



**Ealing Borough Council
Town Hall
New Broadway
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Ealing Business Partnership

Venue: This meeting will be a virtual meeting and therefore will not take place in a physical venue. Please see Page 2 of the agenda for a link to the webcast of the meeting.

Date and Time:

Tuesday, 02 February 2021 At 19:00

INDEPENDENT MEMBERS:

Andrew Dakers (Chair), Camran Mirza (Vice-Chair)

COUNCILLOR MEMBERS:

Councillors Bell, J Anand, Johnson, Mahfouz and Rai

AGENDA

Open to Public and Press

VIRTUAL MEETING - LINK TO VIEW

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. This meeting can be viewed by following this link:

[LINK HERE](#)

1 Apologies for Absence

To note any apologies for absence.

2 Urgent Matters

To consider any urgent matters that the Chair has agreed should be considered at the meeting.

3 Declarations of Interest

To note any declarations of interest made by members.

4 Matters to be Considered in Private

To determine whether items contain information that is exempt from disclosure by virtue of Part 1 of Schedule 12A of the Local Government Act 1972.

5 Minutes

To approve as a correct record the minutes of the meeting held on 4 February 2020.

Published Draft Minutes - EBP - 4 Feb 2020

5 - 10

6 Budget Strategy 2021 - 2022

11 - 16

This report invites Ealing Business Partnership to express views on the Council's Budget for 2021/22.

** The main Appendix containing the substantive report details will be published following publication of the Cabinet Agenda.*

7 Business Rates Update 2021

To receive and note an update on Business Rates detailing local and wider national implications and the impacts on the Council's finances. An update on Covid support and grants for businesses will also be provided.

8 Economic Recovery - London Borough of Ealing's Greenprint 17 - 22
to Economic Recovery and Renewal

To receive and note an update on the Council's Greenprint to Economic Recovery and Renewal and the request for businesses to feedback their comments.

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9 Date of Next Meeting

The next meeting of the Ealing Business Partnership will be confirmed in due course.

Paul Najsarek, Chief Executive, 25 January 2021

Minutes of the Meeting of the Ealing Business Partnership

Date: Tuesday, 04 February 2020

Time: 18:30

Venue: Elizabeth Cantrell Room, Town Hall

Attendees:

Andrew Drakers, Councillor Yvonne Johnson, Councillor Bassam Mahfouz

1 Apologies for Absence

Apologies were received from Camran Mirza Vice-Chair – EBP, Councillors Julian Bell Leader London Borough of Ealing, Councillors Alexander Stafford, Kamaljit Kaur Nagpal, Jasbir Anand

2 Urgent Matters

There were no urgent items to consider.

3 Declarations of Interest

There were none.

4 Matters to be Considered in Private

There were no matters to be considered in private.

5 Minutes of the Previous Meeting - 6 February 2019

RESOLVED:

The minutes of the meeting held on 19 November 2019 were agreed as a true and accurate record of proceedings.

Budget Strategy 2020/2021

Councillor Bassam Mahfouz, Cabinet Member for Finance and Leisure, outlined the political context of the budget report, explaining that there was a requirement for a 64% reduction in spend over a 10-year period. The Cabinet Member did note that there had been several alleviating projects, including the implementation of the Future Ealing plan, which was looking at savings from the reorganisation of the Council, implementing investment opportunities of £15 million in the borough, and the establishment of Greener Ealing as an internal company to deliver street cleaning and collection services. However, it was also noted that there were significant challenges to the borough in terms of spend, including SEND, road safety, building maintenance and the extension of the London Living Wage to its internal companies. It was noted

that there was a requirement to achieve £13.6 million of savings in the year 2020/21.

Shabana Kausar, Head of Strategic Finance, introduced the timeline of Cabinet Key Decisions relating to the budget that would be made over the financial year, including the Budget Overview, Medium Term Financial Strategy (MTFS), Council Tax review and Government Funding Settlement overview. Officers stressed that there were significant pressures on the budget, particularly noting the 57% spend of the overall Council budget of £248 million in 2019/20 that was in maintaining statutory social care services.

