% live within a 20 to 30 minute drive (yellow area) of an indoor bowls centre.



**Map 19: Accessibility to indoor bowls facilities by car**

### **Current demand for indoor bowls facilities**

There is no central collection process for capturing information about bowls participation in Ealing, however the Active People Survey indicated that general participation rates in Ealing are low for both men and women in comparison to West London, London and the country as a whole. Further details about bowls participation can be found under outdoor bowls.

### **Future supply and demand**

On the basis of the recommended level of provision of 1, 6 rink centre per 320,000 people, the rise in the population and an increase in the 55+ age group of 23%, there is a potential need for 7.5 rinks, if there were to be a 10% increase in participation levels then 8 rinks would be needed to fulfil demand.

### **Summary of current position and proposed future actions and opportunities**

There is no indoor bowls centre in Ealing, however, virtually all Ealing residents live within a 20 minute drive of an indoor bowls centre. A centre in Ealing would reduce journey times and would possibly allow local development of the sport.

Bowls is a club-based sport, and would depend on clubs taking on the initiative. The viability of such a facility in Ealing would also depend to some extent on the usage and capacity of other nearby centres. Any new facility would ideally complement existing outdoor provision and be located close to known demand. There are no immediate plans to build an indoor bowls facility in Ealing and a thorough feasibility study would need to be undertaken before any future development was considered.

## **BOXING**

There are three amateur boxing clubs in Ealing, the Hanwell School of Boxing is located off Northfields Avenue in Hanwell and Northolt Amateur Boxing Club currently based at Rowdell Road in Northolt but will be moving to a new purpose built facility at Lord Halsbury Playing Fields in the summer of 2013. There is also a multi discipline club in Park Royal, Acton that offers Boxing activities. A number of sports centres also offer non-contact boxing or boxercise activities.

### **Summary of current position and proposed future actions and opportunities**

There are currently no plans to develop another boxing facility however, there are plans to upgrade and improve existing provision by relocating Northolt Boxing Club to a more appropriate facility.

## **CLIMBING**

There are currently two climbing walls in Ealing, one at Featherstone Sports Centre, opened late in 2010, the other at West London Academy Sports Centre, built in 2008. There are also climbing facilities in neighbouring boroughs, including the climbing centre at Westway Sports Centre, one of the best facilities in London. There are also climbing walls at Brunel University Sports Centre, Harrow Leisure Centre and Heathlands School in Hounslow.

### **Summary of current position and proposed future actions and opportunities**

There are currently no plans to install more climbing walls but if that decision changed then provision would be towards the centre or east of the borough and would ideally be attached to an existing facility.

## **GYMNASTICS AND TRAMPOLINING**

Ealing currently does not have a dedicated gymnastics trampolining facility. There are a number of specialist facilities of this type within a 15 - 20 mile radius which include facilities in Hayes, Heathrow, Hendon, Camden, Richmond and Harrow. A central daytime access dedicated facility would have a positive impact on the delivery of community, school and club based gymnastics and trampolining in Ealing.

### **Summary of current position and proposed future actions and opportunities**

Ealing has an aspiration to build a permanent purpose built facility to provide Ealing residents of all ages and abilities the opportunity to take part in gymnastics and trampolining at a dedicated facility, ideally located centrally with good road and public transport access. British Gymnastics at regional and national level have identified the need for a dedicated gymnastics and trampolining facility in Ealing.

## **SQUASH**

There are 3 squash facilities in Ealing, comprising 7 courts, 2 are based within private members only health and fitness clubs and the third is located at a multi sports club in Acton. The Active People survey results indicate that Ealing has a higher participation rate amongst men than West London, London and nationally, but a lower rate across the same areas for women's participation. This is surprising when you consider the relative lack of both public and private facilities in Ealing. The survey doesn't indicate any significant future demand for squash in Ealing.

### **Summary of current position and proposed future actions and opportunities**

There are currently no plans to build new squash courts in Ealing.

## POTENTIAL INDOOR SPORTS FACILITY DEVELOPMENTS

<b>Indoor Sports Facilities</b>				
Short term = 1 – 2 years, Medium term = 3 – 6 years, Long term = 7 years plus				
Venue	Location	Existing features	Timescale & Priority	Future development options
<b>Public swimming pools</b>				
Acton Baths	Acton	2 swimming pools Group exercise studio Gym (30 station)	Short term & high priority	Redevelopment as part of the Acton Town Centre Regeneration Project, resulting in: 8 x 25m main pool 12 x 8m teaching pool with movable floor Gym (100+ station) 2 Dance/Group Exercise studios
Dormers Wells Leisure Centre	Southall	1 swimming pool Group exercise studio 6 court sports hall 3 outdoor floodlit MUGA's Gym (60 station)	Long term & high priority	Refurbishment/rebuild of swimming pool
Gurnell Leisure Centre	West Ealing	2 swimming pools Group exercise studio Gym (80 station) Poolside sauna & steam Meeting room 3 grass pitches	Long term & high priority	Replacement of existing facilities to include 8 lane 50m pool 12 x 16m teaching pool with movable floor 2 Dance/Group exercise studios Gym (100 station) Retention of grass pitches
Northolt Leisure Centre	Northolt	2 swimming pools Group exercise studio 2 court community hall Meeting room Library Gym (150 station)	Not applicable	No developments planned at this time although consideration could be given to a soft play area in the centre
<b>Public sports centres accessible to clubs and/or the public on a pay and play basis</b>				
Elthorne Sports Centre	Hanwell	4 court sports hall Gym (17 station) 3 outdoor floodlit MUGA's 1 4G 5 v 5 floodlit AGP	Medium term & medium priority	New replacement 4 court sports hall New gym (60+ station) 1 Dance/Group exercise studio New changing rooms – outdoor and indoor
Greenford Sports Centre	Southall	4 court sports hall 1 court ancillary hall Gym (36 station) 2 outdoor floodlit MUGA's	Not applicable	No developments planned at this time
Northolt High Sports Centre	Northolt	4 court sports hall 1 full size floodlit 3G pitch	Not applicable	No developments planned at this time
Reynolds Sports Centre	Acton	4 court sports hall Group exercise studio Gym (29 station) 4 outdoor floodlit MUGA's	Not applicable	No developments planned at this time
Southall Sports Centre	Southall	4 court sports hall Group exercise studio Gym (102 station) Women only gym (12 station)	Not applicable	No developments planned at this time
Twyford Sports Centre	Acton	4 court sports hall Ancillary hall Club/meeting room 3 Netball court floodlit area	Not applicable	No developments planned at this time
Brentside Sports Centre	West Ealing	4 court sports hall 1 full size floodlit sand based AGP 3 outdoor floodlit tennis courts	Not applicable	No developments planned at this time

Featherstone Sports Centre	Southall	5 court sports hall 2 Dance/Group exercise studios Gym (31 station) 1 full size floodlit sand based AGP Climbing wall 2 outdoor floodlit tennis courts	Short term & medium priority	Conversion of floodlit tennis courts to AGP surface for primarily football use
West London Academy	Northolt	4 court sports hall 1 court ancillary hall Climbing Wall Gym (21 station) 1 full size floodlit sand based AGP	Not applicable	No developments planned at this time
<b>Existing facilities not currently available for community use</b>				
Ellen Wilkinson School	Acton	4 court sports hall 1 Redgra pitch	Medium term & low priority	Conversion of redgra pitch to floodlit full size AGP or small sided AGP's
<b>New locations for indoor community use sports facilities</b>				
Southall Gas works site or close by	Southall	No existing community use facilities	Medium term & high priority	New build 1 Swimming pool (8 lane x 25m) 2 Dance/Group exercise studios
William Perkin High School	North Greenford	Complete rebuild of existing former Glaxo sports club site	Short term & high priority	4 or 6 court size indoor sports facility 2 Dance/Group exercise studios Gym (80 station +)
Cardinal Wiseman High School	Central Greenford	No existing community use facilities	Short term & high priority	4 court sports hall 1 Dance/Group exercise studio Gym (30+ station)
Villiers High School or close by	Southall	No existing community use facilities	Long term & high priority	4 court size indoor sports facility possibly focussing on indoor cricket or 4 court outdoor covered area 1 Dance studio/ancillary hall
Drayton Manor High School or close by	West Ealing	2 small halls available for community use through hire arrangement	Long term & high priority	4 court size indoor sports facility or 4 court outdoor covered area focussing on netball and tennis 2 Dance/Group exercise studios Gym (80 station +)
<b>New facilities needed with no specific location identified</b>				
To be identified	To be identified	No dedicated community use facilities exist in Ealing	Medium term & high priority	Gymnastics and Trampoline centre 2 Dance/group exercise studios Gym (40 station)

## **OUTDOOR SPORTS PROVISION ASSESSMENT INTRODUCTION**

### **Ealing Outdoor Sports Study Review 2007**

As part of Sport England's Facility Improvement Service project and in order to inform this draft strategy, a review of the current outdoor sports facilities situation in Ealing was undertaken. This review has been based on an assessment of the Council's existing Playing Fields and Outdoor Sports Assessment prepared in 2007, and takes into account the comments and conclusions from this study.

In addition various tools and other techniques not available in 2007 have been used to give a more detailed summary of the current and future demand and supply of outdoor sports facilities in Ealing. This section also incorporates population projections and estimates for the borough through to 2021, produced by the Council in late 2009, together with updated information (where available) on the supply of pitches, courts and greens and on existing teams in the borough.

Outdoor sports facilities in Gunnersbury Park, jointly owned by Hounslow and Ealing have not been included in this strategy as the park falls under Hounslow's planning policy and sports facility strategy remit. However Ealing will work with Hounslow and other partners to bring the outdoor sports facilities back into use for the benefit of residents from both boroughs. The current sports facilities on site are limited to a pitch and putt golf course and a bowls green, future development ideally will consist of an artificial grass pitch, cricket, football and/or rugby pitches, ancillary facilities and complimentary indoor sports facilities.

### **Playing pitch and outdoor sports assessment, strategy and action plan (2007)**

Sports planning consultants were engaged by the Council in 2007 to undertake an assessment of playing pitches and other outdoor sports, leading to a strategy and action plan. The final strategy and action plan were available for analysis as part of this evaluation, but only a draft version of the assessment report, and there may be some anomalies between the two, leading to potential inconsistencies.

The study was undertaken using as a basis PPG17, its Companion Guide, Sport England advice in 'Towards a Level Playing Field', NPFA guidance and other local context. The methodology adopted by the consultants was based on Sport England's Playing Pitch Methodology, including an Electronic Toolkit to analyse and assess information, the use of Team Generation Rates as advised by Sport England, an assessment of quality using accepted methods and contact with schools, clubs, sports bodies and others. The study resulted in a set of local standards, as well as detailed actions plans.

This section of the draft strategy represents a broad review of the situation in 2010 following a desk top study which built on the findings of the 2007 pitch assessment. The original consultants are understood to have projected an increase in demand of 10% to allow for latent and future demand up to 2013/2017. In this draft strategy, an allowance has been made for increases in participation of 10%, though this can be amended at a later stage to reflect actual local/London-wide participation targets.

The Council produced population estimates and projections for the borough in December 2009. These have been adapted to identify the relevant age groups for outdoor sports, and are based on the needs of Sport England's methodology as set out in 'Towards a Level Playing Field'. While the sports identified are primarily the pitch sports, the populations can be adapted for other outdoor sports. The figures are rounded and therefore may not total exactly.



			2006	2021	Change 2006 to 2021%
<b>Non-active</b>	<b>0-5</b>	<b>Mixed</b>	<b>25250</b>	<b>28150</b>	<b>11.5</b>
Mini football	6 to 9	Mixed	15300	17600	15.0
Mini rugby	8 to 12	Mixed	18600	21600	16.1
Junior football	10 to 15	Boys	11100	12300	10.8
		Girls	10750	12700	18.1
Junior hockey	11 to 15	Boys	9250	10200	10.3
		Girls	8950	10550	17.9
Junior cricket	11 to 17	Boys	13000	13900	6.9
		Girls	12400	14350	15.7
Junior rugby	13 to 17	Boys	9300	9700	4.3
		Girls	8800	10000	13.6
Jun rugby	16 to 17	Girls	3500	3800	8.6
Senior football	16 to 45	Men	76250	70050	-8.1
		Women	75650	75150	-0.7
Senior hockey	16 to 45	Men	76250	70050	-8.1
		Women	75650	75150	-0.7
Senior rugby	18 to 45	Men	72500	66350	-8.5
		Women	72150	71400	-1.0
Senior cricket	18 to 55	Men	91000	89750	-1.4
		Women	91800	95850	4.4
<b>Non-active</b>	<b>55+</b>	<b>Mixed</b>	<b>60050</b>	<b>73750</b>	<b>22.8</b>
<b>Active population</b>	<b>6 to 55</b>	<b>Mixed</b>	<b>227100</b> 73%	<b>235700</b> 70%	<b>3.8</b>
<b>Total population</b>		<b>Mixed</b>	<b>312400</b>	<b>337600</b>	<b>8.1</b>

The main implications for outdoor sports to arise from these population figures are as follows:

- The total population is anticipated to increase by 8.1%, but the active population (i.e. 6 to 55 years) by only 3.8%, reflecting an ageing population. The non-active population over 55 increases by 23%, those under 6 by 12%.
- The active population as a proportion of the total in 2006 is 73%, but down to 70% in 2021.
- There are absolute increases in the population mainly affecting junior sports, ranging from 4-6% for junior boys to 18% for junior girls and 15-16% for mini sports.
- There are absolute declines in numbers of both men and women from 16-45, (affecting adult football, rugby, etc) and men 18-55 (cricket), though women 18-55 increases slightly.

It is not simply a matter therefore of increasing demand for sports pitches in accordance with the overall increase in population, it is understanding which sections of the population will expand and which will reduce in the future.

## CRICKET

### 2007 study findings

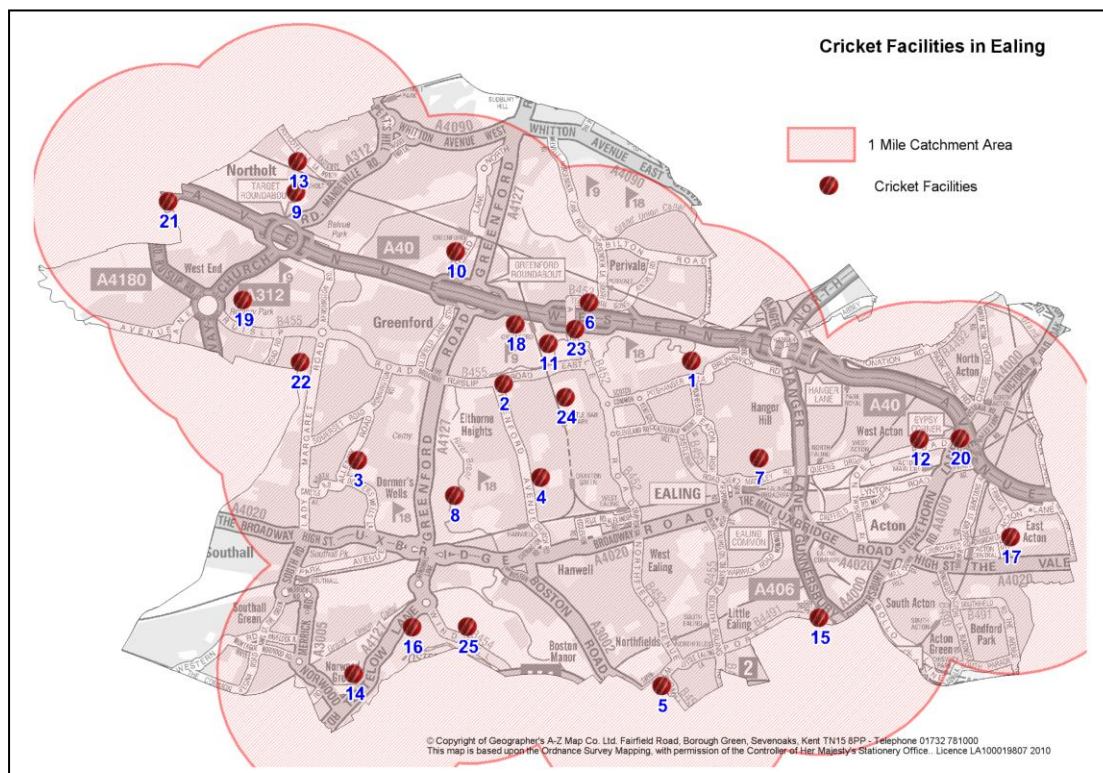
In the 2007 pitch study, there were 31 pitches identified, with an overall opinion that privately owned pitches are of good quality but Council owned pitches are poor in comparison. This was mainly due to the fact that privately owned specialist ground staff maintained these grounds and access to pitches could be controlled, whereas Council owned facilities were maintained by contractors with generic skills and were located in public parks, with no restricted access. These pitches were identified as being required by clubs to accommodate club second and third teams.

There were 71 teams identified as playing in Ealing, comprising 65 senior and 6 junior teams. An additional 9 junior teams and 1 senior team was likely to be generated in the period to 2017. The study concluded that there would be an anticipated shortfall of 7.4 pitches by 2017 and that all existing pitches should be maintained and the standards of maintenance of Council owned pitches should be improved.

### Current supply of pitches

The current supply of cricket pitches in Ealing is as follows:

	Privately owned		Council owned		Total	
	School	Club	School	Club/Community	School	Club/Community
Total	4	10	7	24	11	34



No.	Site	Pitches	Ownership
1	Brentham Club	1	Private – Sports Club
2	Brentside High School	1	Council - School
3	Dormers Wells HS	1	Council - School
4	Drayton Manor HS	2	Council – School/Club
5	Durston House School	1	Private - School
6	Ealing Central Sports Ground	4	Public – Pay and Play
7	Ealing Cricket Club	1	Private – Sports Club
8	Brentfield Cricket Ground	1	Council - Leased
9	Islip Manor Park	1	Public – Pay and Play
10	London Playing Fields (Greenford)	3	Private – Trust
11	Longfield Playing Field (dormant)	1	Public – Pay and Play
12	North Acton Playing Fields	3	Public – Pay and Play
13	Northolt High School	1	Council - School
14	Norwood Hall Grounds	2	Council
15	Old Actonian’s Sports Club	1	Council - Leased
16	Osterley Cricket Club	2	Council - Leased
17	Park Club (Acton Cricket Club)	2	Private – Sports Club
18	Perivale Park	2	Public – Pay and Play
19	Rectory Park	2	Public – Pay and Play
20	Shepherds Bush Cricket Club	1	Private – Sports Club
21	SKLP Sports Ground	1	Private – Sports Club
22	Ramgharia Cricket Ground formerly Southall Cricket Club (not in use)	1	Council - Leased
23	St Benedict’s School	2	Private - School
24	Trailfinders Sports Ground	1	Private – Sports Club
25	Warren Farm Sports Ground	6	Public – Pay and Play
	<b>Total</b>	<b>44</b>	

There are currently 44 cricket pitches across the borough in a variety of ownerships and tenures, 36 are known to be available for community use on a regular basis. In addition to these pitches there are three privately owned cricket grounds with four pitches currently out of use. There are several Council owned sports grounds currently out of use, which could provide cricket playing facilities in the future.

Access to cricket facilities is similar to football as there is a good spread of pitches across the borough, but community access to school sites is limited and access to privately owned facilities is usually restricted to club members only, however, the majority of these clubs have an open membership policy and reasonable annual and match day fees which cover playing costs.

The vast majority of privately owned facilities have very good to excellent quality playing and ancillary facilities including changing rooms and social spaces and users of school pitches have by definition access to changing rooms and toilets. However, Council owned pay and play pitch sites have poor quality ancillary facilities. The playing surfaces and ancillary facilities of Council owned pay and play pitches remains inferior to privately owned and Council leased sites for the same reasons as previously mentioned.

### Current demand for pitches

Ealing has 9 men’s clubs designated by Middlesex Cricket Board as having the status of a focus club. Senior men’s cricket is played on Saturdays and the nine focus clubs currently field 35 teams each Saturday. There is also one women’s premier league cricket team based in Ealing with focus club status, who share an existing club ground and play on a Sunday. The nine clubs fielding men’s sides currently maintain 9 cricket squares in total. It is known from the number of recent enquiries made by local cricket clubs that there is a demand for club second grounds.

In addition to the 35 senior men’s teams playing as part of the 9 focus clubs there are an additional 57 senior teams playing on Council pitches on a pay and play basis, more of these matches are played on Sundays than Saturdays throughout the summer. There is also a large amount of informal cricket played in Ealing mostly in the Southall area, this is often hard to capture and therefore the actual demand could be higher than that indicated. In addition to the senior teams there are currently just under 850 juniors playing cricket for the 9 focus clubs. The Southall area has a very large number of juniors playing informal cricket including tapeball cricket played on hard standing areas.

The Active People survey results indicate that the current participation rates by men are lower than West London and London but higher than the national average. Women’s participation in Ealing is lower than those for West London, London and nationally.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
1.89%	0.2%	2.19%	0.27%	3.13%	Under 1%	1.95%	0%

There is a negligible demand shown by men for future cricket participation but none for women in Ealing. These results contradict what is known; Ealing has the highest number of focus clubs per local authority in Middlesex, this means that the number of juniors playing cricket in Ealing is far higher than in other boroughs. With this in mind it is also reasonable to assume that a percentage of these juniors will continue to play cricket as seniors, thus Ealing will have a greater number of adult cricketers in the next ten years as these youngsters grow older.

### Future supply and demand

The 2007 study concluded that there was a balance between supply and demand with 31 pitches available to 71 known teams. In 2011 there are 36 pitches known to be available for community use to the 35 men’s teams associated with the 9 focus clubs and the 57 casual teams playing in Ealing.