Officers noted that the primary income streams for the Council were received from Retained Business Rates, Council Tax and the Collection Fund income. It was noted that there was a projected increase in the proportional reliance on Council Tax income in 2020/21. Officers also noted that there was significant ambiguity regarding the future Government Funding settlement, which increased uncertainty in financial planning for the Council. It was additionally stressed by officers that the London Business Rates Retention Pilot was coming to an end in 2020 which contributed to increases in the financial pressure for the Council in 2020/21 offset by the increase in additional funding. The key risks to the statutory requirement to delivering a balanced budget were outlined by the Head of Strategic Finance: highlighting the need for savings delivery and identification; the increasing demand of statutory services; the potential contractor of failure and; the uncertainty of the Government Local Authority Fairer Funding Review as key potential barriers.

Officers highlighted that Council Tax is being recommended to be increased by 1.99% for the core element and 2% for the Adult Social Care precept in 2020/21, which were the maximum increases that could be undertaken without holding a referendum. If, at the Full Council meeting the council tax increases was not approved, then the budget shortfall would be funded through reserves. Officers did note that they would be looking at the implementing a new Council Tax reduction scheme in April 2020.

The Panel debated the issues arising from the introductory remarks and in response to questions from the Committee:

- Officers confirmed that the current reserves that were held by the authority was at £100 million, but that much of this funding was ringfenced for statutory spend and held for specific reasons such as school balances. It was explained that usable reserves were at a low rate and that there was a contingency funding of £1 million available in the General Fund budget. The Cabinet Member for Finance and Leisure noted that, as a means of balancing the budget, the contingency fund had been reduced from £3 million to £1 million.
- Officers explained that there was a £5 million surplus in the collection fund in 2019/20, but that in the financial year 2020/21, the estimated available surplus in the Collection Fund for next year was less than in 2019/20.

- Officers noted that there was an expectation from Central Government that Local Authorities increase the Council Tax and Adult Social Care precept by the maximum rates.

RESOLVED:

1. That the Ealing Business Partnership noted and approved the Budget Report 2020/21.

7 Business Rate Update Report 2020

Nick Rowe, Head of Local Tax and Accounts Receivable, outlined changes to Business Rates, noting that the Business Rate multiplier had increased by 1.6%, and that the Small Business Multiplier had also increased by 1.6%. Officers explained that there was transitional relief in place for Small to Medium Enterprises (SMEs), but that this amount was reducing. It was noted that the final round of funding included a surcharge of £571,757, effecting 44 hereditaments, and that there was a relief fund of £1,264,392 which would benefit 1,305 properties during 2020/21.

Officers explained that there was a decrease in the proportion of business rates in comparison with the overall budget, as well as a decrease in actual terms by £4 million on 2019/20. It was suggested that this was resultant of the decrease in number of large businesses, but that there had been an increase in the number of SMEs in the borough. It was also highlighted that Ealing Business rates, while high nationally (12th largest rate in the United Kingdom), were low in comparison to other high earning London Boroughs, such as Westminster and Tower Hamlets. It was noted that this disparity would benefit Ealing if it entered the locally agreed Business Rate Pooling arrangements in April 2020.

Officers highlighted the London Living Wage Ealing Discount Scheme, implemented in April 2016. It was stressed that the discount for accreditation would be twice the cost of accreditation. Officers did note that take-up for this scheme had been low. The Partnership did note that this was difficult for SMEs to implement and that other alternative schemes may be more suitable.

Officers did note that there was a re-evaluation of Business Rates planned which would be undertaken in 2021. Officers explained that there were antecedent evaluations being undertaken, which had started in April 2019 and were planned to be completed by October 2020.

Officers explained the government relief changes announced on 27 January 2020, including Public Toilet relief, Local Newspaper Office relief and Public House relief funding streams. Officers stressed that these needed to be accessed through the completion of application forms and encouraged Members and attendees of the EBP to inform owners of Public Houses that there was funding relief available to them.

The Discretionary Relief fund was also highlighted by officers, noting that it was in its final year of operation, and that there was only £42,000 of funding

available in this pot. It was explained that this funding was to be made available to SMEs which were adversely effected by business rate re-evaluations. Officers also noted that there had been a reduction in the retail relief scheme of 50%, and that this was accessible to SMEs with a rateable value of £51,000. It was also noted that this now included music venues, garages and other smaller enterprises within the extended remit.