Population changes to 2021 could produce the following changes in demand:

Junior boys	+6.9%
Junior girls	+15.7%
Senior men	-1.4%
Senior women	+4.4%

If this is reflected in changing team numbers and a participation increase of 10% is included, the number of teams by 2021 could be as follows:

	2007 teams	2010 teams	Population increase to 2021	Demand increase	2021 requirement	
Senior men	65	92	-1.4%	10%	100	
Senior women	0	2	+4.4%	10%	2	
Junior boys	6	77	+6.9%	10%	90	
Junior girls	0	0	+15.7%	10%	0	
<b>Total</b>	<b>71</b>	<b>171</b>			<b>192</b>	

However it is likely that the development work carried out by the Middlesex Cricket Board and its partners would generate further interest particularly amongst juniors and more specifically girls and women's cricket. The Southall area is also a priority development area for Middlesex Cricket Board, so an additional level of interest could be generated in formal cricket as opposed to the current informal matches and leagues that take place on a regular basis. Therefore the total number of teams that could be generated by 2021 has the potential to be higher than the 192 calculated.

#### **Summary of current position and proposed future actions and opportunities**

The revised team generation rate calculations to 2021, using similar assumptions about demand, produce a total of 192 teams, compared with 71 in the 2007 study for 2017. The additional junior teams will tend to play midweek and could be accommodated on existing pitches. It is worth noting that not all colts will play in organised teams, which play every week, so demand maybe slightly less than predicted. However the demand generated by the 100 men's teams would lead to a rise in the number of pitches needed at the weekend.

Based on a traditional home and away fixture programme, potentially 50 pitches would need to be available for community use at the weekend in order to meet the projected demand generated by the 100 men's and 1 ladies team. Currently demand is greater for pitches on Saturdays than Sundays, approximately two thirds of current demand is for Saturday pitches. If this pattern continues then 34 pitches would be needed to meet future demand.

There are currently 36 pitches of varying quality known to be available for regular community use; this indicates a potential surplus of 2 pitches by 2021. The demand is highest for better quality pitches for club use, this would indicate that Council owned facilities that are of poorer quality should either be closed/reduced or leased to clubs who could maintain the squares to a better standard, with the emphasis on reopening grounds for club use, where a good club standard of pitch quality could be established and maintained. This would lead to the supply of fewer Council owned pay and play pitches but more club operated grounds of better quality to meet 2021 levels of demand.

Future demand for quality club managed and maintained facilities could be met through bringing the currently closed facilities back into operation in line with demand increases for better quality facilities over the next 10 years. The Council owned pitches will be brought back into use through leasing agreements with local sports clubs who have Clubmark status providing playing opportunities for youngsters as well as or in preference to adults.

To improve the quality of the playing surfaces and the ancillary facilities at Council owned sites, it will be necessary to focus resources on improving the quality of the multi pitch sites such as Perivale Park, Warren Farm and Rectory Park. This might involve reducing the number of pitches available but improving the quality of those remaining pitches. It might also be advisable to close or seek alternative management arrangements for the smaller one pitch sites which are costly to maintain and do not attract season long bookings, these sites maybe suitable as second grounds for the bigger cricket clubs in Ealing.

The future plans for the three privately owned sports grounds, which include a total of four cricket pitches are more difficult to predict, however these facilities will be designated as sports grounds and protected for future sporting use.

Through leasing arrangements with local clubs, a new cricket square will be installed at Popefield Sports Ground in Ealing in partnership with Ealing Cricket Club and two squares will be installed in Spikesbridge Park in Southall in partnership with London Tigers. A cricket square will also be brought back into use at the former Liverpool Victoria Sports Ground in Acton, off Carbery Avenue. The preferred partner for this site is still to be determined. The Ramgharia Cricket Ground also needs improvement work to both the playing surface and the pavilion to bring both back into use. Community use of the two Norwood Green cricket squares also needs to be facilitated through the provision of a pavilion to replace the derelict wooden structure currently on the site, pitch improvements may also be needed to raise the standard of the playing surface in line with league requirements. Similarly the playing surfaces at Osterley Cricket Club in Southall and SKLP Cricket Club in Northolt need to be improved to ensure club league cricket continues to be played on the sites.

If demand increases above the level indicated then consideration could be given to installing cricket wickets on existing winter sports grounds; at rugby or football clubs with the necessary space to accommodate a wicket. For junior cricket, artificial wickets may give greater match capacity, but these facilities are generally unsuitable for adult cricket.

## FOOTBALL

### 2007 study findings

In the 2007 pitch study, 133 pitches were identified comprising of 103 senior, 20 junior and 10 mini pitches. The surplus supply of pitches allowed for the projected 2013 demand to be met as well as some strategic resting of pitches. There was a total of 188 teams identified as playing in Ealing, comprising 78 senior, 85 junior boys, 1 junior girls and 24 mini.

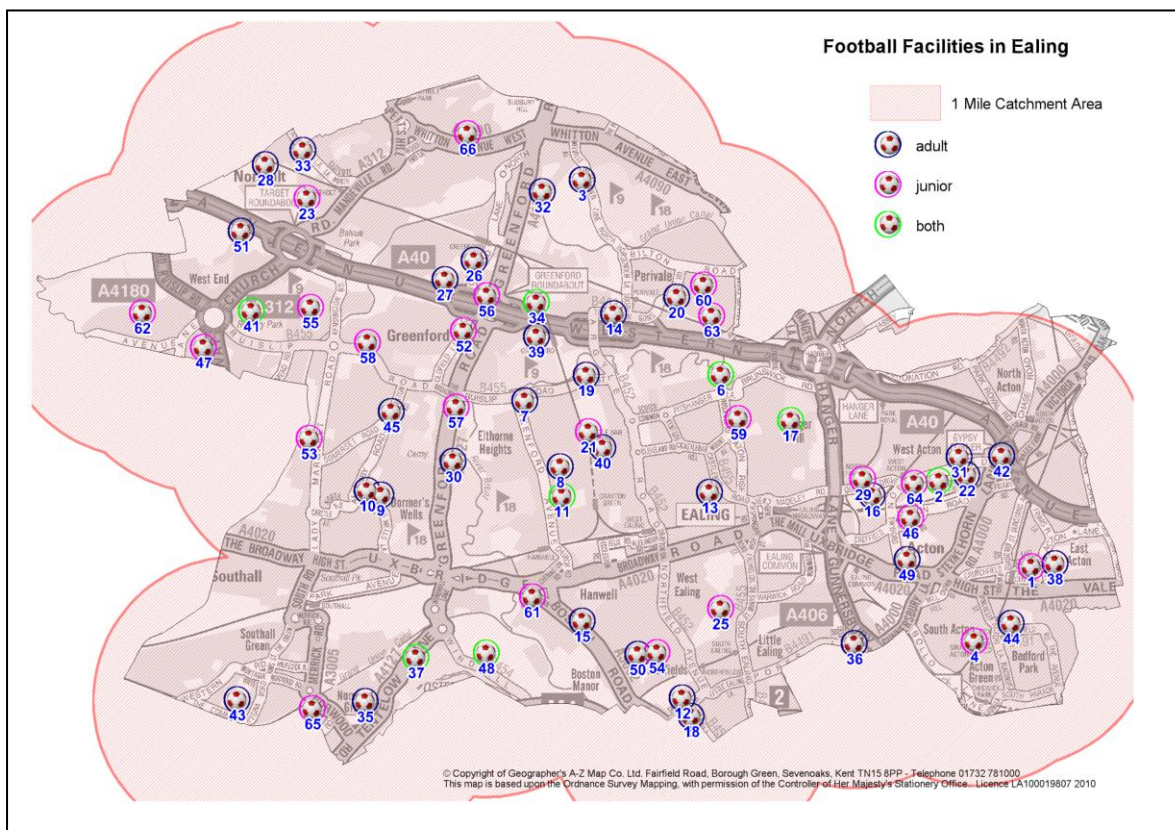
Taking into account the above, there was a demand for 101 pitches plus a further 27 in 2013, including calculations included extra teams, latent demand and an allowance for a strategic reserve.

The overall conclusion was that there was a surplus in the borough of 5 pitches in total to meet this future demand. However no account was taken of pitches accommodating more than 1 match per week.

### Current supply of pitches

The current supply of football pitches in Ealing is as follows:

Pitch	Privately owned		Council owned		Total	
	School	Club	School	Club/Community	School	Club/Community
Senior	2	18	12	67	14	85
Junior	5	5	19	14	24	19
<b>Total</b>	<b>7</b>	<b>23</b>	<b>31</b>	<b>82</b>	<b>38</b>	<b>104</b>



No.	Site	No. of pitches		Ownership/use
		Adult	Junior	
1	Acton Park		1	Council – casual use
2	Acton Gardens Village SC	1	1	Private – sports club
3	Berkeley Fields	2		Council – pay & play
4	Berrymede Open Space		1	Council – casual use
5	Blondin Park		1	Council – casual use
6	Brentham Club	1	2	Private – sports club
7	Brentside High School	2		Council - school
8	Cuckoo Park	1		Council - leased
9	Dormers Wells Leisure Centre	2		Council – pay & play
10	Dormers Wells High School	2		Council - school
11	Drayton Manor HS	2	1	Council - school
12	Durston House Swyncombe Ave	1		Private - school
13	Durston House Castelbar Field	1		Private - school
14	Ealing Central Sports Ground	5		Council – pay & play
15	Elthorne Waterside Pitches	3		Council – pay & play
16	Ellen Wilkinson School	1		Council - school
17	Fox Reservoir Playing Fields	2	2	Council - leased
18	GSK Ground Swyncombe Ave	1		Private – sports club
19	Gurnell Leisure Centre	2		Council – pay & play
20	Hanwell Town FC	1		Private – sports club
21	Hathaway Primary School		1	Council - school
22	Shamrock Sports & Social Club	2		Council - leased
23	Islip Manor Park		1	Council – casual use
24	King George’s Playing Fields	3		Council – pay & play
25	Lammas Park		1	Council – pay & play
26	London Playing Fields Greenford	4		Private - Trust
27	London Playing Fields – Greenford (A40 access)	1		Private - Trust
28	Lord Halsbury Playing Fields	3		Council - leased
29	Acton Yochien School		4	Private - school
30	Marnham Road Recreation Ground	3		Council – pay & play
31	North Acton Playing Fields	4		Council – pay & play
32	North Greenford United FC	1		Council - leased
33	Northolt High School	1		Council - school
34	Northolt Rugby Club	1	2	Council - leased
35	Norwood Hall Grounds	3		Council/WL College - school
36	Old Actonians Sports Ground	1		Council - leased
37	Osterley Sports Club	5	2	Private – sports club
38	Park Club	1		Private - members
39	Perivale Park	3		Council – pay & play
40	Pitshanger Park (Scotch Common)	2		Council – pay & play
41	Rectory Park	6	2	Council – pay & play
42	Shepherds Bush Cricket Club		1	Council - leased
43	Southall Recreation Ground	3		Council - pay & play
44	Southfields Recreation Ground	2		Council - pay & play
45	Spikesbridge Park	2	1	Council - leased
46	The Japanese School		1	Private - school



47	Viking Primary School		1	Council - school
48	Warren Farm Sports Ground	16	1	Council – pay & play
49	Wasps FC Ground	1		Private – sports club & school
50	West Ealing Bowls Club		1	Council - leased
51	West London Academy	1		Academy - school
52	Costons Primary School		1	Council - school
53	Durdens Park Primary School		1	Council - school
54	Fielding Primary School		1	Council - school
55	Gifford Primary School		1	Council - school
56	Oldfield Primary School		1	Council - school
57	Our Lady of the Visitation Primary School		1	Council - school
58	Ravenor Primary School		1	Council - school
59	St Gregorys Primary School		1	Council - school
60	St John Fisher Primary School		1	Council - school
61	St Marks Primary School		1	Council - school
62	St Raphaels Primary School		1	Council - school
62	Vicars Green Primary School		1	Council - school
63	West Acton Primary School		1	Council - school
64	Wolf Fields Primary School		1	Council - school
65	Wood End Primary School		1	Council - school
	<b>Total</b>	<b>99</b>	<b>43</b>	

Across the borough, there are currently 142 football pitches in total, in a variety of ownerships and tenures, 99 of which are senior and 43 junior, 13 sites are owned privately by schools or sports clubs and the remainder are Council owned and either solely used by schools, booked on a pay and play basis or are leased to local sports clubs. There are 28 sites, including 104 pitches, which are understood to be available for the wider community on a regular basis. In addition there are several pitches/sites, which are currently closed, including three owned by the Council with a total of 6 senior pitches and three privately owned also with a total of 6 senior pitches potentially available in the future. Mini soccer pitches have not been included in this count as most are either marked on existing pitches or are used on an informal basis on pieces of land which are adjacent to other sports pitches, which have been included.

There is a good spread of pitches across the borough, but community access to school sites is limited and access to privately owned facilities is usually restricted to club members only, however, the majority of these clubs have an open membership policy and reasonable annual and match day fees which cover playing costs.

The vast majority of privately owned facilities have very good to excellent quality ancillary facilities including changing rooms and social spaces and users of school pitches have by definition access to changing rooms and toilets. However, Council owned pay and play pitch sites have very poor ancillary facilities, which often do not meet the minimum standards required by local leagues. Council owned facilities, which are leased to local sports clubs, have good quality ancillary facilities, which do meet league requirements.

### Current demand for pitches

The Middlesex Football Association has for a number of years produced Local Area Data for all local authority areas, including Ealing, and the number of football teams currently understood to be playing in Ealing is as follows, with figures for previous seasons shown for comparison.

Season	2011/12			2010/11	2009/10	2008/9	2007/8	2006/7
	Male	Female	All	All	All	All	All	All
Adult/open age	98	3	101	127	115	134	168	156
Youth U11 - U18	78	0	78	77	83	114	142	155
Mini (mixed) U7 - U10	62	NA	62	58	56	51	84	81
<b>Total</b>	<b>238</b>	<b>3</b>	<b>241</b>	<b>262</b>	<b>254</b>	<b>299</b>	<b>394</b>	<b>392</b>

This data demonstrates that the number of teams has declined considerably from 2006/7 to last season, a fall from 392 to 238 teams. The figures need to be treated with some caution, due to the difficulty in collecting and interpreting this data, but it is generally accepted that there has been a decline in football activity in many areas over the past few years. However 2011/12 figures still exceed the number of teams identified in the 2007 study; there are estimated to be 238 teams now compared with 188 teams identified in the study.

The Active People survey results indicate that football has the highest current male participation rates of all sports played in Ealing. The rate is slightly lower than that for West London, but higher than the London and national level for men, whilst women's participation levels in Ealing are lower than the West London, London and national level, see table below for more details.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
13.85%	1.32%	14.07%	1.73%	15.12%	1.18%	14.52%	0%

Future interest from men is relatively high at just under 13% similar to the previous year, but there is little interest indicated from women for future participation.

### Future supply and demand

The 2007 study concluded that, with assumptions about increased future and latent demand, a higher population with similar team generation rates and the inclusion of a strategic reserve of 10%, there would be a surplus of 5 pitches by 2013/17 – i.e. supply of 133 pitches, demand for 128. Using similar assumptions with the updated information on teams it is considered that the 2021 situation might be as follows:

	2011/12 teams	Pop increase to 2021	Demand increase	Strategic reserve	2021 requirement
Mini	62	15%	10%	10%	84
Junior/youth	78	11%	10%	10%	102
Adult	98	-8%	10%	10%	110
<b>Total</b>	<b>238</b>				<b>296</b>

If this number of teams is generated and assuming that there is an equal split between Saturday and Sunday use, that all pitches are capable of 2 games per week and that the demand is distributed evenly across the whole borough, the future pitch requirement shown in teams is:

Mini	21
Junior/Youth	26
Senior	28
<b>Total</b>	<b>75</b>

At first glance the existence of 104 pitches in some community use at present would be enough to meet this future demand. However in reality the situation is slightly different because there is a predominance of play on Sundays over Saturdays, in which case the number of pitches required in the peak time will be greater than if this were evenly distributed over the whole week/weekend. If for example the weekly demand was for 3/4 on either Saturday or Sunday, the remainder on the other day, this would increase the number of pitches by 50%.

It is also likely that excess supply in one part of the borough would not be suitable for demand in another part mainly due to travel issues and finally not all pitches may be capable of full usage all times of the year, due to a number of factors including, the weather, maintenance issues and availability of ancillary facilities.

#### **Summary of current position and proposed future actions and opportunities**

The evaluation indicates that there is currently a broad balance between supply and demand. However, some of the Council pitches listed and included in the calculation do not currently meet league standards, therefore are not available for competitive community use. This means that it is possible that there might be a slight deficit of quality pitches especially at weekends.

The possible increase in teams from 2011/12 to 2021 of about 24% i.e. from 238 to 296 would result in the need for a proportionately similar increase in pitches i.e. a total of 129 pitches in community use. Based on the calculated future distribution of teams the following number of pitches would be required by 2021:

Mini	36 pitches (an additional 15 pitches)
Junior/Youth	45 pitches (an additional 19 pitches)
Senior	48 pitches (an additional 20 pitches)
<b>Total</b>	<b>129 pitches</b>

Compared with 104 pitches understood to be in community use at present, there is a potential future requirement for an additional 25 pitches, but of a different distribution of sizes by 2021. The Football Association's new guidance on playing pitch size for different age groups should be considered when making decisions on which size of pitches should be used at which locations. Also space around pitches needs to comply with the FA's Respect requirements.

In order to maintain the number of league approved facilities in Ealing, existing resources will be targeted at making improvements to both the playing and ancillary facilities at the multi sport multi pitch sites, particularly Warren Farm Sports Ground and Perivale Park, the changing rooms at the latter site have been closed, which means the pitches no longer meet league standards for ancillary facilities. Pitches at these key sites, will be marked out in line with season long demand and on certain

sites, bookings will be taken for either Saturday or Sunday only, thus saving money on pitch markings and staffing.

The developments at Warren Farm Sports Ground in partnership with Queens Park Rangers include the provision of a professional football club academy as well as a new pavilion for community use, a floodlit artificial pitch suitable for football, community access to an indoor artificial pitch and extensive playing surface improvements. Future development options at Rectory Park include new changing rooms, indoor sports and social facilities, floodlit outdoor sports areas, including a floodlit AGP or 5 v 5 pitches and improved grass pitches.

Short term plans are in place to work in partnership with local sports clubs to build new sports pavilions at Lord Halsbury Sports Ground in Northolt, Scotch Common, in Ealing and Spikesbridge Park in Southall. Pitch improvements are also planned at these three sites to ensure that the playing surfaces are of the appropriate quality to meet the demand generated by the number of teams each club has or is planning to develop in the future. In the medium term, the changing rooms at Southfields also need to either be refurbished or rebuilt.

Future demand could be met through bringing the currently closed facilities back into operation in line with demand increases over the next 10 years. The six Council owned pitches would likely be brought back into use through leasing agreements with local sports clubs who have Charter Standard status providing playing opportunities for youngsters and youths as well as or in preference to adults. These grounds include Popefield and the sports ground off Carbery Avenue in Acton, although management arrangements for the latter have yet to be determined.

Access to the appropriate school facilities could also ease the pressure on community use pitches, and therefore help to maintain the quality of public pitches. School sites are also desirable as they are often secure, well maintained and accessible.

The future plans for the six privately owned sports grounds are more difficult to predict, however the existing pitches will be designated as sports grounds and protected for future sporting use. It may also be necessary to reconfigure pitch layouts on public pay and play pitch sites to accommodate the increasing number of junior teams. It would also seem sensible to allow community use of primary school sites for junior matches as all facilities are age appropriate and generally free for use at weekends.

Advances in the quality of artificial grass pitches (AGP's) will in the future lead to more competitive matches being played on this type of pitch as more leagues sanction the use of AGP's. This will alleviate future pressure on grass football pitches for competitive play similar to how AGP's have and will continue to provide facilities for training purposes. This situation should be monitored as part of the annual facility review process.

## RUGBY

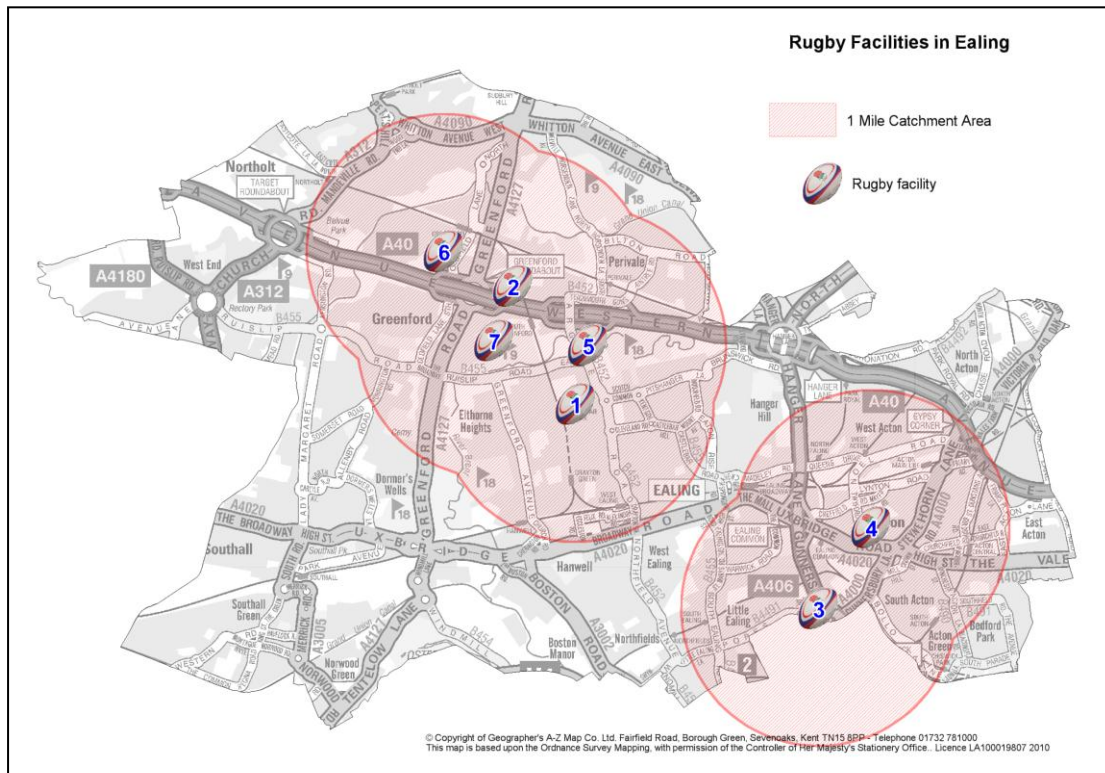
### 2007 study findings

In the 2007 pitch study, 13 senior pitches were identified as being available for community use to the 26 identified teams playing in Ealing, 7 senior men's, 3 senior women's and 16 junior boys. It was calculated that by 2017, there would be an additional 4 teams playing in Ealing and there would be sufficient pitches to accommodate this increase in demand. Specific issues were also identified for individual clubs.