The Panel debated the issues arising from the introductory remarks and in response to questions from the Committee:

- Officers noted that there were some good networks in trader's associations that were useful at disseminating information reagrding business rates, but that there was a recognition that more networks needed to be reached out to. Members suggested that there should be an open offer for trader training regarding Business Rates and the implications of these on SMEs, and that this offer should be well publicised. The Partnership stressed that the Council needed to improve its offer to businesses through training and engagement, and that there would be a more positive reception from businesses if they felt that the Council was actively working with them.
- Officers noted disappointment that the Business Improvement Districts (BIDs) had not attended the meeting of the Partnership and suggested that more work could be undertaken to improve the relevancy of the meeting of the EBP.
- Officers highlighted that they were launching an online portal for businesses to check and amend their business rate information. It was stressed that this would improve self-service for businesses and increase awareness. It was noted that it was planned for this system to go live in Spring 2020.
- The Partnership noted that there were rogue agents that were targeting small businesses. Officers noted that business owners should be wary of offers and report any suspicious material to Council officers.
- Officers noted that there was significant work being undertaken regarding apprenticeships and the Apprenticeship Levy with local enterprises. It was suggested by the Partnership that work could be included in this on the implementation of green initiatives.

RESOLVED:

1. That the Ealing Business Partnership noted and approved the Business Rate Update 2020/21.

8 Date of Next Meeting

It was noted that the next meeting would be held on 2 February 2021

The meeting of the panel concluded at 7.55pm

Contains Confidential or Exempt Information	No
Title	BUDGET STRATEGY 2021/22
Responsible Officers	Ross Brown, Chief Finance Officer
Authors	Shabana Kausar, Assistant Director Strategic Finance
Portfolio	Councillor Bassam Mahfouz, Cabinet Member for Finance & Leisure Services
For Consideration By	Ealing Business Partnership
Date to be considered	2 February 2021
Implementation Date if Not Called In	N/A
Affected Wards	All
Area Committees	All
Keywords/Index	Savings. Budget, Revenue, Capital

Purpose of Report

This report invites Ealing Business Partnership to express views on the Council's Budget for 2021/22.

1. Recommendations

It is recommended that Ealing Business Partnership:

- 1.1 Notes and considers the content of this report, its appendices and the presentation on the 2021/22 budget delivered by Ealing's Finance team at this meeting; and
- 1.2 Notes that any views formally expressed by the EBP regarding the 2021/22 budget will be submitted to the Council meeting on 2 March 2021 for consideration as part of the Council's annual budget report.

2. Reason for Decision and Options Considered

- 2.1 The Council is required to consult non-domestic ratepayers on its budget proposals. The purpose of this report is to satisfy that requirement.

3. Key Implications

Financial Implications

- 3.1 This whole report is concerned with the Council's 2021/22 budget.

4. Legal

- 4.1 The Non-Domestic Ratepayers (Consultation) Regulations were made under section 65 of the Local Government Finance Act 1992. The Act places a duty on the Council to consult non-domestic ratepayers in its area about proposals for expenditure for each financial year.
- 4.2 The Non-Domestic Ratepayers (Consultation) Regulations prescribe the format and content of the information which is to be made available to non-domestic ratepayers.
- 4.3 The Council has a legal duty to set a balanced budget.

5. Community Consultation

- 5.1 This report forms part of the Council's consultation process on its 2021/22 budget.

6. Background

- 6.1 The Assistant Director of Strategic Finance will give a presentation on the 2021/22 budget at the meeting.
- 6.2 Further details of Ealing's 2021/22 budget, which will reflect the final budget position being considered at Cabinet on 9 February 2021 and Council on 3 March 2021, will be provided prior to the Ealing Business Partnership (EBP) meeting. Budget strategy updates have been provided to Cabinet in October and December 2020. The final Budget Strategy report will be published on 1 February as part of the Cabinet agenda and a link to this report will be emailed to all EBP members in advance of the EBP meeting where the forum will be invited to express their views on the budget.
- 6.3 Consultation on the Council's budget strategy for 2021/22 has taken place via 3 separate sessions targeted at residents, businesses and the voluntary led by Cllr Mahfouz and Cllr Bell during December 2020. These sessions were

attended by over 100 consultees.

7. Sustainability Impact Assessment

- 7.1 Any sustainability impacts will be considered before final decisions are taken on whether to implement each proposal. All capital budget proposals are required to set out how the proposal contributes towards carbon emission reduction.