### Current supply of pitches

The current supply of rugby pitches in Ealing with community access is as follows:

Pitch	Privately owned		Council owned		Total	
	School	Club	School	Club/Community	School	Club/Community
Senior	5	9	0	4	5	13



No.	Site	Pitches	Ownership
1	Trailfinders Sports Ground	4	Private - Commercial
2	Northolt RFC	2	Council - Leased
3	Old Actonians Sports Club	1	Council - Leased
4	Wasps FC	4	Private – Sports Club
5	St Benedict's School	5	Private - School
6	London Playing Fields (Greenford)	1	Private
7	Perivale Park	1	Council – pay and play
	<b>Total</b>	<b>18</b>	

There are currently 18 pitches available for community use across Ealing, which includes use by local rugby clubs. The only casual use pitch available is in Perivale Park and this is booked on an ad hoc basis by rugby and Gaelic football teams as an overspill facility on busy match days. Users of this pitch do not have access to changing room facilities. All the other rugby venues have either very good or excellent ancillary facilities. The five private school pitches are located at St Benedict's School and are used by a club mainly consisting of the school's past pupils.

### Current demand for pitches

Rugby participation in Ealing has grown tremendously over the last five years, mainly as a result of the extensive junior development work that has taken place and the success of the high quality rugby clubs based in the borough. The number of teams playing in Ealing has trebled since 2007, with the main increase coming in the under 12 age group. There are currently 77 teams playing in Ealing comprising 19 senior men's teams and 3 senior women's teams, plus 22 boys and 4 girls teams aged between under 13 and under 19 and 29 mixed mini teams aged under 12.

The Active People survey results indicate that current participation rates for rugby amongst both men and women are lower than West London, London and nationally, see table below for more details.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
1.42%	0.09%	0.85%	0.08%	0.71%	0%	1.39%	0%

There is a negligible demand shown by men for future rugby participation but none for women in Ealing. These figures contradict what is already known about participation rates in Ealing.

### Future supply and demand

By factoring in the projected population changes to 2021 and a participation increase of 10%, team numbers will increase as follows:

	2007	2010	Pop. Increase to 2021	Demand increase	2021 requirement
Snr men & colts	7	25	-8.5%	10%	25
Snr women	3	3	-1%	10%	3
Jnr boys U13 – U16	16	16	+ 4.3%	10%	18
Jnr girls U12 – U18	0	4	+ 13.6%	10%	5
Mini mixed U 12's	0	29	+16.1%	10%	37
<b>Total</b>	<b>26</b>	<b>77</b>			<b>88</b>

Participation rates should continue to rise as Ealing Trailfinders RC continue to develop all aspects of the Club, including women and girls rugby and mini rugby; Ealing Trailfinders RC currently has over 500 mini rugby players under 12 years of age and a semi-professional elite section of the Club which includes the senior first and second teams. Wasps FC also has an extensive junior and mini playing section as well as a successful women's section. London Wasps, the professional club, use Wasps FC ground for training purposes. Through the continued growth and development of these two Clubs, the total number of teams generated by 2021 could be significantly more than 88.

### **Summary of current position and proposed future actions and opportunities**

The 2007 study concluded that 13 pitches would cater for the 26 teams predicted to be using pitches in 2017, with a small surplus of full size pitches and a small deficit of junior pitch space. Using similar assumptions about demand, 88 teams would need a significantly greater number of rugby pitches to meet the increase in demand.

It should be noted that, when calculating demand for pitches, all rugby club teams male and female from the age of under 13 upwards play on a full size pitch as they play 15 a side rugby. In general, all male adult club rugby takes place on a Saturday afternoon. Under 13 to under 18 rugby as well as mini rugby played over half a full size pitch principally takes place on a Sunday morning. Women and girls rugby teams mostly play on a Sunday afternoon. All operate on a traditional home and away basis.

There are currently 16 senior men's teams playing on a Saturday, using 13 pitches with Old Priorian's 3 teams having sole access to the 5 private school pitches. The current number of pitches is sufficient to cater for Saturday demand. However, the demand on Sunday morning is far greater; 22 junior teams require a full size pitch and the 29 mini teams require a further 15 full size pitches. This equates to a supply deficit of up to 13 pitches. In the afternoon the pressure on supply eases with 7 teams requiring use of the existing 13 pitches.

If you add in training requirements for the adult teams of two nights a week, the 13 pitches will be used potentially five times a week, giving no opportunity to rest pitches to ensure the quality of the playing surface is maintained to a high standard. The implications of this are that there is a need to reorganise pitch layouts and secure the provision of six additional (albeit smaller) pitches overall.

Rugby is very much a club based sport, based at one main venue, so ideally to meet the increase in demand by 2021, the number of pitches at the two largest clubs needs to be increased or pitch layouts adapted to accommodate the additional demand, especially from junior and mini rugby played on a Sunday morning. If possible, pitch layouts need to be reorganised to create smaller playing areas to avoid the need to play mini rugby across heavily used full size pitches.

To alleviate the pressure on the existing pitches, the installation of floodlit artificial grass pitches (AGP's) suitable for rugby need to be considered for midweek training, ideally on or near the site of existing clubs, where the infrastructure and ancillary facilities already exist. Similar to the points made under the football section, pressure on grass rugby pitches will potentially be alleviated in the future when more leagues sanction play on AGP's.

Strategic multi sport multi pitch sites mainly used for football, would also be an appropriate venue for 3 or 4G artificial grass pitches as the same pitch specification is suitable for both rugby and football. Ideally access to all 18 grass pitches in the borough would alleviate the pressure for junior and mini rugby pitches on a Sunday morning.

Although the south west of the borough is not catered for by Ealing facilities, Grasshoppers Rugby Club is based within half a mile of the borough's south boundary in Osterley and offers playing opportunities for girls and boys, as well as fielding numerous adult male and female teams. If in the unlikely event demand outweighs supply in this particular area or a club needs to move from an existing ground, then there may be an opportunity to change the use of an appropriate number of football pitches in the West of the borough to meet demand.

## GOLF

### 2007 study findings

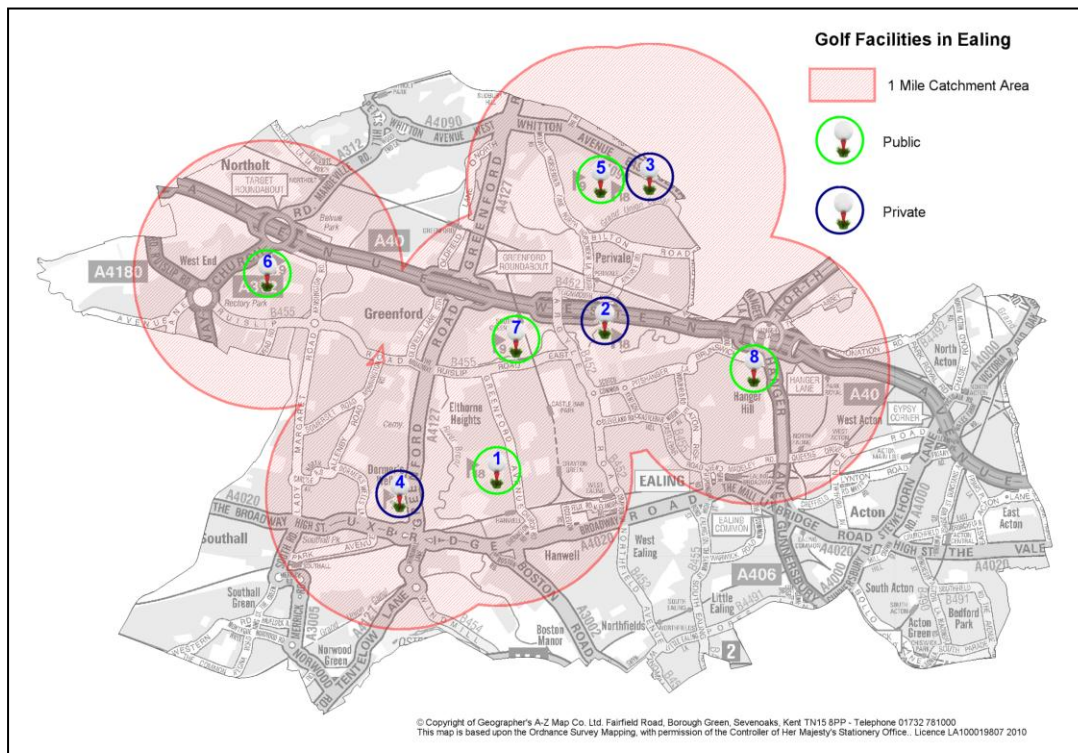
The 2007 study identified 9 facilities in the borough, both Council and club owned sites. Public facilities were considered to be poor in quality, resulting in low demand. The study concluded that there was sufficient supply to meet demand, with an oversupply of courses with overlapping catchments, thus a rationalisation of golf facilities throughout the borough was recommended.

### Current supply of courses

To get an up to date picture of the golf facility situation in Ealing, a desk-based assessment was undertaken using the outputs of Sport England's Active Places Power database and planning tool.

At present Ealing has four 18 hole golf courses and two 9 hole courses, one 9 hole par 3 and a 9 hole pitch and putt course in Hanger Hill Park. Council owned facilities are managed and operated on a pay and play basis by a combination of a leisure contractor and through lease arrangements with golf clubs. The remaining two facilities are owned and operated by private golf clubs, both of which offer a range of membership packages.

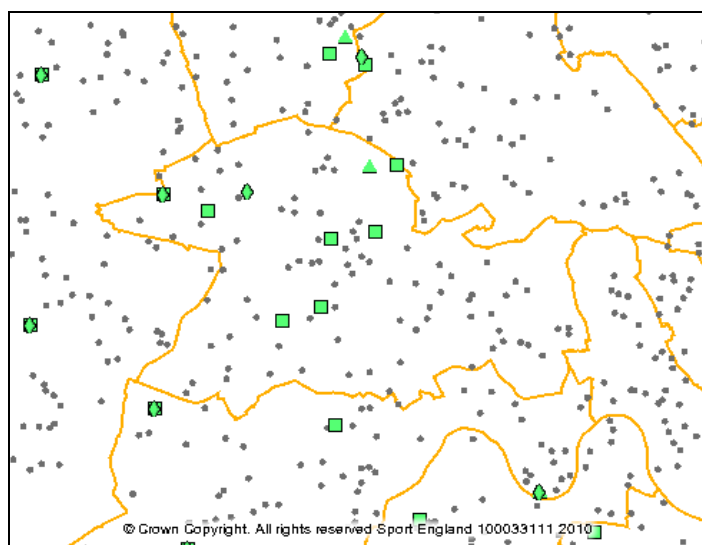
The Limetrees golf facility that has been closed for a number of years reopened a 26 bay driving range in December 2012. A 9 hole golf course on the same site is due to open in 2013, with an 18 hole course following within the next four years. These facilities are not shown on the map below.





No.	Course	Holes	Yards	Ownership	Built
1	Brent Valley Golf Course	18	5446	Council - contractor	1914
2	Ealing Golf Club	18	6191	Private Club	1898
3	Sudbury Golf Club	18	6277	Private Club	1920
4	West Middlesex Golf Club	18	6119	Council - leased	1891
5	Horsenden Hill Golf Course (Par 3)	9	1632	Council - contractor	1935
6	Northolt Golf Club	9	1600	Council - leased	1994
7	Perivale Park Golf Course	9	2667	Council - contractor	1900
8	Hanger Hill Pitch & Putt	9	1142	Council - leased	
	<b>Total</b>	<b>108</b>			

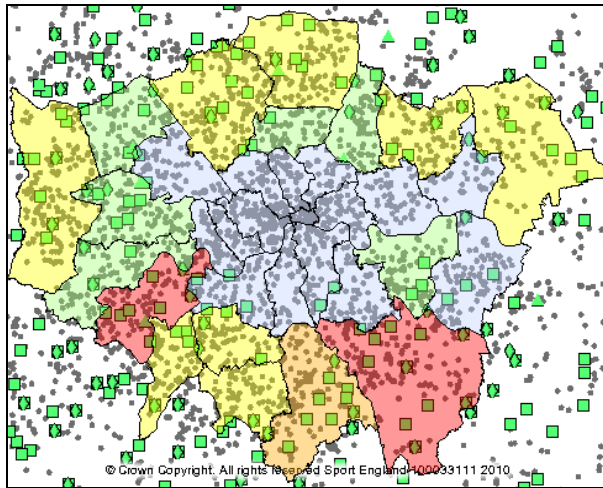
There are a further 15 locations within a 20-minute drive of the middle of the borough, with a golf facility, either a standard course, par 3 or golf driving range. The majority of these are located to the west of Ealing in outer London boroughs and outside London.



**Map 20: Golf facilities in and around Ealing**

Ealing has 30% more standard golf holes than the London average, and is ranked 12<sup>th</sup> of the 33 London Boroughs, however, this does include the 9 hole Limetrees facility due to reopen in 2013. In the summer of 2010, Ealing would have been similarly placed in terms of golf driving ranges, with about 20% above average provision and ranked 13<sup>th</sup> of 33 London Boroughs. However, this situation has changed with the closure of Ealing Driving Range. The situation has improved with the opening of the new driving range on the Limetrees site. There are only 10 boroughs with a par 3 course, and Ealing is least well provided with these facilities.

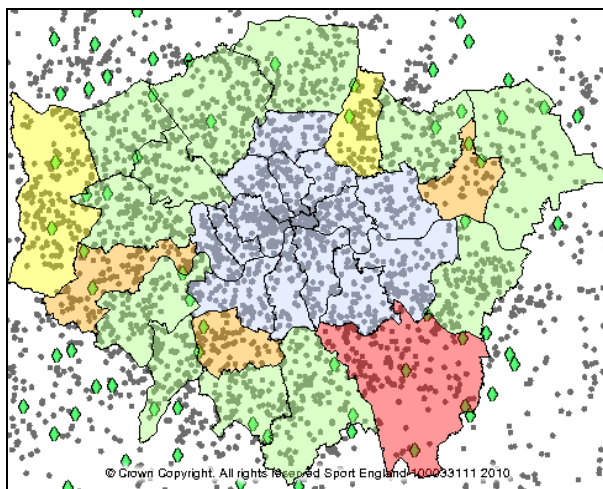
The distribution of golf facilities across London is shown in the following maps, which also shows the levels of provision in each borough indicating the best provision and the worst provision by borough.



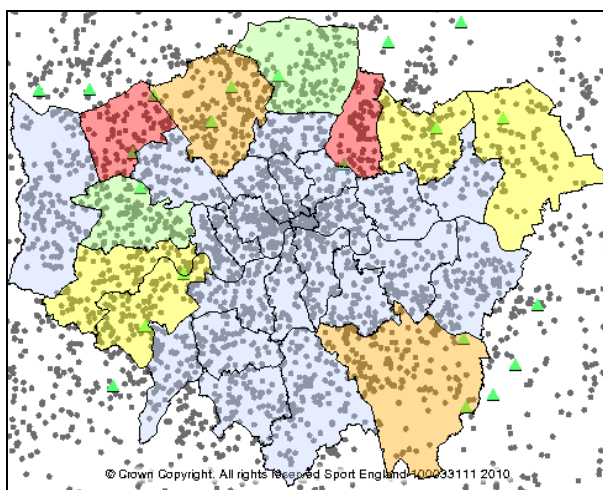
Sliding scale illustrated as follows:



**Map 21: Standard golf holes per 1000 across London**

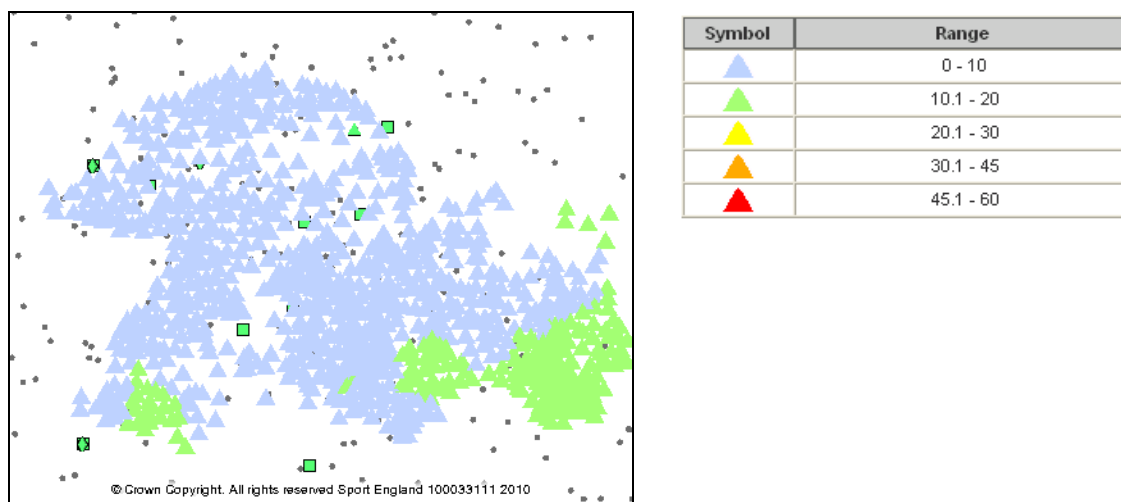


**Map 22: Golf driving ranges per 1000 (including the closed facilities)**



**Map 23: Par 3 courses per 1000**

All residents of the borough live within a 20-minute drive of a main course shown by green shading, and 81% within 10 minutes shown by blue.



**Map 24: Accessibility to all golf facilities by car**

### Current demand for golf facilities

The Active people survey indicated that current participation rates in Ealing are lower than West London, London and nationally for both men and women.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
6.24%	0.93%	4.04%	0.57%	4.29%	0.54%	3.16%	Under 1%

Men have shown a negligible future interest in Ealing for playing more golf, this has dropped from nearly 5% the previous year and there is no interest registered by women, this has also fallen slightly from the previous year.

### Future supply and demand

It is unlikely that any additional golf courses will be built in Ealing, however, with the closure of Ealing Driving Range there is a strong possibility that alternate driving range facilities will be built in the borough over the next 10 years. At the end of 2012, a new 26 bay driving range was opened at the West London Golf Centre, formerly the Limetrees golf facility. This type of facility is mainly run on a commercial basis, therefore market forces will determine if any new additional facilities are built in Ealing and where they are located. The most likely location would be alongside an existing facility with ancillary facilities already in place.

Golf provision has and will continue to change, traditionally private golf clubs have restricted use to members only, but the vast majority now allow public pay and play use especially during off peak times. This situation has also arisen due to the economic climate and the need for clubs to generate funds. This improves access to golf facilities for all members of the public.

**Summary of current position and proposed future actions and opportunities**

There is currently sufficient supply to meet the demand for golf courses, in fact there is a potential oversupply of courses and facility catchments do overlap. There will be an even greater disparity when the new 9 and 18 hole golf courses open at the West London Golf Centre, formerly Limetrees site in the next four years.

It is unlikely that additional golf courses are required or are feasible in Ealing up to 2021, even in light of population and potential participation increases. A case could be made for reducing the number of golf courses in Ealing, but there may be a need for driving range facilities additional to the new 26 bay range opened at the West London Golf Centre..

Future policy could include developing a strategy to identify particular strengths and attributes for each facility, within an overall hierarchy, which could help the development of the sport at all levels from beginner to competitive player.

Options could be considered for Horsenden Hill Golf Course, which would involve changing the access point and amalgamating the clubhouse facilities with other services. This and other suggestions for the future of golf provision in Ealing will be investigated as part of a wider assessment of both the demand and supply of golf facilities in and around Ealing.