8. Risk Management

- 8.1 The Council has a legal duty to set a balanced budget for the forthcoming year ensuring that its expenditure obligations are matched by the available resources. Councils are not allowed to run deficits and must therefore take actions to ensure the two sides of the equation are kept in balance. This requires the Council amongst activities to put forward savings if the resources generated through its various income streams and grants are insufficient to meet the expected obligations.
- 8.2 The Council's Medium Term Financial Strategy is continually under review and builds in projections for the MTFS period (2021/22 – 2023/24 and beyond) as further details and analysis become available. These updates are regularly reviewed by Strategic Leadership Team and the Portfolio Holder and updates on the financial environment the Council is operating in are provided in Budget Strategy reports to Cabinet

9. Community Safety

- 9.1 Any community safety implications will be considered before final decisions are taken on whether or not to implement each proposal.

10. Links to Strategic Objectives

- 10.1 The Council's medium-term financial strategy, budgets and capital programme are designed to deliver the Council's strategic priorities. The budget set for 2022/23 supported delivery of national and local priorities.
- 10.2 Budget proposals have been developed and impacts considered in line with the principles set out under S149 Equality Act 2010 and Human Rights Act 1988, including the need to protect elderly, disabled, children and young people who are the most vulnerable residents of the borough.
- 10.3 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.

11. Equalities Analysis Assessments (EAAs)

- 11.1 Where proposals will have equalities implications an EAA is required. If an EAA is required, it will be prepared and taken into account prior to the final decision on whether or not to proceed with the proposal being taken.

11.2 In Regard to the Council's Public Law Duties

- 11.2.1 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. Many proposals will impact upon third parties and where this is the case there may be a requirement for the Council to consult those affected before a final decision is taken on whether or not to implement the proposal or to amend the proposal prior to implementation.

12. In Regard to the Council's Public Law Duties

- 12.1 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. Many proposals will impact upon third parties and where this is the case there may be a requirement for the Council to consult those affected before a final decision is taken on whether or not to implement the proposal or to amend the proposal prior to implementation.

13. Staffing/Workforce and Accommodation Implications

- 13.1 Some of the savings proposals have potential staffing implications. Any such proposals are subject to consultation. Detailed proposals affecting staff will be developed in advance of consultation with staff affected by any proposals commencing. However, those proposals may not go ahead or may go ahead in a revised form as an outcome of consultation.

14. Property and Assets

- 14.1 The Capital investment proposals set out in the Budget Strategy report for approval in principle reflect the need to make efficient use of the Council's property and assets at an affordable cost to support the delivery of Council priorities.

15. Consultation

- 15.1 Consultation may be required in relation to some savings proposals. Where this is the case, the consultation will be undertaken in accordance with legal requirements and within a timetable appropriate to the individual circumstances of the proposal in question, including with recognised trade unions and affected individuals. The outcomes from each consultation undertaken will be considered before a final decision is taken on whether or not to proceed with the proposal in question, either as presently proposed or in an amended form.

16. Appendix

- 16.1 Cabinet report (to follow when available)

17. Background Information

- 17.1 Cabinet reports:

- 2021-2024 MTFS Budget Strategy Report – 8 December 2020
[Budget Strategy Cabinet Report - December 2020](#)
- 2021-2024 MTFS Budget Strategy Report – 13 October 2020
[Budget Strategy Cabinet Report - October 2020](#)

- 17.2 Council report:

- Budget Strategy and MTFS 2020/21 to 2022/23 – 25 February 2020
[2020/21 Budget Report \(Council Resolution\) - February 2020](#)

Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Internal				
Ross Brown	Chief Finance Officer	Continuous	Continuous	Throughout
Helen Harris	Director of Legal and Democratic Services	18 January 2021	19 January 2021	Legal section

Report History

Decision type: For decision		Urgency item? No	
Authorised by Cabinet Date : member:		Report deadline:	Date report sent:
Report	Report authors and contacts for queries: Shabana Kausar, Assistant Director Strategic Finance, 020 8825 7549		

Contains Confidential or Exempt Information	NO
Title	Providing an overview to businesses of the Greenprint
Responsible Officer(s)	Lucy Taylor- Director of Growth and Sustainability
Author(s)	Carol Sam
Portfolio(s)	
For Consideration By	Ealing Business Partnership (EBP)
Date to be Considered	2 nd February 2021
Implementation Date if Not Called In	N/A
Affected Wards	All
Keywords/Index	Recovery, Sustainable, Inclusive, Business, Environment

Purpose of Report:

This paper provides an overview and summary about the Council's Greenprint. The Greenprint is purposefully published as a 'working draft', as the council wishes to use it to open up further engagement with its key partners and local businesses so we consider how collectively we maximise our resources and knowledge to tackle the pressing issues and challenges currently facing our local economy to steer an economic growth and recovery agenda that is sustainable and inclusive.

1. Recommendations

To engage the business audience, present at the meeting on 2nd February to inform them about the content of Ealing's Greenprint for Economic Recovery and Renewal and to seek their input as part of the engagement process of capturing feedback about the content of the document. The Draft document is attached with this report as Appendix 1.

Businesses will be asked to email their feedback and comments to the regeneration inbox at :- Regeneration@ealing.gov.uk

2. Reason for Decision and Options Considered

The Greenprint explains how economic growth could be achieved in a more sustainable way by putting climate action, inclusion and social justice at the heart of our recovery work. We want to focus our immediate support in four key areas: **climate action, residents, businesses and neighbourhoods**.

We want to strengthen our partnership working with all stakeholders, this will include the voluntary and community sector, local business networks, resident groups and other anchor institutions such as Heathrow, our schools, universities and hospitals.

We can only achieve success by working together and pulling in the same direction.

The document is intended to be a concise and easily accessible and includes a short summary of the council's collective emergency response and showcases some of the council's ongoing economic recovery work. It purposefully focuses on goals and objectives for the shorter term (next 18 months or so), which is realistic given the trajectory of the pandemic and balancing the council's current priorities and resource constraints.

The greenprint also plays a key role in laying the foundations for what a future economic growth strategy might look and feel like, which will be much broader, detailed and co-developed with multiple external partners and stakeholders. The greenprint should be viewed as a simple and deliverable plan that can help underpin a future economic growth strategy.

The greenprint focuses on four action areas that are easily understood and reflect current council priorities for economic recovery. The action areas are as follows (in no order of rank):

- **Supporting Climate Action**
- **Supporting Residents**
- **Supporting Businesses**
- **Supporting Neighbourhoods**

Each action area has an overarching greenprint goal and three objectives for delivery. The document has a total of 12 objectives across the four action areas.

This approach to objective setting was critical in order to reinforce the importance of partnership working, internally and externally, and for sharing responsibility and resources for delivery.

A good example of this approach has already been realised through setting up **Ealing's High Street Taskforce (Supporting Businesses, Objective 1)**. This has brought together key officers from across multiple council services and teams along with key external partners including the Business Improvement Districts (BIDs), trader associations, landlords and operators to develop a high street

action plan. The other 11 objectives are achieving similar success, particularly in bringing multiple partners together for the very first time and working proactively together on delivering a shared goal for recovery and renewal.

Each action area, and their three objectives, are presented in a simple delivery plan that focuses on three time periods: next 6 months, 6 – 12 months and 12+ months. This reflects the urgency of the recovery and respects resource constraints as well as the unpredictable nature of the virus and its impact on Ealing's local economies and residents.

In summary, the four 'action area' and '12 objectives' approach will enable a recovery that:

- **focuses on more urgent needs over the shorter term**
- **is more realistic and achievable within existing resource constraints**
- **enhances mutual inclusivity and adds value across all action areas**
- **helps optimise and re-focus / prioritise efforts within existing work programmes**
- **enhances and builds new partnerships for resource sharing and co-delivery**

3. Key Implications

The greenprint approach is an ambitious and sophisticated approach to developing a future economic development strategy (part D of greenprint). A strategy that must address disadvantage by creating a more sustainable, more inclusive and socially just economy and society that will be much better prepared and more resilient to future economic shocks, similar in magnitude to COVID-19.

4. Financial

There are no major direct financial implications of this report.

5. Legal

There are no major direct financial implications of this report.

6. Value For Money

N/A

7. Sustainability Impact Appraisal

The objectives of the green are direct positive impact to the Councils climate action strategy.