## BOWLS & CROQUET

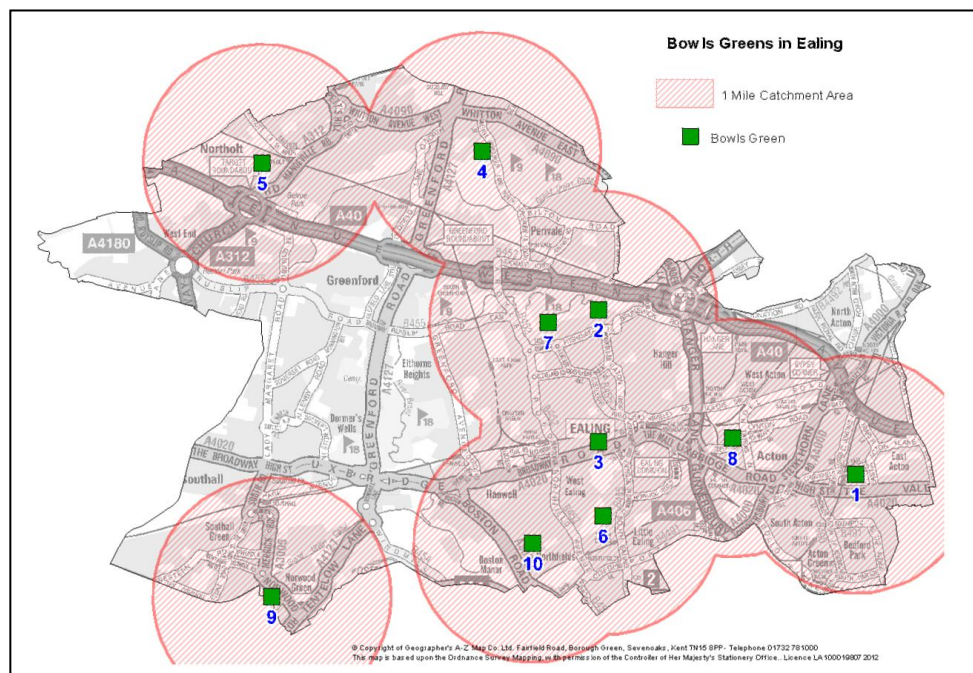
### 2007 Study findings

In the 2007 study, nine bowls sites were identified, including those located in public parks and those owned privately by local clubs. There were 16 bowls clubs playing in Ealing. The study concluded that there was no unmet demand and no future increase in demand and existing playing facilities suffered from a lack of maintenance.

### Current supply and demand for bowls greens

There are currently 10 bowling green sites being used by 11 bowls clubs in Ealing and one site being used by one croquet club which has 3 croquet greens in use, see table below for more details. No new sites have been built since the 2007 study so the conclusion is that some sites were missed in 2007.

No.	Location	Club based on site	Ownership	Greens
1	Acton Park	Acton BC	Council	1
2	Brentham Club	Brentham BC	Private	1
3	Ealing Conservative BC	Ealing Conservative BC	Private	1
4	Horsenden Hill Playing Fields	North Greenford BC	Council	1
5	Islip Manor Park	Community use only	Council	1
6	Lammas Park	Ealing Croquet Club	Council	3
7	Pitshanger Park	Pitshanger Park BC	Council	1
8	Springfield BC	Springfield BC	Private	1
9	Wolf Fields	Featherstone BC & Southall BC	Council	1
10	West Ealing BC	West Ealing BC	Leased	1



In the last eighteen months, 3 clubs have folded and two greens have been decommissioned due to a decline in bowls activity. Privately run clubs, including the

ones operating on leased sites seem to be maintaining and in some cases increasing playing numbers. Clubs based on Council owned facilities are on the whole experiencing a decline in playing numbers. The facilities operated by private clubs have significantly better playing surfaces and pavilions or clubhouses than those located in public parks. Having access to toilet and changing facilities as well as a social area is vital to the continuation of these sports, due to the nature and needs of the majority of players who tend to be older adults.

The Council organise two pay and play sessions a week, at Pitshanger Park and Islip Manor Park, both are popular and have experienced a small increase in participants. These sessions sit within a year round programme of activity including indoor short mat bowls sessions, which stimulate demand for outdoor bowls in the summer months.

The Active People survey results indicate that participation rates in Ealing are low for both men and women in comparison to West London, London and the country as a whole, see table below for more details.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
1.20%	0.83%	0.57%	0.42%	0.64%	0.32%	0%	Under 1%

There is little evidence of future demand, but this could be because the majority of bowlers are aged over 60 and due to the nature of the Active People survey a fewer number of this age group would have been asked to express their opinion.

### **Future supply and demand of bowls greens**

Given the number of clubs, which have recently folded, and the closure of facilities in recent years, it is likely that this current level of provision is actually more than adequate to accommodate the current demand. Ealing's population is also made up of a large number of people from black and ethnic minority backgrounds with no tradition for playing bowls, thus demand is lower than you would have expected in Ealing's ageing population.

However the anticipated increase in the over 55 population, which traditionally takes part in bowls, up to 2021, which is estimated to be 23%, and the need to maintain activity levels across the whole population, including those perhaps too old to take part in more physical sports, is a firm reason to maintain the current level of bowls green provision. Existing clubs have the capacity to accommodate current and future demand for outdoor bowls.

### **Current supply and demand for croquet greens**

Ealing currently has one site in Lammas Park comprising three greens used regularly for playing croquet with a two storey pavilion in relatively good condition. Ealing Croquet Club originally used two greens but took over use of the third when the bowls club on site folded. It is the only croquet club in West London and regular playing members remain at around 25. Use of the third green has allowed the club to train and play matches at the same time, as well as offer beginner sessions to new members. It has also allowed the club to play both forms of croquet, the traditional long game and the newer Golf Croquet, popular with new players.

### **Future supply and demand for croquet greens**

It is not envisaged that demand for croquet will increase significantly to 2021 therefore the number of croquet greens will remain the same if the Club's playing membership remains the same. Any increase in playing numbers will be at a level, which can be accommodated on the existing greens. If the demand for croquet declines then it may be possible to reduce the numbers of maintained greens at the site to accommodate accordingly, thus making the facility viable into the future.

### **Summary of current position and proposed future actions and opportunities**

The current provision of 10 bowls greens and a minimum of two croquet greens should be maintained into the future, unless playing numbers continue to decline. The current mix of private and publicly managed facilities means that access is good as the majority of clubs welcome casual players as well as provide playing opportunities for members.

Greens are costly to maintain and demand in Ealing seems to be falling, however in order to maintain this relatively unique sport which has primarily an over 55's participant group, investment is needed in certain key sites. In order to gain the most benefit, from existing and potential new users investment should be focussed on facilities with the highest usage and the best ancillary facilities, which are crucial to the sustained success of any bowls or croquet club. These sites are most likely to be facilities operated by voluntary sports clubs.

Council support with funding applications should also be given to voluntary run bowls clubs with open membership policies in order that essential improvements are carried out particularly around improving access, changing and social facilities as well as playing surfaces. Ideally participants taking part in the community bowls sessions need to progress through to the bowls clubs in the borough to ensure a constant throughput of new members.

## ATHLETICS

### 2007 study findings

The study found that the athletics facilities at Perivale Park Athletics Track were good and that the track is well used. It also found that the cinder track in Spikesbridge Park was of poor quality and underused.

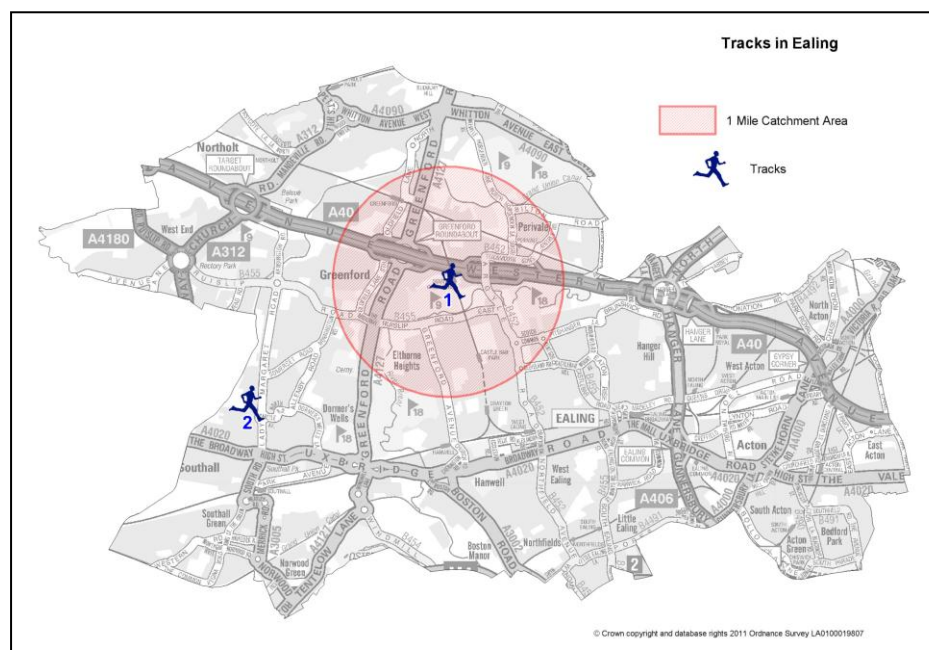
### Current supply of athletics facilities

The facility locations remain the same, but a range of new facilities have been installed at Perivale Park Athletics Track since the 2007 study, including a new 300 seat stand, an outdoor gym, a dedicated Throws Zone and an indoor training area. Perivale Park Athletics Track is a synthetic 8 lane floodlit track which is included in the London 2012 Olympic Games Pre Training Camp Venue Guide published by LOCOG.

The track was built in 1987 and refurbished in 2004, it is owned and managed by the Council and is available to the public on a pay and play basis. The facilities can also be hired for use by schools, clubs and community groups throughout the year. The track facilities meet the high standards set by UK Athletics and can host competitions up to County standard. Due to the excellent access and facilities available on site the track has also hosted national standard track and field events for people with disabilities. It is also home to the regional throwing centre of excellence for rotational throws, as it is one of the few tracks in the country with three throwing cages and a further two circles as well as two javelin throwing areas. There is also an extensive athletics development programme currently running at the track including activities for juniors, women, older adults and people with disabilities.

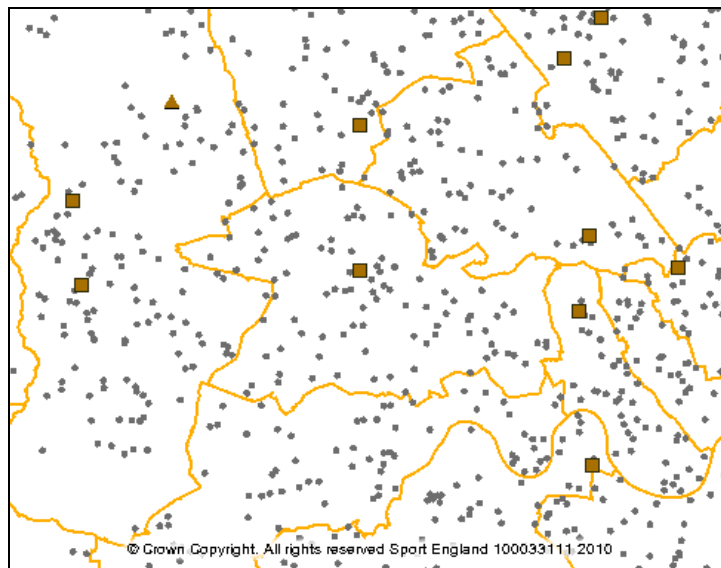
The cinder track in Spikesbridge Park is free to use and is suitable for walking and jogging, the quality of the surface is not suitable for competitive athletics.

No.	Site	Facility	Ownership/Use
1	Perivale Park	Floodlit 8 lane tartan	Council – pay & play
2	Spikesbridge Park	6 lane cinder	Council – free use





To get an up to date picture of the athletics situation in Ealing, a desk-based assessment was undertaken using the outputs of Sport England's Active Places Power database and planning tool. The map below shows the location of synthetic athletics tracks in West London.



**Map 25: Location of athletics tracks in the area**

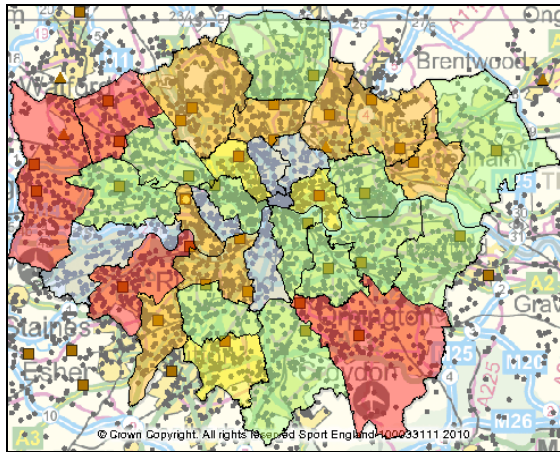
In addition to Perivale Park Athletics Track there are 5 tracks within a 20 minute drive of the centre of the borough:

- Linford Christie Outdoor Sports centre
- Harrow School
- Hillingdon Sports and Leisure Complex
- Willesden Sports Centre
- Kings College Playing Fields
- Osterley Athletics Track, Hounslow (new and not indicated on the map)

And a further 9 tracks between 20-30 minutes drive away.

Per capita supply is 0.027 lanes per 1000 people, compared with 0.05 in England and 0.04 in London. Ealing is the 23<sup>rd</sup> best-provided borough of 33 in the capital for athletics. These figures should be considered with some caution as they reflect all tracks, including synthetic, cinder and permanent grass. However relative supply is therefore below average. The map below illustrates the London wide picture.

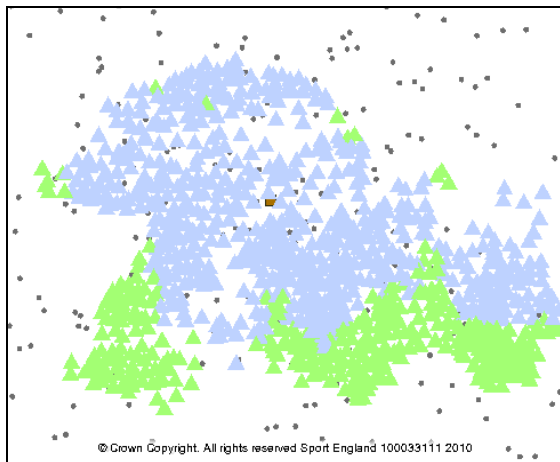
The whole population of the borough lives within a 20-minute drive of an athletics track, 10% live within a 20-minute walk and 26% within 30 minutes. The majority of Ealing residents live outside the 30 minute walking catchments of current facilities.



Sliding scale illustrated as follows:

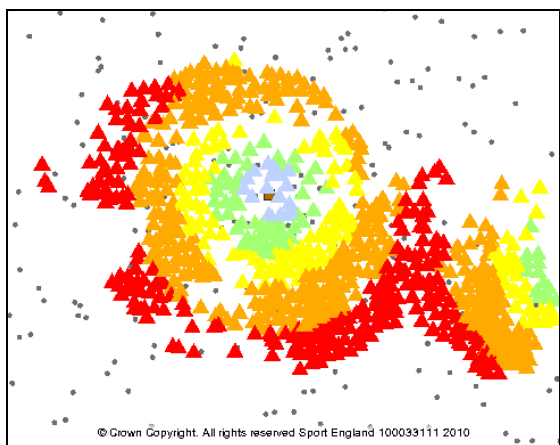


**Map 25: Athletics tracks per 1000 in London**



Symbol	Range
▲ (Blue)	0 - 10
▲ (Green)	10.1 - 20
▲ (Yellow)	20.1 - 30
▲ (Orange)	30.1 - 45
▲ (Red)	45.1 - 60

**Map 26: Accessibility by car**



Symbol	Range
▲ (Blue)	0 - 10
▲ (Green)	10.1 - 20
▲ (Yellow)	20.1 - 30
▲ (Orange)	30.1 - 45
▲ (Red)	45.1 - 60

**Map 27: Accessibility on foot**

### Current demand for athletics facilities

The Active People survey indicates that participation rates for men in Ealing are higher than West London and the country but slightly lower than London itself, whereas the participation rate of women in Ealing is higher than the national average but slightly lower than London and West London.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
7.66%	5.18%	10.50%	6.80%	7.84%	5.80%	9.54%	5.34%

The survey results indicated no significant interest in athletics by either men or women who wish to do more sport or physical activity.

The number of individual visits to Perivale Park Athletics Track has increased by 37% since 2001/02 to 37,580 visits in 2009/10. The cinder track in Spikesbridge Park is popular with local people who use it for walking and jogging throughout the day and on summer evenings.

### Future supply and demand

By 2021, factoring a growth of 3.8% in the active population, an additional lane maybe required. If you calculate provision using the London average provision, then an additional 5 lanes would be needed making a total of 13 lanes and if participation were to increase by 10% by 2021 then an additional 6 lane track or smaller training facility could be justified to meet demand.

The visits trend at Perivale Park Athletics Track supports the assumption that demand will continue to increase to 2021 and it may even increase by more than 10%, which would reinforce the need for an additional 6 lane track.

### Summary of current position and proposed future actions and opportunities

The provision for athletics in Ealing is below the national and regional average, and outside the guidelines set by the governing body, which suggests that 1 track is required per 250,000 people within a 20 minute drive in urban areas. However, athletics is primarily a club-based activity and some evidence of local unmet demand would be necessary to justify additional provision. The current level of provision is the equivalent of 1 8-lane track per 317,000 people.

It is most unlikely that a new track facility will be built in the borough; however there are ways in which any future increase in demand can be met. The new floodlit Osterley Athletics Track will improve access to track facilities for residents in the south of the borough. Also as part of a wider project to redevelop Spikesbridge Park, it may be possible to improve the quality of the cinder track, to enable more extensive use of the facility. It may also be possible to extend the opening hours of Perivale Park Athletics Track to cater for any increase in demand; however, the majority of demand for track use is for Monday through to Thursday evenings, which doesn't allow for a significant extension over and above the current opening hours.

The installation of more distance marker routes around parks will give people the opportunity to run, jog or walk around a set distance and access to these facilities will be more extensive due to the geographical spread across the borough and the speed and cost of installing new routes.

## **OUTDOOR TENNIS**

### **2007 study findings**

The study identified 101 tennis courts in Ealing, in both public and private ownership. It was identified that demand may rise as a result of development work going on in the borough and the study concluded that any increase in demand could be met by improving the quality of courts and providing floodlights. The study concluded that no new courts were needed as no latent demand was identified but it was important to retain public courts to make the sport accessible to the wider community. There was considered to be a gap in provision in the north of the borough.

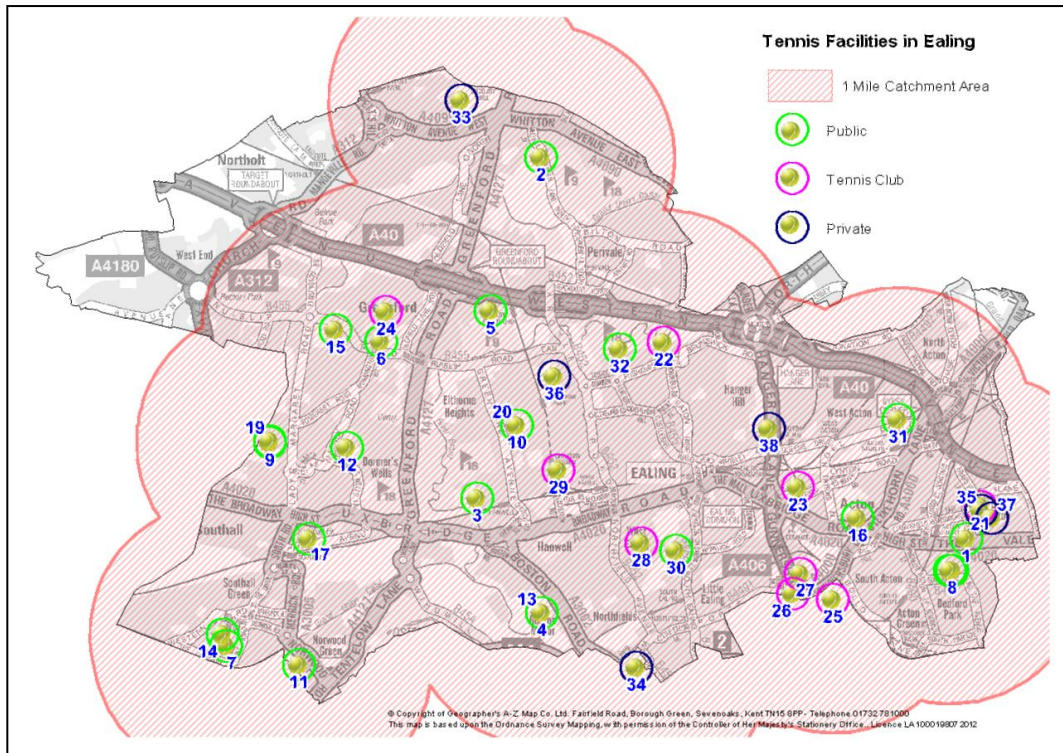
### **Current supply of courts**

There are currently 207 tennis courts in Ealing, including those marked out on multi use games areas (MUGAs), on 39 different sites. There are 35 free to access courts, including 8 marked out on MUGA's. To avoid double counting with MUGA's, only the 27 marked out for tennis only are treated as tennis courts. There are 72 courts owned and operated by sports clubs on either privately owned or Council sites, of which 16 are floodlit. There are a further 34 tennis courts in public parks operated through a lease arrangement between the Council and tennis organisations and 53 are located within private members only health and fitness clubs of which 10 are floodlit. There are 133 tennis courts identified as being available for community use, this figure does not include the tennis courts marked out on MUGAs.

Council owned free access tennis courts are of varying quality; however a recent refurbishment programme has resulted in improved playing surfaces and fencing around the majority of courts. This improvement programme also resulted in a change of use for some tennis courts; at sites where there was more than one court, a number of multi use games areas were installed increasing the range of activities available at each site.

The three leased sites are located in public parks and have limited ancillary facilities but do have access to toilets and changing areas and refreshment facilities. Recent improvements have been made to the playing surfaces at two of the leased sites. Courts and ancillary facilities at local tennis clubs range from good to very good, with just two clubs playing on courts with no changing rooms or toilets nearby. Excellent tennis facilities exist at private members only health and fitness clubs.