8. Risk Management

None

9. Community Safety

None

10. Links to the 3 Key Priorities for the Borough

Opportunities and living incomes

11. Equalities, Human Rights and Community Cohesion

The greenprint directly promotes inclusion and equality through its objectives and methodology of delivery, with a key focus on reducing and addressing inequality and prompting social inclusion.

12. Staffing/Workforce and Accommodation implications:

None.

13. Property and Assets

There are no property implications.

14. Any other implications:

None

15. Consultation

This report forms part of the consultation process of seeking the views of local businesses via the vehicle of the EBP.

16. Timetable for Implementation

Some actions have already commenced and are being implemented, key objectives are grouped in the short, medium and long term and detail timetable will be developed for each objective.

17. Appendices

Appendix 1 - Greenprint Economic Recovery and Renewal

18. Background Information

Greenprint Economic Recovery and Renewal

Consultation (Mandatory)

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Lucy Tailor		22/01/2021		
External				

Report History

Decision type:	Urgency item?
For information (delete as applicable)	No
Report no.:	
Carol Sam- Business Growth & Inward investment Manager	

GREENPRINT

FOR ECONOMIC RECOVERY & RENEWAL

LONDON BOROUGH OF EALING

December 2020

FOREWORD

Cllr Julian Bell

Leader of the council, Cabinet Member for Policy Overview, Regeneration and Transport

The approach to economic growth and wealth creation, across the UK and in London, is not working.

Too often, the benefits of growth are distributed in an uneven way with some of our more deprived communities not benefiting enough from the opportunities being delivered around them, either from the new jobs during construction and in the new commercial spaces or accessing the new housing. The economy is not working for all and it has taken this global pandemic to really put several inequalities into sharp focus. For example, it was some of our lowest paid in society that essentially kept all of us fed and safe during the lockdown periods; all those keyworkers producing and maintaining our food supply and those working on the front line in our NHS and social care system. Moreover, many of those keyworkers are managing multiple jobs on zero-hour contracts and on incomes barely covering their rent and basic living costs, which has sadly led to a significant increase in the use of foodbanks across London.

We also now know that members of our Black, Asian and minority ethnic (BAME) communities have suffered higher Covid-19 death rates and greatest health impact when compared to their white ethnicity peers. This public health and economic crisis also unfolded in parallel with the aftermath of the brutal police killing of George Floyd in North

America, reinforcing the importance of the Black Lives Matter movement and inspiring all of us to do more to tackle racism and achieve equality, which was particularly pertinent during black history month in October.

If unchecked, the pandemic may also overshadow our efforts on addressing the serious impacts of climate change, where this summer we witnessed some of the worst flooding on record in the north of England and the raging fires across Australia and North America. Finally, with the prospect of a no-deal BREXIT, there could be a further shock to an already fragile economy, and for Ealing this would devastate our working population who are already suffering from jobs losses at Heathrow airport and its multiple supply chains in the manufacturing and service industries.

When you add all this up, there really is a compelling case to completely rethink our approach to economic growth. The pandemic has awakened us to the unsustainable and unequal way we have been approaching economic growth and gives us a real sense of urgency to fix that. We have therefore developed this 'greenprint' to show how economic growth could be achieved in a more sustainable way by putting climate action, inclusion and social justice front and centre. We want to focus our immediate support in four key areas: climate action, residents, businesses and neighbourhoods. In doing

this we want to strengthen our partnership working with all stakeholders, this will include the voluntary and community sector, local business networks, resident groups and other anchor institutions such as Heathrow, our schools, universities and hospitals. We can only achieve success by working together and pulling in the same direction.

We could finish this foreword by celebrating how the pandemic brought the very best out in all of us and highlight all the amazing things we achieved together since the onset of the pandemic in March. However, having now experienced two periods of lockdown, we must remain sober and be sensitive to all the Ealing families that have suffered loss and harm since the pandemic's outset.

Despite the good news of the vaccine trials, we must face the stark reality that the coming months ahead will be unbearably difficult for many of our residents and businesses. We all have a duty of care, the council and wider society, to put the most disadvantaged groups and vulnerable people at the very heart of our thinking. Like our collective response during the emergency phase, if we get our approach to recovery and renewal right, everyone should have the chance to thrive and flourish as we emerge from the crisis. Let us proceed together with a great sense of purpose and resilience to achieve that.



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- Economic Vision 204.0

PART E

- Measuring progress

PART A

Executive Summary

A more sustainable, inclusive & socially just economy for Ealing

Our Corporate Plan (2018 – 2022) sets out the vision and 3 key priorities for the borough:

- good genuinely affordable homes
- opportunities and living incomes
- a healthy, great place

The council is on track to deliver the pledges within the Corporate Plan, however the new challenges presented by the pandemic has required a renewed focus on the more urgent matters that we must address over the months ahead. This includes a redoubling of efforts to ensure our climate action commitment is not eclipsed by the pandemic and instead use it as a unique opportunity to create new and broader range of jobs in the green economy that must lead the economic recovery. We must work closer with our business community and key partners across all commercial sectors to protect as many existing jobs as possible as well as enabling the creation of new jobs in a more diverse and resilient economy.

We must prepare for huge numbers of jobs losses that will be felt by our communities, particularly in our more deprived areas in the west of the borough that are more reliant on jobs at or linked to Heathrow airport. Consequently, our support will be steered towards our most vulnerable residents and businesses. This 'greenprint' for economic recovery and renewal fully aligns with the

Corporate Plan but puts greater emphasis on meeting climate action commitment and building greater resilience across our business and residential communities.

This version of the greenprint is purposefully published as a 'working draft', as the council wishes to use it to open up further engagement with its key partners, existing and new, to consider how it aligns with partner recovery strategies and explore how we can share expertise and resources in co-delivery. In particular, the greenprint is intended to complement and supplement recently published recovery plans, including the West London Alliance Build and Recovery strategy, Heathrow's Local Recovery Plan and the soon to be published Old Oak and Park Royal Development Corporation's (OPDC) Recovery Mission. Importantly, the council continues to make progress on its Corporate Plan priorities, most notably the recent £400m investment in Broadway Living Registered Provider (BLRP) to build at least 1,300 new affordable homes by 2026. The greenprint is intended to bring added value to existing corporate priorities and can assist in more holistic approaches to delivery and meeting the shared outcomes of multiple stakeholders. A final greenprint will be published in Spring 2021 to supplement the Corporate Plan Review.