The locations of the various private and publicly owned and operated tennis courts in the borough are shown on the map and in the table below.



The following table identifies the locations of free to use tennis courts situated in public parks and marked for tennis only.

No.	Location	Courts	Floodlit
1	Acton Park	2	No
2	Berkeley Fields (Horsenden Hill side)	3	No
3	Churchfields Recreation Ground	3	No
4	Elthorne Park	3	No
5	Perivale Park	2	No
6	Ravenor Park	2	No
7	Southall Recreation Ground	3	No
8	Southfields Recreation Ground	3	No
9	Spikesbridge Park	3	No
10	Westcott Park Estate (Cuckoo Park)	1	No
11	Wolf Fields	2	No
	<b>Total</b>	<b>27</b>	

The next table gives details about the tennis courts located at dual use sports centres, used by schools during the day and the community at all other times. Courts are also marked for a number of other sports and are available to book during facility opening hours for an hourly fee.

No.	Location	Courts	Floodlit
12	Dormers Wells Leisure Centre	4	Yes
13	Elthorne Sports Centre	2	Yes
14	Featherstone Sports Centre	2	Yes
15	Greenford Sports Centre	2	Yes
16	Twyford Sports Centre	3	Yes
	<b>Total</b>	<b>13</b>	

This table lists free to use tennis courts in parks, which are also marked for a range of other sports. These facilities are often referred to as Multi Use Games Areas or MUGA's.

No.	Location	Courts	Floodlit
17	Southall Park	4	For hire
18	Southfields Recreation Ground	1	No
19	Spikes bridge Park	2	No
20	Westcott Park Estate (Cuckoo Park)	1	No
	<b>Total</b>	<b>8</b>	

The tennis facilities below are either privately owned or leased from the Council and operated by sports clubs.

No.	Location	Courts	Floodlit
21	The Park Club (formerly Acton TC)	18	
22	Brentham Club	12	Yes - 4
23	Ealing LTC	15	
24	Greenford TC	3	Yes - 3
25	Gunnersbury Triangle LTC	6	Yes - 2
26	Old Actonians TC	3	Yes - 2
27	St Columba's TC	4	
28	St John's LTC	2	
29	West Middlesex LTC	9	Yes - 5
	<b>Total</b>	<b>72</b>	

The following tennis facilities are owned by the Council and operated by a third party through a lease arrangement.

No.	Location	Courts	Floodlit
30	Lammas Park	12	No
31	North Acton Playing Fields	12	No
32	Pitshanger Park	10	No
	<b>Total</b>	<b>34</b>	

The following tennis facilities are located within private members only health and fitness clubs, except for the former Barclays Bank Sports Ground courts, which are operated through a private management arrangement.

No.	Location	Courts	Floodlit
33	David Lloyd Club (Sudbury Hill)	6	Yes - 6
34	GSK Tennis Club (Hanwell)	3	
35	The Park Club	18	
36	Trailfinders Sports Club	8	Yes - 4
37	V Tennis	12	
38	Former Barclays Bank Sports Ground	6	
	<b>Total</b>	<b>53</b>	

### Current demand for tennis courts

There is no central collection process for capturing information about tennis participation in Ealing, but summer months and school holidays see the highest use of public free access courts. Usage in the winter months is limited, as no free courts are floodlit. Companies running the leased sites, tennis clubs and private health and fitness clubs tend to run year round tennis activities but the programme is reduced during the winter months due to the weather and a change of sport for some players.

It is safe to assume that there has been no significant decline or increase in demand. This is assumed because Ealing's tennis clubs have been in existence for a considerable amount of time and unlike other sports have not folded due to lack of playing members and conversely no new clubs have opened to meet any unmet demand.

The Active People survey indicated that there is a higher percentage of men playing tennis in Ealing, than in West London, London or nationally. However, there are fewer women playing in Ealing than in any other area. Actual percentage figures are shown below.

National		London		West London		Ealing	
Male	Female	Male	Female	Male	Female	Male	Female
2.86%	1.89%	4.20	2.81%	4.17%	2.28%	4.65%	1.85%

Both men and women in Ealing have expressed a significant interest in playing more tennis, 13% of men and nearly 5% of women wish to start playing or play more tennis, since last year this figure has risen for men and decreased for women.

### Future supply and demand for tennis courts

There is no additional information on the future demand for tennis, apart from the Active People survey, which indicates that there is an interest shown by Ealing residents to play more tennis.

Applying a factor for a growth of 3.8% in the active population, and a participation increase of 10%, the 2021 situation would require up to 154 courts in community use marked for tennis only, an increase of 19 courts.

### Summary of current position and proposed future actions and opportunities

Neither the Council nor the LTA monitor existing use of tennis court facilities, therefore it is impossible to determine for sure if the demand for tennis courts in Ealing matches the supply either now or in the future. However, based on the local knowledge of Council and LTA officers and due to the lack of any evidence that shows there is a greater or lesser need for tennis courts in Ealing it can be assumed with some degree of certainty that there is currently a balance between supply and demand. It is possible to increase the playing capacity of some courts by installing floodlighting where appropriate and by changing the playing surface from grass that can only be used for part of the year to a much more durable surface that can be used intensively. This would increase the playing capacity of existing courts and could mean that the need for an additional 19 courts is reduced.

Free to access tennis courts will remain in public parks, however the Council will also take advantage of any opportunities which may arise to work in partnership with tennis coaches, local clubs or leaseholders to develop a tennis coaching programme on certain free access courts to generate more structured use especially outside of

the busy summer months. These facilities will also be encouraged to attain LTA Beacon status, which facilitates the introduction of new players of all ages and abilities into the game of tennis. This will give people who live near public parks but perhaps some distance from a local club or sports centre the opportunity to play and learn about tennis, thus improving the geographical access to sports facilities.

There may also be an opportunity to develop in partnership with the commercial sector a combined indoor and outdoor tennis facility as part of a wider development project on one of the multi sport multi pitch strategic sites owned by the Council. Future proposals may include an indoor facility alongside floodlit outdoor courts; this would provide an opportunity for a year round tennis development programme and a substantial increase in court capacity. A dedicated facility could reduce the need for other tennis courts allowing them to be redeveloped or remarked for other sports activities. The north and north west of the borough should be prioritised for any new tennis courts.





## ARTIFICIAL GRASS PITCHES

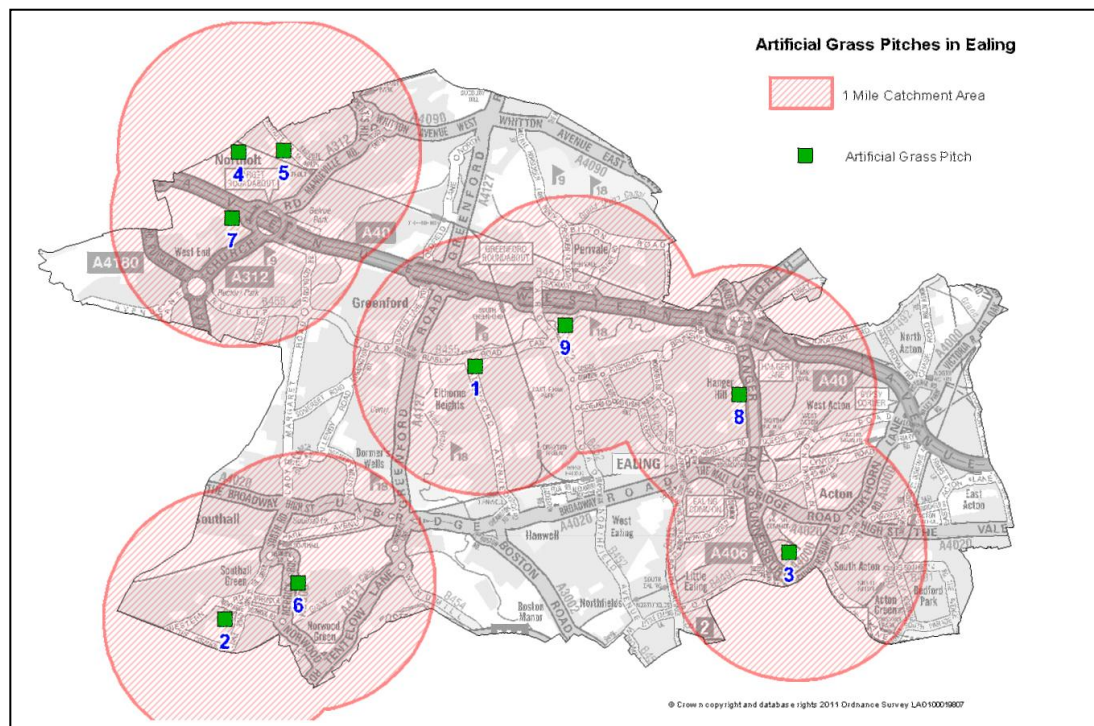
### 2007 study findings

No assessment of synthetic turf pitches was undertaken in the 2007 study.

### Current supply of artificial grass pitches (AGP's)

There are currently 6 full size AGP's available for community use, although, all are on school sites or are part of agreements which ensure that the facilities are only available for school use in term time during the day. All facilities are floodlit and available for community use weekday evenings, weekends and school holidays. Exceptions are the St Benedict's pitch which doesn't have floodlights and is not available to the community and the St Augustine's pitch which is floodlit but not regularly available for community use. These two pitches are shown on the map but because there is no regular community use of either pitch, no catchment zone has been shown on the map below.

Four pitches have a sand based surface more suitable for hockey and recreational sport, and two are 3G pitches, provided primarily for football. There are also a number of smaller synthetic grass areas, each one approximately the size of a netball court and therefore have not been indicated on the map below. The pitches are at Elthorne Sports Centre and Lamas Park, both of which are floodlit and require booking and the payment of a hire fee, the other pitch is free to use, but not floodlit and located on The Green in Acton. These areas are too small to register as AGP's with Sport England's Planning Tools.

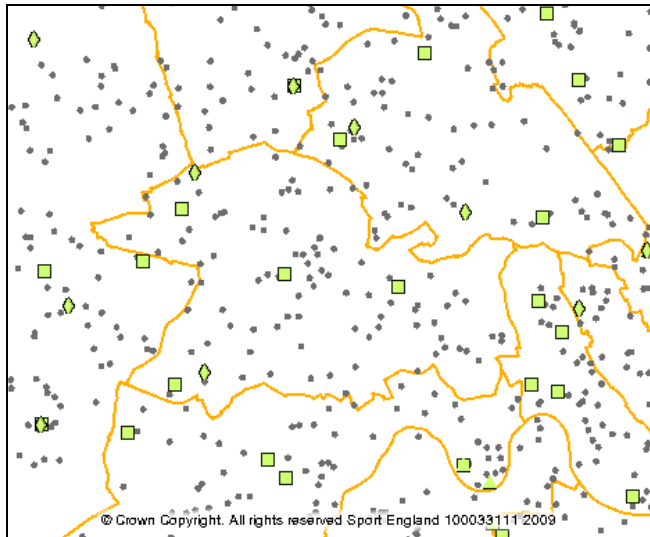


No.	Site name	Size	Type	Ownership/access	Built
1	Brentside Sports Centre	124 x 82m	Sand	Private – school & club use	2003
2	Featherstone Sports Centre	98.4 x 61m	Sand	School – pay and play use	2003
3	Northolt High Sports Centre	100 x 60m	3G	School – pay and play	2002
4	Swift Road Outdoor Sports Centre	98 x 50m	3G	Council – school use & pay and play	2009
5	West London Community Sports Centre	100 x 60m	Sand	Private – school & club use	2006
6	Carbery Avenue, Acton	100 x 60m	Sand	Council – leased site, opening 2013	2006
7	St Augustine's Priory School	100 x 60m	Sand	Private – School & limited club use	1988
8	St Benedict's School Sports Ground	100 x 60m	Sand	Private – School use	2011
<b>The following small pitch sites do not appear on the map</b>					
N/A	Elthorne Sports Centre	Netball court size	3G	Council – pay and play	2010
N/A	Lammas Park	Tennis court size	3G	Council leased site – pay and play	2010
N/A	The Green, Acton	Tennis court size	Sand	Council - free access	2009

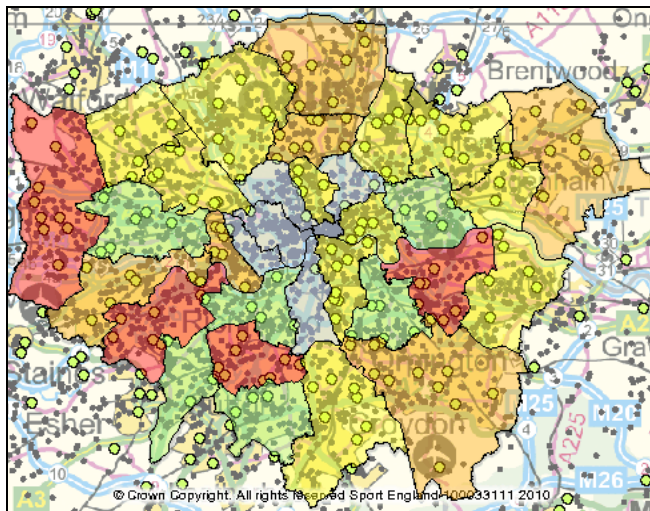
Using Sport England's Facility Planning Model, the level of demand for AGP's across London is for 269 pitches and the total projected supply of pitches is 158, resulting in only 58% of demand being met across the capital. The West London 6 borough sub region currently has a deficit of 21 pitches across the 6 boroughs.

On a borough level, the per capita provision in Ealing is measured at about two thirds of the national average, and relative share is 28% below the average. The latter figure takes into account pitches in neighbouring local authority areas, and suggests that local provision in the wider area is generally poor. There is therefore a relative scarcity of AGPs in Ealing and surrounding areas.

To get an up to date picture of provision in Ealing, a desk-based assessment was undertaken using the outputs of Sport England's Active Places Power database and planning tool. In addition to pitches in Ealing, there are a further 6 AGP's within 20 minutes drive of the middle of the borough, and a further 19 pitches within 15-20 minutes drive. The map below shows the location of Artificial Grass Pitches (AGP's) in West London.



**Map 28: Location of AGP's in and around Ealing**



Sliding scale illustrated as follows:

Red  
Orange  
Yellow  
Green  
Blue

↓

Best provision  
Worst provision

**Map 29: AGPs per 1000 population across London**

The only boroughs with worse provision than Ealing in the London area are mainly inner London boroughs. In more detail, relative provision compared with other averages is as follows:

Area Averages	Capacity ratio per 1000 population	Available Pitches
Ealing	0.02	6
London	0.03	207
National	0.04	1843
Best in Region (Hillingdon)	0.05	12

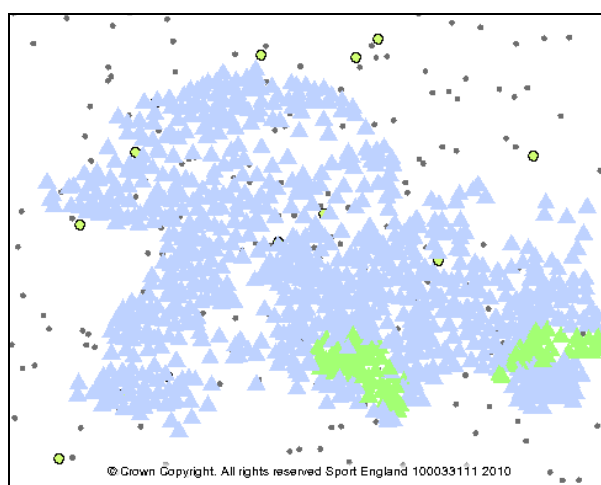
Ealing is ranked 23<sup>rd</sup> of 33 London boroughs. The supply per 1000 in the borough is very low compared with the regional and national average, and only 40% of the best-provided borough in London. Relative provision of AGP's in the borough is therefore low.

Although no audits have been undertaken of the quality of existing pitches, it is possible to estimate this aspect by adopting the age of existing pitches as a proxy for quality. The Active Places Power database contains detailed information on when each pitch was originally constructed and whether it has been refurbished since then. None of the pitches have been refurbished but all but one of the pitches have been provided since 2000; the oldest was built over 20 years ago, but has had very limited use compared with other pitches. Overall the quality of AGP's within Ealing is considered good.

In all cases, it must be acknowledged that over the term of this strategy, all facilities will become up to 15 years older, and even if in good repair now, may eventually through normal usage no longer be fit for purpose by 2021. AGPs require regular playing surface maintenance, and it is normally recommended that playing surfaces be replaced at least every 10 years.

Active Places Power allows an assessment to be made of accessibility to facilities by car, public transport and on foot. The table below shows the corresponding statistics and the maps highlight walking and driving access to AGP's in Ealing.

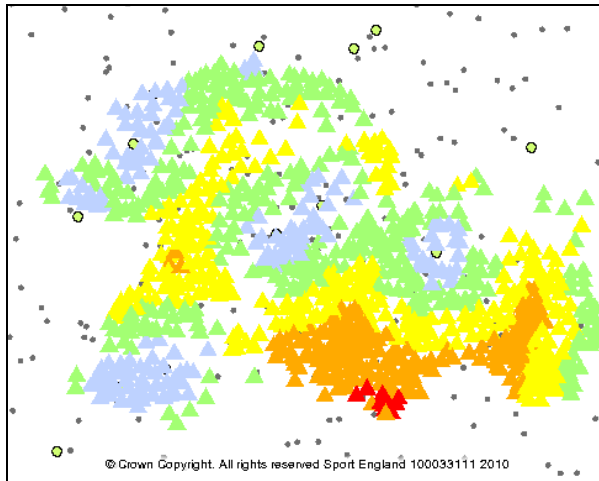
	Car		Walk		Public transport	
0-10 mins	292582	97%	56574	19%	69636	23%
10-20 mins	8416	3%	123314	41%	222947	74%
20-30 mins			92802	30%	8416	3%
30-45 mins			28309	9%		



Symbol	Range
Blue triangle	0 - 10
Green triangle	10.1 - 20
Yellow triangle	20.1 - 30
Orange triangle	30.1 - 45
Red triangle	45.1 - 60

**Map 30: Accessibility by car**

Accessibility to AGP's in Ealing follows the normal pattern in urban areas of excellent access by car throughout the borough, both to local facilities and those just outside Ealing, almost 100% of the population live within a 10-minute drive, but also good access by public transport and on foot, with 60% of the population living within a 20-minute walk and almost all within a 20-minute bus/tube journey. All Ealing residents live within a 20-minute drive of at least 2 pitches



Symbol	Range
▲	0 - 10
▲	10.1 - 20
▲	20.1 - 30
▲	30.1 - 45
▲	45.1 - 60

**Map 31: Accessibility on foot**

### **Current demand for artificial grass pitches (AGP's)**

An assessment of the current and future demand for AGPs was made using several of Sport England's Planning Tools including the Facilities Planning Model (FPM) annual NFA runs for 2010 and the Sports Facilities Calculator (SFC). Both these tools are desk based analysis tools, which generate a picture of current and future demand for specific types of facilities.

Currently demand for AGP's exceeds supply and capacity by nearly 100% i.e. supply is only about half the total demand, with satisfied demand at only 60%, well below the national average, but consistent with the overall London situation. Unmet demand is currently at 40%, the equivalent of four pitches; with 3.7 of the total of 4 pitches being for football facilities ie 3G surface.

There is significant movement across local authority boundaries by users, but a small net export of demand to neighbouring local authorities. The model indicates that only about a quarter of local demand is met in the borough.

### **Future supply and demand**

Historically the demand for AGPs was based on a general Sport England standard, which for many years equated to one pitch per 50-60,000 people, and provision in the early development of AGPs was broadly in accordance with this standard. The development of 3G (3<sup>rd</sup> generation) pitches for football and rugby use and the requirement for all competitive hockey to take place on AGPs has increased demand considerably.

Advice from the Football Association (FA) requires a standard of 1 pitch per 25,000 for 3G pitches, which are most suitable for football. The existing provision of 6 full size pitches is well below the FA standard of 1 pitch per 25,000, and indeed only 2 of the existing pitches are primarily for football.

At present therefore, there is justification for up to 4 additional AGP's in Ealing. The desirable level of provision at present i.e. the existing pitches plus those required, equates to about 1 full size AGP per 30,000 people, which is actually low in comparison with other areas.

On the basis of the desirable levels of current provision above, future requirements by 2021 at current participation levels is the equivalent of 11 pitches and if a 10% increase in participation is considered then there is a need for up to 12 more pitches in Ealing.

#### **Summary of current position and proposed future actions and opportunities**

Sport England's Planning Tools show that Ealing's current provision of 6 pitches is too few to meet the normally expected levels of demand from within the borough and as a result there is sufficient unmet demand for 4 additional pitches. By 2021 demand for AGP's will be the equivalent of 12 pitches, the majority of which being 3G suitable for football and rugby training as demand for football and to a lesser extent rugby appropriate surfaces is higher than demand for sand dressed pitches. The FA's ambition is to provide every affiliated team in England the opportunity to train once a week on a floodlit 3G pitch and every Charter Standard Community Club with priority access to a floodlit 3G pitch.

The location of some existing full size pitches has provided accessibility problems, for example Swift Road Outdoor Sports Centre is the newest facility but its location has proved to be problematic due to the lack of public transport routes that serve the facility and the lack of secure car parking.

None of the existing AGP facilities have been refurbished since being built; this could have a major impact on future capacity at existing sites. The southeast and south central areas of the borough are particularly lacking in facilities, with only small sided pitches currently available.

To meet demand in the Acton area, the currently closed facility off Carbery Avenue (site 1 on the map) needs to be opened for community use as soon as possible. Although the surface is sand based, the facility will help meet demand in this area. The aim will be to base a hockey club on this site as well as club(s) using the grass pitches on a year round basis.

Any new full size AGP facilities should preferably be floodlit for year round use with the capacity to be sub divided into smaller areas for training purposes. Alternatively, self contained floodlit multi pitch AGP facilities usually with approximately 10 small sided pitches, a small gym, social space and changing rooms, should be considered on one maybe two sites in Ealing. Ideally full size facilities will be built alongside existing leisure provision either on the site of existing indoor facilities to make best use of management and operational arrangements as well as ancillary changing rooms, etc or at outdoor strategic multi sport multi pitch sites.

Pitches with a 3G surface are in higher demand than sand based surfaces and should be strongly considered especially where a new pitch is being built at an outdoor strategically important site mainly used for football. Floodlit AGP's located at outdoor venues will provide grass pitch teams with the opportunity to train at any time throughout the week at the same venue and will provide greater site security through increased use. Possible future locations include Warren Farm Sports Ground, Spikesbridge Park and Rectory Park.

As playing surfaces are being developed which will allow hockey use as well as football and rugby, consideration should be given to installing this surface at all multi sport multi pitch sites to expand the range of sports facilities available at these key sites. Over the next 10 years, funds should be identified to carry out refurbishment work on existing pitches.

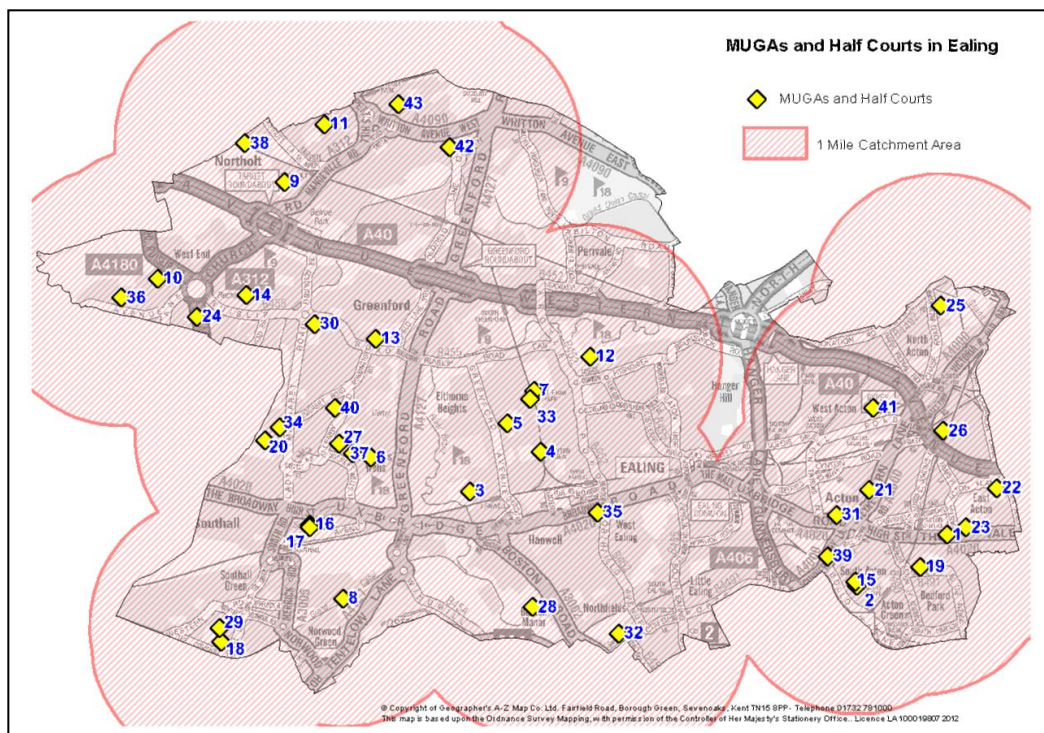
## MULTI USE GAMES AREAS (MUGAs)

### 2007 study findings

The study found that there were 35 MUGAs distributed fairly evenly across the borough, with only about a quarter with free access. The study concluded that there is a latent demand for hard surface floodlit areas for training as well as informal recreation.

### Current supply of MUGAs

In total there are 46 MUGAs, on 31 different sites, plus 12 half court sites located across Ealing in a variety of places, some free to use at any time others accessible only during facility opening hours. 33 MUGAs are free to use but of these some are only accessible when the adjacent facility is open. 19 MUGA's, on 8 sites, are floodlit, including all the sports centre sites and three sites listed in the first table below.



The following table identifies the locations of free to use MUGAs situated mostly in public parks or attached to play, community or youth centres which means access is restricted to the opening times of each centre. Only three of the following facilities are floodlit, Bollo Brook Youth Centre, Southall Park multi use courts and new lights have been installed at Viking Primary School (Radcliffe Way).



The following abbreviations have been used to describe courts markings for all MUGAs:

BB	Basketball
CRIC	Cricket
FB	Football
NET	Netball
RH	Roller Hockey
TEN	Tennis
F	Floodlit

No.	Location	Areas	Markings	F
	Acton Park	1	BB, FB	
	Bollo Brook Youth Centre	1	BB, FB, RH	F
	Churchfields Recreation Ground	1	BB, FB	
	Copley Close (Worcester Court)	1	BB, FB	
	Cuckoo Park	1	BB, FB, RH	
	Dormers Wells Play Centre	1	BB, FB, RH	
	Gurnell Grove	1	BB, FB	
	Havelock Community Centre	1	BB, FB	
	Islip Manor Park	1	BB, FB	
	Northolt Grange Community Centre	1	BB, FB, RH	
	Northolt Park Play Centre	1	BB, FB, RH	
	Perivale Park	1	BB, FB	
	Ravenor Park	2	BB, FB	
	Rectory Park	1	BB, FB	
	South Park	1	BB, FB	
	Southall Park	4	BB, FB, CRIC, NET, TEN	F
	Southall Park	2	CRIC	
	Southall Recreation Ground	2	BB, FB, CRIC	
	Southfields Recreation Ground	1	BB, FB, TEN	
	Spikesbridge Park	2	BB, FB	
	Springfield Gardens	1	BB, FB	
	Trinity Way	1	BB, FB	
	Vale Estate	1	BB, FB	
	Viking PS (Radcliffe Way)	1	BB, FB, RH	F
	Wesley Playing Fields	1	BB, FB	
	Westcott Park Estate (Cuckoo Park)	1	BB, FB, RH, TEN	
	<b>Total</b>	<b>33</b>		

The following table list's the MUGAs located on school sites, which are open for community use outside of school hours. All facilities are floodlit and a hire charge applies.

No.	Location	Areas	Markings	F
	Dormers Wells Leisure Centre	4	BB, FB, NET, TEN, RH	F
	Elthorne Sports Centre	2	BB, FB, NET, TEN	F
	Featherstone Sports Centre	2	BB, FB, TEN	F
	Greenford Sports Centre	2	BB, FB, NET, TEN	F
	Twyford Sports Centre	3	NET, TEN	F
	<b>Total</b>	<b>13</b>		

The following table lists the free to use half court areas in the borough, the majority of which are located in public parks. None of these facilities are floodlit.

No.	Location	Areas	Markings	F
	Blondin Park	1	BB	
	Copley Close (Community Centre)	1	BB	
	Cranleigh Park	1	BB	
	Dean Gardens	1	BB	
	Down Way Playground	1	BB	
	Mount Pleasant Gardens	1	BB	
	Fairview Playground	1	BB	
	Heathfield Gardens	1	BB	
	Jubilee Park	1	BB, FB	
	North Acton Playing Fields	1	BB, FB	
	Rothsay Avenue (in play area)	1	BB, FB	
	Woodend Recreation Ground West	1	BB	
	<b>Total</b>	<b>12</b>		

### Current demand for MUGAs

There is little demand information that assists in identifying the need for MUGAs. In other situations, a desirable standard of 1 MUGA per 3,000-5,000 people has been adopted, but this tends to be in more rural areas, where accessibility is poorer. If the current number of 46 MUGAs meets demand, then the Ealing standard equates to 1 MUGA per 7,000 people and 1:17000 for floodlit facilities, which is suggested as a reasonable standard, bearing in mind the urban nature of the borough and existing levels of provision.

### Future supply and demand

Applying a growth factor of 3.8% in the active population, and a participation increase of 10%, the 2021 situation would require up to 52 courts in community use, an increase of 7 courts, or 21 floodlit courts an increase of 3. Traditionally MUGAs have been identified as key facilities to locate in areas of high density housing for informal use by individuals or groups of youngsters, however, they are also useful activity spaces for voluntary groups and clubs to deliver holiday or after school activities on a local basis.

### Summary of current position and proposed future actions and opportunities

New facilities will be installed where appropriate as part of new housing developments and through small external capital grants for specific locations often on housing estates or where access to indoor facilities is limited. Half court areas and MUGAs are relatively straightforward and cost effective to install and are often the only facility suitable for a relatively small recreational space, offering a range of different activities.

There is limited access to MUGAs or half courts in the central Ealing area and in areas of north Greenford and Northolt, therefore any new facilities should prioritise these areas. To increase capacity and usage, floodlighting of existing facilities should also be considered where appropriate. However, with increased usage may come the need for greater levels of management and supervision. It will be important to maintain the quality and safety of existing and new facilities over the next 10 years.

## **GAELIC FOOTBALL**

Minority sports such as Gaelic football are located on grass pitches, which could also be used for football or rugby. Ealing has one Gaelic football club in Greenford currently operating from a Council owned leased facility in Greenford. There are other Gaelic sports clubs based in Ealing, playing at Northolt Rugby Club and the Council owned pitch in Perivale Park, which also doubles up as a rugby pitch.

### **Summary of current position and proposed future actions and opportunities**

Current supply meets existing demand, however, any future increase in demand can potentially be met by remarking other similar sized sports pitches.

## **HOCKEY**

The provision of hockey facilities in general has changed dramatically over the last 15 years, with the sport moving from grass surfaces to Artificial Grass Pitches (AGP's). All competitive hockey is now played on AGP's, with elite teams playing on water based AGP's. Ealing did have a number of hockey clubs based in the borough prior to the switch from grass to AGP's, but in recent years the lack of facilities has meant that clubs have moved elsewhere. There is a possibility of hockey clubs moving back into the borough, once appropriate facilities become available to use. If new AGP's with 3G playing surfaces, suitable for football and rugby, are installed, then pitch space at sand based facilities more suitable for hockey could potentially be released in the future as football users move from sand based to 3G AGP's.

### **Summary of current position and proposed future actions and opportunities**

The sand based AGP currently closed in Acton, will potentially provide a hockey club with a home venue in Ealing, to develop the sport for both men, women and young people of all ages and abilities.

## **WATERSPORTS**

Ealing has limited water space available for either educational or recreational use. The new kayaking facility based in the arches of Kew Bridge provides access to the River Thames for people living along the southern edge of the borough as well as those in Acton. The Kew Bridge facility has changing and toilet facilities as well as boat storage available. The long term aspiration is for rowing to take place at the site as well as canoeing and kayaking. Hillingdon Outdoor Education Centre, in Harefield just north of the borough, gives people living in Northolt access to lake based facilities, which include sailing and kayaking. Access to the Grand Union Canal is also available at Horsenden Farm for canoeists and kayakers.

### **Summary of current position and proposed future actions and opportunities**

There is potential to look at upgrading the water sports facilities along the Grand Union Canal, particularly at Horsenden Farm, however no further developments are planned due to a range of other water based activity centres, being within a 20 minute drive of Ealing.

## **BOULES**

There is a Boules area suitable for approximately 3 games in Lammas Park Enclosure, central Ealing, managed by the tennis facility lease holder.

## **INFORMAL RECREATION IN EALING – SPACES NOT PLACES**

As well as formal sports facilities, Ealing is also committed to supplying residents with opportunities to take part in activities of an informal nature such as walking, cycling, outdoor table tennis and outdoor gym use. Future consideration will be given to installing new and innovative equipment for activities such as Parkour. People can participate in these free activities either on their own or as part of a group at any time during park opening hours. The majority of free access equipment in parks is installed following local consultation to identify the needs of local people. Parks are open spaces but also activity venues and as such placing outdoor fitness equipment in parks contributes to the accessibility of facilities across the borough.

All of Ealing's parks and open spaces are available and accessible for informal use; particularly popular venues with a wide range of attractions include the Brent River Park, Northala Fields, Horsenden Hill, Ealing Common, Southall Park, Walpole Park, Hanger Hill and Acton Park. These areas are of great value to the community because they provide free access to a wide range of facilities.

Future informal activity development across Ealing's parks will include distance marker routes around parks to allow people to walk or jog a set distance, outdoor gym facilities and other sports equipment for a range of activities which could include parkour, rebound walls, skate facilities and low level climbing or traversing equipment.

### **Climbing equipment**

Casual climbing equipment is a relatively new provision to be installed in Ealing's parks. This equipment is designed in such a way that additional climbing units can be added to create a variety of shapes, setting users a combination of both simple and complex climbing challenges whilst being relatively close to the ground. There is a traversing wall in Pitshanger Park, climbing boulders and blocks in Acton Park, Spikesbridge and Trinity Way and stone stacks in the play areas in Churchfields and adjacent to Gurnell Leisure Centre.

Climbing equipment will continue to be installed alongside existing and/or new play/teenage recreational facilities.

### **Cycling in parks**

Cycling is popular in Ealing's parks, although under the bylaws it is prohibited except on official cycle paths, which are clearly signed. Future work will include liaising with local and regional organisations as well as local residents to identify a network of appropriate cycle routes across the borough. There is currently a small off road cycle track on the Race Course Estate, Northolt and a BMX circuit alongside Gurnell Leisure Centre. There is a 0.96 mile closed road cycle circuit in Hayes on the western border of the borough that runs year round activity programmes for people of all ages and abilities.

In the recent Active People survey for Ealing, adult participation in cycling was found to be higher than the London and West London sub regional area figures. The figure for female participation in cycling in Ealing was also higher than the national figures. Of those adults in Ealing who indicated that they would like to do more sport, nearly 11% of men expressed an interest in cycling; a rise on the previous year, but there was fall in the interest by women from just under 5% to just below 1%. Cycling is the second most popular sport amongst those adults aged over 50, who expressed an

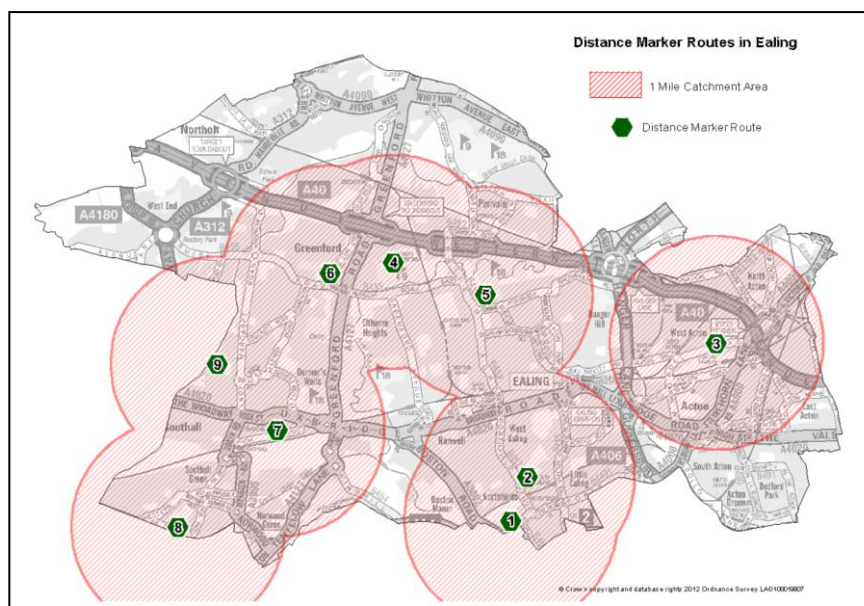
interest in doing more sport, the highest being swimming. Over 12% expressed an interest in either starting or doing more cycling.

Cycling facility developments to be investigated in the future include the idea of a Velopark, which would incorporate an off road cycle circuit, BMX track, cyclo cross, mountain biking and stunt area and more small off road cycle circuits.

A network of cycle routes will be developed to link parks and sports facilities with the wider London Cycle Network routes in Ealing, enabling people to access facilities more easily by bicycle. Cycle routes through parks will be agreed with local residents and with cycling organisations such as Sustrans.

### Distant marker routes

Distance marker routes provide the opportunity for people to walk, jog or run a set distance usually around a park, often useful for people just starting to exercise or when rehabilitating from an operation or as part of a healthy active lifestyle goal. The development of measured routes will enhance the appeal and usage of the parks for existing and new users.

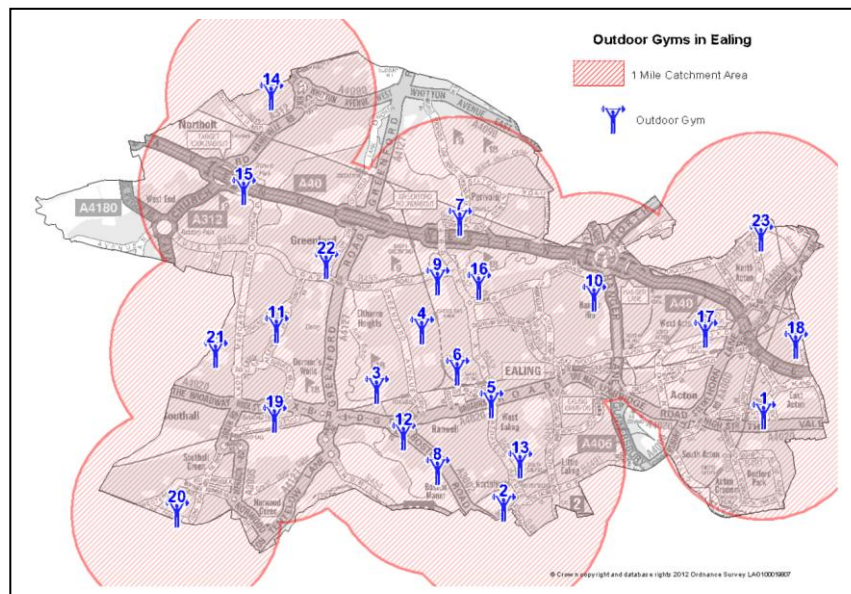


No.	Site	Distance (m)	Installed
1	Blondin Park	1000	2012/13
2	Lammas Park	1600	2012/13
3	North Acton Playing Fields	1200	2012/13
4	Perivale Park	1200	2009
5	Pitshanger Park	1300	2012/13
6	Ravenor Park	1200	2012/13
7	Southall Park	1000	2012/13
8	Southall Recreation Ground	1000	2012/13
9	Spikesbridge Park	900	2010

Distance marker routes will be installed in identified key parks and recreational venues across Ealing giving a good geographical spread of facilities to improve accessibility.

## Outdoor Gym equipment

Outdoor gyms have become more popular in recent years, reasons for this could be a combination of a change in attitude for some generations, the appeal of being in an outdoor venue not in a sports centre, the basic nature of the equipment makes it easy to use for people with little knowledge, physical accessibility at a wide range of times and free access.

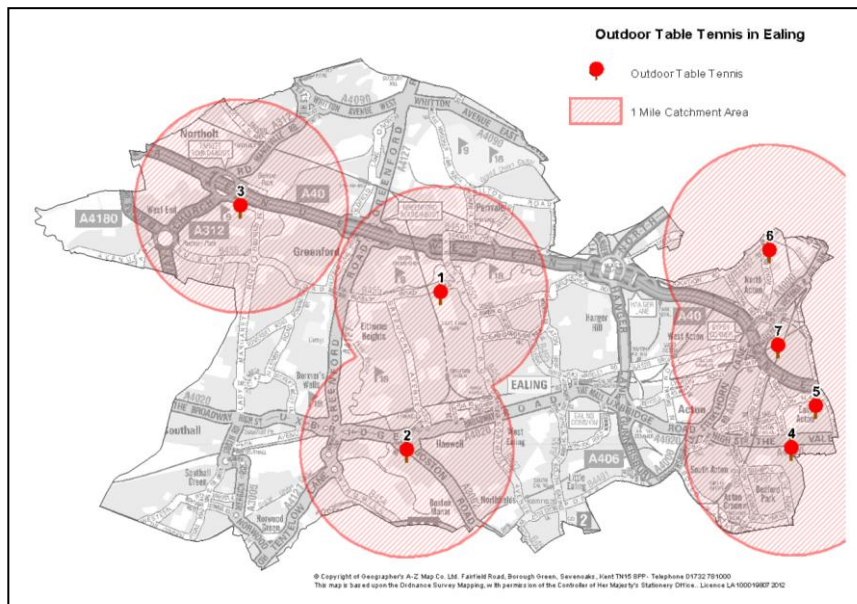


No.	Site	No. of stations	Installed
1	Acton Park	Multi	2011
2	Blondin Park	5	2011
3	Churchfields	2	2011
4	Cuckoo Park	6	2012
5	Dean Gardens	4	2010
6	Drayton Green	5	2011
7	Ealing Central Sports Ground	3	2011
8	Elthorne Park	4	2012
9	Gurnell Grove	6	2009
10	Hanger Hill	1	2008
11	Jubilee Park	8	2009
12	King George's Field/Poors Piece	3	2012
13	Lammas Park	4	2011/12
14	North Acton Playing Fields	6	2009
15	Northolt Park	7	2009
16	Pitshanger Park	9	2011
17	Radcliffe Way	5	2011
18	Ravenor Park	6	2009
19	Southall Park	5	2008/10
20	Southall Recreation Ground	7	2011/12
21	Spikesbridge Park	4	2011
22	The Green, Acton	2	2009
23	Wesley Playing Fields	3	2008

Outdoor gyms will continue to be installed in parks and recreational venues across Ealing, primarily close to other park recreational facilities such as Multi Use Games Areas or play areas.

### Table Tennis tables

Outdoor Table Tennis tables are a relatively new idea for Ealing; these facilities are more popular in countries with a warmer climate, where play is less likely to be disrupted due to inclement weather. Table Tennis is a sport as well as a recreational activity popular with people of all ages and abilities, facilities to date have been installed alongside other recreational and/or play equipment. Outdoor tables are currently located as shown on the following map.



No.	Site	No. of tables	Installed
1	Copley Close	2	2012
2	King George's Field/Poors Piece	1	2012
3	Northala Fields	1	2011
4	The Vale Estate	1	2011
5	Trinity Way, Acton	1	2009
6	Wesley Playing Fields	1	2011
7	Westcott Park Estate	1	2011

Outdoor Table Tennis tables will continue to be installed alongside existing and/or new play/teenage recreational facilities.

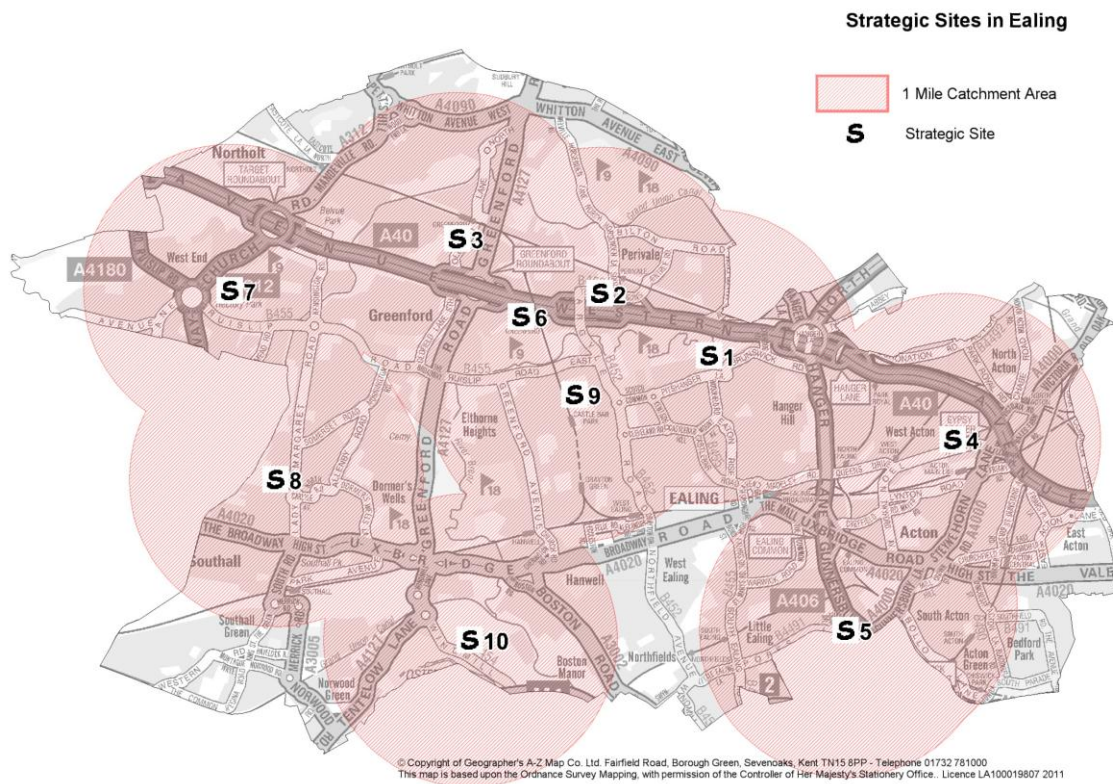
## DESIGNATION OF OUTDOOR SPORTS GROUNDS AND RECREATIONAL AREAS AS WELL AS FUTURE DEVELOPMENT PROPOSALS

<b>Strategic multi sport multi pitch priority sites</b>				
<b>Planning Statement</b> Strategic multi sport multi pitch priority sports grounds are designated as Outdoor Sports Facilities and are primarily protected and maintained for sports use only with the presumption that the sites be developed in favour of outdoor sport to enhance existing activities and facilities. These are sites, which comprise a number of pitches, and accommodate a range of sports, often used by a significant number of organisations and clubs. Pitches as well as ancillary facilities including changing rooms, toilets, social spaces and car parking, will be either maintained or developed to a standard acceptable for local clubs to play in organised leagues with Council owned facilities being available for pay and play as well as season long bookings. The user catchment for these strategic sites, located across the borough will include the wider West London area. Future development may include the building of indoor facilities on site in order to make future outdoor sports pitch development and delivery feasible and sustainable and/or the installation of floodlit artificial surface facilities, which will allow the site to be used more often.				
<b>Identifying features</b>				
<ul style="list-style-type: none"> <li>▪ Multi sport and multi pitch site used by a significant number of organisations and clubs</li> <li>▪ Community use of pitches available on a season long or pay and play basis</li> <li>▪ Grounds spatially distributed across the borough in order to facilitate good access to facilities</li> <li>▪ Adequate and appropriate car parking to cater for users</li> </ul>				
<b>Timescale for development</b> Short term = 1 – 2 years, Medium term = 3 – 6 years, Long term = 7 years plus				
Venue	Location	Existing facilities	Timescale & Priority	Potential future development
1. Brentham Club	Central Ealing	Football & Cricket pitches Bowls Green & pavilion Tennis courts – various surfaces Clubhouse with very good changing facilities, social space and cafe	Short term & medium priority	New changing room pavilion adjacent to first team pitch and possible conversion of some grass courts to a year round playing surface. Improvements to cricket pavilion
2. Ealing Central Sports Ground	Perivale	Football & Cricket pitches Pavilion with average quality changing rooms Outdoor gym equipment	Medium term & medium priority	Refurbishment of the pavilion and development of a social space & improved outdoor facilities
3. London Playing Fields (Greenford)	Greenford	Football, Rugby & Cricket pitches Main pavilion with very good quality changing facilities and social space Smaller pavilion with changing facilities	Short term & medium priority	Main pavilion refurbishment and pitch improvements. AGP at south end of ground with new adjacent pavilion
4. North Acton Playing Fields	Acton	Football & Cricket pitches Good quality changing rooms, public café on site plus indoor community activity space Outdoor Gym equipment Tennis courts & MUGA	Short term & medium priority	Changing room and pitch improvements. New distance marker route installed around perimeter
5. Old Actonians Sports Ground	Acton	Rugby & Cricket pitches Tennis & Netball courts Pavilion with very good changing facilities and social space used for indoor sports activities Squash courts	Long term & medium priority	Pavilion refurbishment and pitch improvements as and when required
6. Perivale Park	Perivale	Football & Cricket pitches Poor quality changing facilities 9 hole Golf Course 8 lane floodlit Athletics Track including outdoor gym equipment Distance marker route Tennis courts & MUGA	Short term & high priority	Refurbish or redevelop the existing buildings including the outdoor changing rooms and golf pavilion, new golf driving range



7. Rectory Park	Northolt	Football & Cricket pitches Limited changing facilities Skate facility	Medium term & high priority	New changing rooms, indoor sports and social facilities, floodlit outdoor sports areas, including AGP or 5 v 5 pitches and improved outdoor pitches and community changing provision. Consider installation of cricket wickets
8. Spikes Bridge Park	Southall	Football & Cricket pitches No changing facilities Cinder 400m jogging track Tennis courts & MUGA's Distance marker route Outdoor gym equipment	Short term & high priority	New pavilion, including changing and toilet facilities as well as indoor community space, floodlit ATP, pitch improvements and improved jogging track
9. Trailfinders Sports Ground	Ealing	Rugby & Cricket pitches Tennis courts Pavilions with excellent facilities including changing rooms, social spaces, stand, functions rooms, gym and treatment room	Medium term & medium priority	Floodlit AGP for training and increased number of grass pitches
10. Warren Farm	Southall	Football & Cricket pitches Poor quality changing facilities, no social space Disused tennis and netball courts Disused field event athletics facilities Disused cricket nets	Short term & high priority	New changing rooms, indoor sports and social facilities, floodlit outdoor sports areas, including AGP and improved playing surfaces for cricket and football

Map showing the strategic outdoor multi sport multi pitch sites and a one mile catchment around each facility.



<b>Potential multi sport multi pitch or dual sport sites pending redevelopment</b>				
<b>Planning Statement</b> These sports grounds are not currently in use but are designated as Outdoor Sports Facilities and are protected and maintained for sports use only with the presumption that the sites be redeveloped in favour of outdoor sport to enhance borough wide provision. Pitches as well as ancillary facilities including changing rooms, toilets, social spaces and car parking, will be developed to a standard acceptable for clubs to play in organised leagues. Future developments could include the rebuilding of pavilions and /or changing rooms to ensure the facilities meet league standards as well as reinstating winter and/or summer playing surfaces and installing floodlighting on outdoor sports areas. The user catchment of these sites maybe more localised however, the sites will have similar requirements to the strategic sites when considering future development of facilities.				
<b>Identifying features pending redevelopment</b>				
<ul style="list-style-type: none"> <li>▪ Multi sport and multi pitch site used by a significant number of organisations and clubs</li> <li>▪ Community use of pitches available year round on a season long or pay and play basis</li> <li>▪ Grounds spatially distributed across the borough in order to facilitate good access to facilities</li> <li>▪ Adequate and appropriate car parking to cater for users</li> </ul>				
<b>Timescale for development</b> Short term = 1 – 2 years, Medium term = 3 – 6 years, Long term = 7 years plus				
Venue	Location	Sports facilities currently out of use	Timescale & Priority	Potential future development
Former Liverpool Victoria Sports Ground	Acton	Floodlit full size sand based AGP Football & Cricket pitches and pavilion currently not in use	Short term & high priority	New pavilion including changing rooms and social facilities, reinstatement of football & cricket pitches, floodlit AGP to be cleaned and refurbished for use
Popefield Sports Ground	Ealing	Football & Cricket pitches not in use	Short term & high priority	New pavilion with changing facilities and social area and reinstatement of football and cricket pitch playing surfaces
Former Glaxo Sports Ground	Greenford	Facilities not currently in use include Football & Cricket pitches, tennis courts, bowls green and changing room block	Short term & high priority	William Perkin High School facilities to include indoor and outdoor sports facilities available for community use
Thames Valley University Sports Ground	Perivale	Football & Cricket pitches not in use Pavilion with changing facilities and social space currently not in use	Short term & high priority	Reinstate football and cricket pitches Reopen changing rooms for community and local club use
Norwood Hall Sports Ground	Southall	Pavilion (not in use), derelict redgra pitch and grass athletics facilities, 3 football pitches and 2 cricket wickets	Medium term & high priority	Rebuild/redevelop pavilion to provide changing rooms, social space and toilets adjacent to grass pitches for school, club and community use
Former Eversheds Sports Ground	Hanwell	Facilities not currently in use include Football and cricket pitches, pavilion with changing facilities and social space	Medium term & low priority	Reinstate football pitches or alternative sports pitches and reopen pavilion for community/club use
Former Barclays Bank Sports Ground	Ealing	Facilities not currently in use include Football & Cricket pitches, outdoor swimming pool, sports hall and squash courts	Long term & high priority	Reinstate indoor and outdoor sports facilities for school and community use
Sudbury Hill Playing Fields (David Lloyd)	Northolt	Football & Cricket pitches not in use	Long term & medium priority	Reinstate football and cricket pitches located off drive way to health club including new pavilion with changing facilities and social area. Possible development of indoor tennis courts at health Club
Land Adjacent to Wasps FC SG	Acton	Facilities not currently in use include bowls green, floodlit tennis courts and derelict building on site	Long term & medium priority	Develop site for appropriate outdoor sports use, most likely an extension to the adjacent rugby pitch facilities rather than refurbishment of existing multi sport derelict facilities

<b>Sport Specific priority sites</b>				
<b>Planning Statement</b> Sport specific priority sports grounds are designated as Outdoor Sports Facilities and are protected and maintained for sports use only with the presumption that the sites be developed in favour of outdoor sport to enhance existing activities and facilities. Playing as well as ancillary facilities will be either maintained or developed to meet the required standards laid down by the relevant national governing body of that sport. Future developments could include the rebuilding of pavilions and /or changing rooms to ensure the facilities meet league standards for a given sport. Current provision could also be enhanced by developing a site to become dual purpose eg a football ground might be developed to include a cricket wicket, to allow for year round use of the site. The user catchments will vary between facilities depending on the level of competition hosted at each site. Venues hosting elite level competition will tend to have a bigger catchment and greater need for ancillary facilities especially changing rooms and car parking eg Perivale Park Athletics Track, but adequate and appropriate car parking must be a consideration for all facilities.				
<b>Identifying features</b>				
<ul style="list-style-type: none"> <li>▪ Specific sport as its priority use with the presumption that the site will be developed in favour of that sport or an alternative complimentary sport</li> <li>▪ Discontinuity of provision would cause major issues for the delivery of the specific sport</li> </ul>				
<b>Timescale for development</b> Short term = 1 – 2 years, Medium term = 3 – 6 years, Long term = 7 years plus				
Venue	Location	Existing facilities	Timescale & Priority	Potential future development
<b>Athletics</b>				
Perivale Park Athletics Track	Perivale	8 lane 400m all weather floodlit track with 3 throws cages and 5 throwing circles, indoor training area with indoor throwing circle and weightlifting platforms, outdoor gym, 300 seat stand and pavilion with changing facilities and social area	Medium term & high priority	Investigate options to increase indoor training facilities and car parking especially if the golf facility development plans progress at the adjacent Perivale Park Golf Course
Spikes Bridge Jogging track	Southall	6 lane 400m cinder track, no changing facilities	Medium term & high priority	Reduce the number of lanes and improve the quality of the surface, ensuring new facility fits with the overall development of sports facilities in the park
<b>Bowls &amp; Croquet</b>				
Acton Park Bowls Green	Acton	Pavilion, including toilets and 1 Green	Medium term & medium priority	Ensure changing/toilet and social facilities are appropriate for use
Brentham Bowls Club	Ealing	Pavilion and 1 green, part of multi sports club with clubhouse facilities		No specific bowls related development planned at this time
Ealing Conservative Club Bowls Green	Ealing	Pavilion and 1 Green		No developments planned at this time
Horsenden Hill Bowls Green	Greenford	Pavilion and 1 Green	Medium term & medium priority	Ensure changing/toilet and social facilities are appropriate for use
Islip Manor Park Bowls Green	Northolt	1 Green & small storage shed Use of toilets in Play Centre building	Medium term & low priority	Ensure changing/toilet and social facilities are appropriate for use
Lammas Park Croquet Greens	Ealing	Pavilion and 3 Greens	Medium term & low priority	Ensure changing/toilet and social facilities are appropriate for use and determine future use of 3 greens
Pitshanger Park Bowls Green	Ealing	Pavilion and 1 Green in use	Short term & medium priority	Shared toilet facilities located in tennis pavilion
Springfield Bowls Green	Acton	Pavilion and 1 Green		No developments planned at this time

West Ealing Bowls Club Green	West Ealing	Pavilion and 1 Green Changing rooms and access recently refurbished	Long term & low priority	Ensure changing/toilet and social facilities are appropriate for use
Wolf Fields Bowls Green	Southall	Pavilion and 1 Green	Medium term & medium priority	Ensure changing/toilet and social facilities are appropriate for use
<b>Cricket</b>				
Durdans Park Playing Fields (Ramgharia CC)	Southall	Pavilion and 1 Cricket pitch	Short term & high priority	New pavilion and playing surface improvements
Ealing Cricket Club Ground	Ealing	Pavilion and 1 Cricket pitch	Short term & medium priority	Playing surface and pavilion improvements
Hanwell Cricket Club Ground	Greenford	Pavilion & Cricket pitch	Short term & medium priority	Playing surface and pavilion improvements
Islip Manor Park	Northolt	Cricket pitch, users have use of toilets in Play Centre building		No developments planned at this time
Longfield Playing Field	West Ealing	Cricket pitch – currently out of use	Long term & low priority	Reinstate cricket pitch if and when sufficient demand exists
Osterley Cricket Club Ground	Southall	Pavilion and 2 Cricket pitches	Short term & high priority	Playing surface improvements
Park Club (Acton Cricket Club Ground)	Acton	Health Club access & 1 Cricket pitch		No developments planned at this time
Shepherds Bush CC Ground	Acton	Pavilion and 1 Cricket pitch		No developments planned at this time
SKLP Cricket Ground	Northolt	Pavilion and 1 Cricket pitch	Short term & high priority	Playing surface improvements and rebuild/refurbishment of pavilion
<b>Football</b>				
Acton Gardens Village Social Club	Acton	Pavilion and 2 Football pitches		No developments planned at this time
Berkley Fields	Greenford	2 Football or Gaelic football pitches	Short term & medium priority	Possible inclusion of grass pitches in future Gaelic football club lease
Dormers Wells Leisure Centre	Southall	2 Football pitches		No developments planned at this time
Elthorne Water side pitches	Hanwell	1 A & 3 Mini Football pitches	Long term & medium priority	New changing rooms for outdoor sports pitches
Fox Reservoir Sports Ground	Ealing	Pavilion and 2 Football pitches (Fields in Trust)	Short term & medium priority	Pitch and pavilion improvements
Former Glaxo Sports Ground	Hanwell	Pavilion and 2 Football pitches	Short term & high priority	Grass pitches reinstated as part of new high school development
Gurnell Playing Fields and Environs	West Ealing	2 Football pitches with very good quality changing rooms located in Gurnell Leisure Centre Skate park & BMX track	Short term & high priority	Grass pitch improvements and new MUGA
Hanwell Town FC Ground	Perivale	1 Football pitch with spectator area		No developments planned at this time

King Georges Playing Fields	Southall	Football pitches	Short term & high priority	Access to new pavilion at adjacent Durdans Park cricket ground will bring pitches back into regular use
Lammas Park	Ealing	Junior Football pitch – casual use		No developments planned at this time
Lord Halsbury Playing Fields	Northolt	Pavilion and 3 Football pitches and an 60m x 40m 3G AGP (Fields in Trust)	Short term & high priority	Rebuild pavilion, including changing rooms, social space and function area and pitch improvements, plus dedicated boxing/training area
Marnham Road Ground	Greenford	Space available for 3 Football pitches	Medium term & low priority	No developments planned at this time, however possible usage and development agreement with Cardinal Wiseman school should be investigated
North Greenford United Ground	Greenford	1 Football pitch with spectator area		No developments planned at this time
Osterley Sports Ground	Southall	5 Football pitches		No developments planned at this time
Pitshanger Park/Scotch Common	Ealing	Football pitches	Short term & high priority	New pavilion and playing surface improvements
Shamrock Sports & Social Club Ground	Acton	Pavilion and 2 Football pitches		No developments planned at this time
Southall Recreation Ground	Southall	Space available for 3 Football pitches (Fields in Trust)		No developments planned at this time, possible reinstatement of pitches during Warren Farm redevelopment period
Southfield Recreation Ground	Acton	2 Football pitches and changing rooms and toilet (no showers)	Medium term & medium priority	Refurbish changing rooms or rebuild as a pavilion
West Ealing BC Ground	Hanwell	1 Junior Football pitch		No developments planned at this time
<b>Gaelic sports</b>				
Tir Chonail Gaels – Berkley Fields	Greenford	3 Gaelic Football pitches & Clubhouse	Short term & high priority	Refurbish or redevelop changing block, option to include Berkley fields pitches into lease
<b>Golf</b>				
Brent Valley Golf Course	Hanwell	18 hole golf course	Short term & high priority	Refurbish Clubhouse including changing rooms and toilets and refurbish Roundhouse bar building
Ealing Golf Course	Perivale	18 hole golf course		No developments planned at this time
Horsenden Hill Golf Course	Greenford	9 hole golf course	Short term & high priority	Consider alternative leisure/recreational uses of this course
Limetrees Park Golf Course	Northolt	26 bay driving range	Short term & high priority	9 hole course opening 2013 18 hole course planned 2016
Northolt Golf Course	Northolt	9 hole golf course	Medium term & high priority	Consider alternative leisure/recreational uses of this course
Perivale Golf Course	Perivale	9 hole golf course	Short term & high priority	Refurbish or redevelop the existing buildings including the outdoor changing rooms and golf pavilion, consider consolidating use, plus golf driving range
West Middlesex Golf Course	Greenford	18 hole golf course		No developments planned at this time

<b>Tennis (clubs and leased sites)</b>				
Acton Tennis Club	Acton	Health Club access and courts		No developments planned at this time
Ealing Lawn Tennis Club	Ealing	Pavilion and courts (3 x indoor courts)	Short term & high priority	Possible conversion of some grass courts to a year round playing surface
Elthorne Park (leased site)	Hanwell	Courts	Short term & high priority	Possible construction of small kiosk/pavilion alongside courts and floodlights pending planning permission
Greenford LTC	Greenford	Pavilion and floodlit courts		No developments planned at this time
Gunnersbury Triangle LTC	Acton	Pavilion and floodlit courts		No developments planned at this time
Lammas Park & Enclosure (leased site)	Ealing	Floodlit courts and pavilion, plus 2 small floodlit 3G 5 v 5 areas		No developments planned at this time
North Acton Playing Fields (leased site)	Acton	Courts and pavilion	Short term & high priority	Options for converting/improving playing surfaces
Pitshanger Park (leased site)	Ealing	Courts and pavilion	Short term & high priority	Pavilion redevelopment, court surface improvements and floodlights pending planning permission
St Columbas LTC	Acton	Pavilion and courts		No developments planned at this time, however floodlighting of existing courts might be considered at some point
St Johns LTC	Ealing	Courts only		No developments planned at this time
West Middlesex LTC	West Ealing	Pavilion and floodlit courts		No developments planned at this time
<b>Rugby</b>				
Northolt RFC Ground	Greenford	Rugby and Gaelic sports pitches and pavilion, including recently refurbished changing rooms, social space and small gym		No developments planned at this time
Wasps FC Sports Ground	Acton	Rugby pitches and pavilion including changing rooms, meeting room space and gym		No developments planned at this time, although more pitch space needed on Sundays to accommodate juniors

<b>Informal activity – recreation site often with unique facility</b>				
<b>Planning statement</b>				
All of Ealing's parks and open spaces are available and accessible for informal use, particularly popular venues with a wide range of attractions include the Brent River Park, Northala Fields, Horsenden Hill, Ealing Common, Southall Park, Walpole Park, Hanger Hill and Acton Park. These areas are of great value to the community because they provide free access to a wide range of facilities. Future informal activity development across Ealing's parks will include distance marker routes around parks to allow people to walk or jog a set distance, outdoor gym facilities, outdoor table tennis tables and clearly marked cycling routes. Other activity provision could include parkour, skate facilities and low level climbing or traversing equipment.				
<b>Timescale for development</b>				
Short term = 1 – 2 years, Medium term = 3 – 6 years, Long term = 7 years plus				
<b>Venue</b>	<b>Location</b>	<b>Key features</b>	<b>Timescale &amp; Priority</b>	<b>Potential future development</b>
Acton Park	Acton	Climbing equipment Outdoor Table Tennis table Outdoor gym equipment (multi)	Medium term & medium priority	Distance marker route
Blondin Park	Hanwell	Games area Outdoor gym equipment (5 stations)	Short term & medium priority	Distance marker route
Brent Lodge Park & Churchfields	Hanwell	Animal Centre & Maze Tennis courts Outdoor gym equipment (2 stations)	Medium term & medium priority	Distance marker route
Copley Close	West Ealing	Grass area	Short term & high priority	Full size MUGA (Worcester Court), half court and outdoor table tennis table (car park area)
Dean Gardens	West Ealing	Gym equipment (4 stations)		No developments planned at this time
Drayton Green	West Ealing	One lane jogging path Informal pitch Outdoor gym equipment (5 stations)		No developments planned at this time
Ealing Common	Ealing	Large open space	Medium term & high priority	Distance marker route
Elthorne Park	West Ealing	Tennis courts	Short term & medium priority	Outdoor gym equipment and distance marker route
Gurnell Grove	West Ealing	Gym equipment (6 stations)		No developments planned at this time
Hanger Hill	Ealing	Pitch & Putt course Gym equipment (1 station)	Medium term & high priority	Distance marker route Goal end for basketball and football
Horsenden Hill	Greenford	Hill and Canal Golf course	Long term & high priority	Outdoor activity centre, including water based activity and possible link with Horsenden Hill Golf Course
Islip Manor Park	Northolt	Bowls green and MUGA	Medium term & Medium priority	Distance marker route and outdoor gym equipment
Jubilee Gardens	Southall	Gym equipment (8 stations)	Medium term & medium priority	Distance marker route

Lammas Park	Ealing	For hire: Tennis courts and Floodlit 3G small sided games areas Free to use Outdoor gym equipment (4 stations)	Short term & high priority	Distance marker route
Northala Fields	Northolt	Bunds and fishing ponds Cafe	Medium term & medium priority	Distance marker route Outdoor gym equipment
Northolt Park	Northolt	Gym equipment (7 stations)		No developments planned at this time
Pitshanger Park	Ealing	Tennis courts and pavilion, bowls green, grass pitches, outdoor gym equipment (9 stations)	Short term & medium priority	Distance marker route
Poors Piece	Hanwell	Grass area	Short term & high priority	Outdoor gym equipment and table tennis table
Radcliffe Way	Northolt	Outdoor gym equipment (5 stations) Table Tennis table		No developments planned at this time
Ravenor Park	Greenford	Gym equipment (6 stations) Tennis courts and MUGA	Short term & medium priority	Distance marker route
Southall Park	Southall	Gym equipment (5 stations)	Short term & high priority	Distance marker route Additional outdoor gym equipment
Southall Recreation Ground	Southall	Proximity to the canal	Short term & high priority	Distance marker route
The Green	Acton	Small sided artificial grass pitch Gym equipment (2 stations)		No developments planned at this time
The Vale Estate	Acton	Outdoor Table Tennis table		No developments planned at this time
Trinity Way	Acton	Outdoor Table Tennis table Climbing equipment		No developments planned at this time
Walpole Park	Ealing	Café and Pitshanger Manor	Short term Medium term	Distance marker route Outdoor gym equipment
Wesley Playing Fields	North Acton	Gym equipment (3 stations) Outdoor Table Tennis table		No developments planned at this time
Westcott Park	Acton	Outdoor Table Tennis table		No developments planned at this time



## PLANNING POLICIES AND STANDARDS

This section of the facilities strategy provides recommendations with regard to the development of active recreation policy in the Council's various development plan documents. These recommendations are based on the findings of this strategy and other local policy documents.

This list of recommendations is not exhaustive, and consideration also needs to be given to national and regional guidance, particularly the need to avoid policy duplication at the local level.

The Local Development Framework folder comprises various key policy documents, that will contain policy or guidance in relation to active recreation (both outdoor and indoor) included will be:

**Ealing's Development Strategy** (also known as the Core Strategy) sets out the vision for the future development of the borough. Now adopted this document comprises various open space policies including a policy guiding and promoting active recreation (Policy 5.6). This policy will:

- i) Protect and promote a network of sports grounds and other active recreation areas in the borough.
- ii) Seek to develop a sports hub as part of this network, with a range of sports provision adjoining in the Gurnell area, and the development of several strategic 'satellite sites' located strategically to serve communities across the borough.
- iii) Seek to secure developer contributions to provide a key funding source for the delivery of various priority projects.

This policy also recognises the role of strategic and local sites as defined in the Sports Facilities Strategy in alleviating deficiency.

**Ealing's Development Sites DPD** (also known as the Site Specific Allocations DPD) which sets out the planning requirements for those key sites in the borough with significant development potential. In the case of strategic sites (i.e. those sites capable of accommodating 500 dwellings plus), the document will identify specific on-site provision standards for sports.

**Ealing's Development Management DPD** whose role is to set out criteria by which planning applications are assessed. The approach adopted by the Council in developing this document has been to produce a document which can sit alongside the development management type policies in the London Plan, supplementing these policies where needed at the local level, and reducing the need for duplication. In this regard the following draft policies are relevant:

**Policy 3.19** 'Sports Facilities' which:

- i) Supports proposals that enhance and increase the provision of sport and recreation facilities.
- ii) Resists proposals that result in a net loss of sport and recreation facilities, including playing fields.
- iii) Recognise that temporary provision may provide the means to mitigate any loss as part of proposals for permanent re-provision.
- iv) Encourage multi-use sports and recreation facilities.
- v) In principle support the use of floodlighting, subject to minimum impact on local community and biodiversity.

**Policy 3.18** 'Education Facilities', which encourage the dual use of educational facilities for community and recreational use.

Draft local **Policy 7D** which comprises open space provision standards. These standards will be informed by the local standards detailed below. In developing this policy further guidance will also be provided on how standards can be adjusted to reflect deficiency, and in which cases it may be acceptable to accept off-site provision or contributions to improve the quality of existing facilities, where it is not possible to achieve standards on-site, or to make quantitative provision off-site.

**Draft Supplementary Planning Document 9 'Legal Agreements, Planning Obligations and Planning Gain'**. Originally published in 2007, this document has remained in draft form awaiting a decision on whether the Council would move forward with the Community Infrastructure Levy (CIL). Having now decided to move forward with adopting CIL, the Council has recognised that there would still be some value in preparing interim S106 guidance. This interim guidance will cover provision for sports

In refining further the above documents consideration should also be given to the inclusion of the following policy criteria/guidance, for amplification or in the form of new policies.

#### **Policy Criteria for consideration**

- In order to make the best use of limited resources and to encourage all sections of the community to become more active, the Council through planning conditions, will ensure that all new indoor and outdoor sports facilities located on school sites, are available for community use outside of school hours, at a reasonable price and with appropriate staffing and management systems in place.
- New indoor sports facilities located on a school site should be designed so that they have minimal impact on the rest of the school and its buildings. Positioning the community facilities at the front of a site with straightforward access routes will enable and promote community use and ensure all sections of the community benefit from new facilities.
- Improvements to existing sports facilities on school sites will only occur where clear resourcing and management arrangements are in place to ensure affordable community use outside of schools hours for the benefit of Ealing residents.
- Furthermore the Council will seek to improve accessibility to pitches and other facilities based on the walking catchment area of such facilities both now and in the future.
- Under certain circumstances and in accordance with the Sport England policy on playing pitches, but only in the context of maintaining the required level of pitches, pitches and outdoor facilities may be redeveloped for other uses. This could be when there is a clear surplus of that type of pitch(s) in the local area based on an approved evidence base, the playing field area is small with little usefulness for sport, where better quality pitches are located close by, single pitch sites which are inefficient to maintain and manage, where built ancillary

facilities are non-existent or poor and there is little prospect of improvement and where the quality of pitches cannot be overcome economically.

- The Council will see the provision of additional pitches and other outdoor sports facilities where an additional need has been identified in the assessment.
- The Council will seek the improvement of substandard pitches and other outdoor facilities where this is economical, and ensure that they are fit for purpose for the duration of the study. The Council will refer to the Sport England design and technical guidance advice for the quality standard for outdoor facilities.
- The Council will seek the provision and enhancement of ancillary facilities such as changing, parking, access and landscaping in order to ensure that pitches and other outdoor facilities meet the needs of the 21<sup>st</sup> century, in accordance with established standards. The Council will refer to the Sport England design and technical guidance advice for the quality standard for outdoor facilities.
- In meeting these policies the Council will seek to achieve financial contributions to the development of outdoor sports facilities to improve their provision, quality and accessibility to the local community.
- Where appropriate and in accordance with other planning policies, the Council will encourage the provision of floodlighting of outdoor sports facilities, particularly AGPs, MUGAs and strategic multi sport multi pitch sites, and ensure that design, lighting levels, fencing, screening and other technical standards as set out in Sport England and other NGB guidance is met.
- In response to local demand, informal activity equipment will be installed in Ealing's parks to encourage people to exercise outdoors, especially in areas with limited access to formal recreational facilities. Developments will include distance marker routes, to allow people to walk or jog a set distance, outdoor gym facilities, outdoor sports equipment for a range of activities and clearly marked cycling routes. Other activity provision could include parkour, rebound walls, skate facilities and low level climbing or traversing equipment.
- Strategic and local multi sport multi pitch priority sports grounds as well as sport specific grounds will be designated as Outdoor Sports Facilities and will be protected and maintained for sports use only with the presumption that the sites will be developed in favour of outdoor sport to enhance existing activities and facilities.
- Specific individual sites, designated as Outdoor Sports Facilities, will have associated planning guidance documents (local development orders), which will indicate the proposed/desired future development on that site.
- Strategic multi sport multi pitch sites could be developed to include indoor sport and recreational facilities, in areas where a need has been identified, which complement the outdoor sports provision on the site and would potentially make the facility sustainable for the future.

The following policies need to be considered specifically for swimming pool facilities:

- The Council will seek to retain the existing provision of public swimming pools where there is an evident existing and future need. Furthermore the Council will seek to improve accessibility to swimming pools based on the walk to catchment area of public swimming pools both now and in the future.
- Based on the Council's development of a needs and evidence base for swimming up to 2021 and beyond, the Council has identified there is a need to provide additional swimming pool provision either at existing sites, or, preferably at a new site to ensure there is greater access to swimming pools by the Ealing population.
- Based on the Council's needs and evidence base findings, the Council has identified a need to improve the quality of the existing swimming pool facilities. This will also help to meet the Council's sports development objectives and contribute to the Council's objectives of increasing adult participation in sport by 1% a year.
- In meeting these policies the Council will seek to achieve financial contributions to the development of swimming pool facilities to improve provision of swimming pools, improve the quality of existing pools and their accessibility. This is where the future demand assessment for swimming projects a need for swimming pools at the existing locations.
- The Council will adopt the Sport England design and technical guidance advice as the quality standard for swimming pools.

The following policies need to be considered specifically for sports halls:

- The Council will seek to retain the existing provision of public sports halls where there is an evident existing and future need. Furthermore the Council will seek to improve accessibility to sports halls based on the walk to catchment area of sports halls both now and in the future (policy 1).
- Based on the Council's development of a needs and evidence base for sports halls up to 2021 and beyond, the Council has identified there is a need to provide additional sports hall provision either at existing sites, or at new site(s) to ensure there is greater access to sports halls by the Ealing population.
- Based on the Council's needs and evidence base findings, the Council has identified a need to improve the quality of the existing sports hall stock. This will also help to meet the Council's sports development objectives and contribute to the Council's objectives of increasing adult participation in sport by 1% a year.
- In meeting these policies the Council will seek to achieve financial contributions to the development of sports hall facilities to improve provision of sports halls, improve the quality of sports halls and their accessibility. This is where the future demand assessment for sports halls projects a need for sports halls at the existing locations.
- The Council will adopt the Sport England design and technical guidance advice for the quality standard for sports halls.

- The Council will seek to enhance the existing provision of indoor sports space available for community use, by identifying alternative building options to ensure an enhanced cost effective and sustainable network of indoor sports areas located in areas of high demand.

## **FUTURE PLANNING STANDARDS FOR INDOOR AND OUTDOOR FACILITIES**

The Council has developed a spatial evidence base for indoor and outdoor sports provision that assesses the supply and demand for facilities in the base year of 2010 and projects the future demand for sports facilities up to 2021 and beyond. This future demand assessment is based on the Council's commitment to increase sports participation by 1% annually. Also the future demand assessment integrates Ealing Council's projected population growth and location of new housing areas/growth up to 2021.

The National Planning Policy Framework and the London Plan requires local authorities to develop and set planning standards for open space, recreational activities, indoor and outdoor sports facilities. These standards should cover quantity, quality and accessibility. Once developed, these standards will be used as a starting point for negotiating provision in relation to individual development proposals. In some cases this will be on site, in others it will be off-site including via contributions.

In terms of quality, all facilities should be built to conform to the design and layout requirements of Sport England, or the relevant National Governing Body of Sport.

Accessibility standards should also be set to ensure that all residents of Ealing are within a reasonable travel time of sports facilities. For example, in line with the requirements of the Audit Commission, all facilities in an urban area should be within a 20 minute walking catchment.

In order to develop quantitative local standards for facilities or pitches, it has been necessary to understand the space requirement of future demand, based on the findings of this report.

In calculating space requirements for individual sports it has been necessary to employ a number of assumptions regarding pitch sizes. For the purposes of planning the space requirements for pitches in Ealing, the following dimensions represent the areas required to accommodate each type of pitch together with suitable safety margins. These are broadly based on the recommendations set out in 'Towards a Level Playing Field', but adapted to reflect more recent experience. In addition a site multiplier of 15% should be allowed for, to accommodate space for pavilion, access, landscaping, parking and other ancillaries. This might be less on multi pitch sites.

The space requirements for other outdoor sports facilities are as follows:

- ❖ **Tennis** (source Sport England)  
4 court facility for club play 36.58 x 54.01m + 5m margin outside fencing
- ❖ **Bowls** (source Sport England)  
6 rink green 40.232 x 40.23m, plus 50% allowance for ancillary facilities including circulation space
- ❖ **Floodlit MUGA** (source Sport England)  
Single court 40 x 18.5m, plus 5m margin outside fencing
- ❖ **Athletics** (source Sport England)  
8 lane 400m synthetic track

The calculated requirements for pitch and other outdoor facility requirements for Ealing by 2021 are set out in the table below:

<b>Sport pitch type</b>	<b>No. of pitches/courts/etc.</b>	<b>Area (ha)</b>	<b>Total area (ha)</b>
Snr Football	48	0.90	43.20
Jnr Football	45	0.75	33.75
Mini soccer	36	0.36	12.96
Cricket	34	1.85	62.90
Snr Rugby	13	1.25	16.25
Jnr Rugby	6	0.85	5.10
Gaelic Football	3	1.50	4.50
AGP	12	0.80	9.60
Athletics	(1 x 8 + 1 x 6)	3.20	5.60
Tennis only	154	0.075	11.55
Bowls	9	0.25	2.25
Floodlit/MUGA	21/52	0.14	2.94/7.28
Total sports area needed in 2021 (ha)			214.94
15% site multiplier			<b>247.18</b>

The total space required by 2021 for the suggested number of pitches, courts, greens and other outdoor sports facilities (excluding golf) is therefore 247.18ha, which on the basis of a population of 337,000 equates to an area of **0.73** ha per 1000 population. It is proposed that this figure be adopted as a standard to be applied to individual applications. This figure is also broadly similar to the standard recommended in the 2007 study.

The table below summarises the recommended local standards (quantitative) for indoor and outdoor sports provision, derived from the future assessments detailed in the indoor and outdoor sports sections of this document. These space standards have also been translated into monetary contributions based on Sport England advice with regard to the current costs of facility provision. Actual costs will depend on the circumstances prevailing at the time; therefore this information is given solely as guidance but can be used to as a basis for negotiation on an infrastructure plan in association with all other potential funders, and developers' contributions to other infrastructure items.

<b>Facility</b>	<b>Facility per head</b>	<b>Local standard (sqm) per 1000 population</b>	<b>Provision cost/sqm</b>
Sports hall (4 court)	16,500 people	36sqm per 1000 people x £5601 per sqm	£201,636/1000 or £201.64/person
Swimming pool (4 lane x 25m)	17,000 people	12.6sqm per 1000 people x £13,161 per sqm	£165,818/1000 or £165.80/person
Health & Fitness (50 station)	6,500 people	6.3 stations per 1000 people x £10,000 per station	£63,000/1000 or £63.00/person
Indoor Tennis (4 court)	125,000 people	0.03 courts per 1000 people x £550,000 per court	£16,500/1000 or £16.50/person
Indoor Bowls (6 rink)	320,000 people	0.02 rinks per 1000 people x £258,333 per rink	£5,166/1000 or £5.16/person
Playing Fields		0.74 per 1000 people x £450,000 per ha	£333,000/1000 or £333/person

Produced by Ealing Council  
Active Ealing  
Perceval House  
14 – 16 Uxbridge Road  
Ealing, W5 2HL  
020 8825 6161  
[sports@ealing.gov.uk](mailto:sports@ealing.gov.uk)  
[www.ealing.gov.uk/sports](http://www.ealing.gov.uk/sports)





Fwd: Ealing Council Gurnell Project Update - Message (HTML)

File Message

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You replied to this message on 19/09/2017 14:14.

From: Jonathan Couves <Jonathan.Couves@sportengland.org>  
 To: Sam O'Neill  
 Cc:  
 Subject: Fwd: Ealing Council Gurnell Project Update

Sent: Tue 19/09/2017 14:11

Hi Sam, all good thanks and hope the same with you.

Yes we discussed Gurnell and I said I could send a note. However, we do not provide letters of support, so please find some text below that you might find helpful.

If Jonathan or Julia want to discuss this then please ask them to get in touch.

Regards  
 Jon

**Funding**

Sport England are currently supporting the London Borough of Ealing (and Hounslow) in the re-development of Gunnersbury Park and this project has received an investment of £1.25m via our Strategic Facilities Fund. This national Fund forms part of the 'Facilities' Investment Programme within Sport England's Strategy, Towards an Active Nation. The Fund is extremely competitive, with a significant number of local authorities on our project pipeline and a second application to the Fund from the Borough for investment into another facility would not be supported at this time.

**Swimming Pool Provision**

Please see below for some commentary on swimming pool provision in Ealing, based on data taken from the 2017 run of the Facilities Planning Model. I've also included some text on what the Facilities Planning model is.

Background

The Facilities Planning Model (FPM) is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with sportscotland and Sport England since the 1980s. The model is a tool to help to assess the strategic provision of community sports facilities in an area. It is currently applicable for use in assessing the provision of sports halls, swimming pools, indoor bowls centres and artificial grass pitches.

Use of FPM

Sport England uses the FPM as one of its principal tools in helping to assess the strategic need for certain community sports facilities. The FPM has been developed as a means of:

- assessing requirements for different types of community sports facilities on a local, regional or national scale;
- helping local authorities to determine an adequate level of sports facility provision to meet their local needs;
- helping to identify strategic gaps in the provision of sports facilities; and
- comparing alternative options for planned provision, taking account of changes in demand and supply. This includes testing the impact of opening, relocating and closing facilities, and the likely impact of population changes on the needs for sports facilities.

Findings for the London Borough of Ealing – Swimming Pools

- The model estimates that 7.3% of the total peak time demand for water space from Ealing residents is not currently being met, either inside or outside the borough.
- The scale of this unmet demand is estimated by the model to equate to circa 1,700 visits per week not being met at peak times.
- In terms of water space, across the whole authority, there is considered by the model to be a deficit of c. 290 square metres of water space. This is the equivalent of a 5 to 6 lane 25 metre swimming pool.
- In terms of the reason for the unmet demand existing, the model considers this to be due to both insufficient capacity (c. 19%) and residents living outside the catchment of a swimming pool (c. 81%). The main reason why residents are considered to live outside the catchment area of a swimming pool is overwhelmingly due to their lack of access to a car (c. 78% of the c. 81%).

Sent from my iPad