PART A

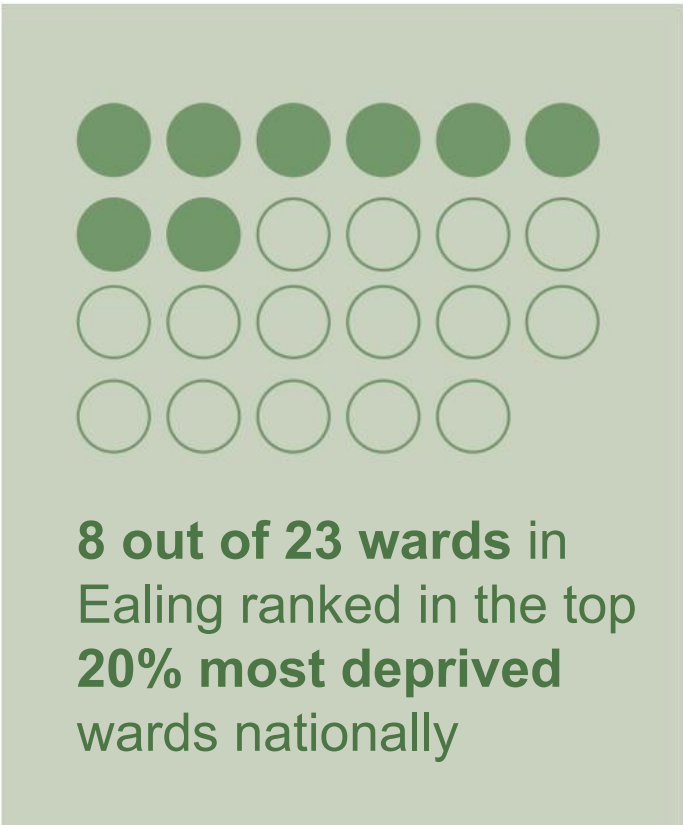
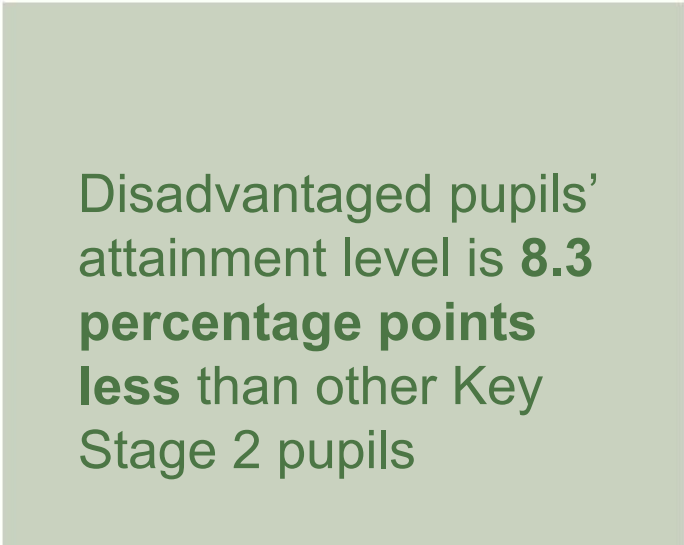
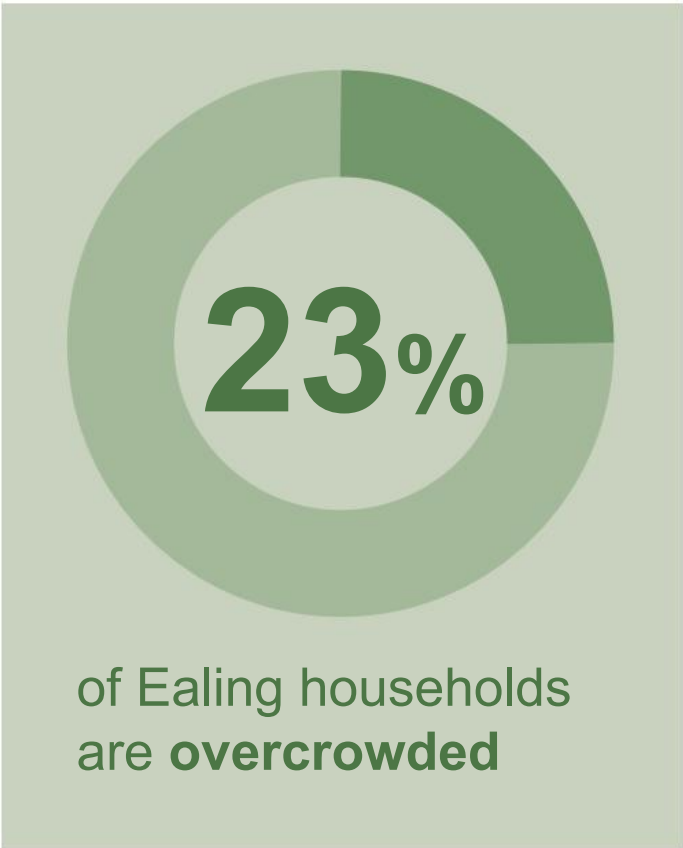
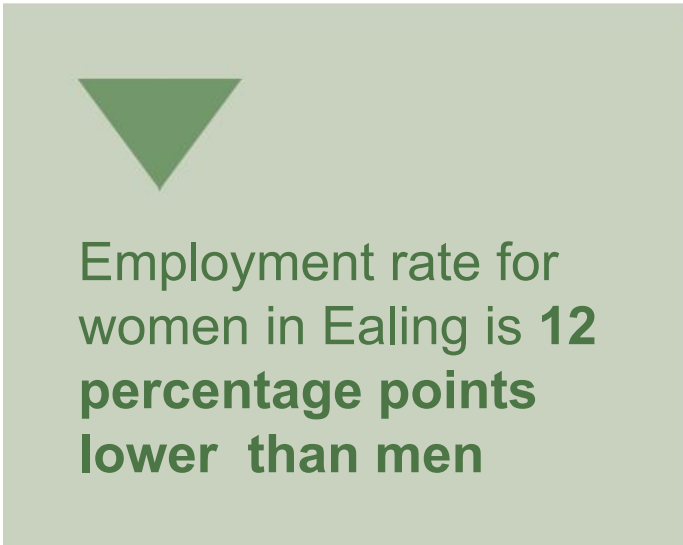
Data & Knowledge Sharing

Pre Covid-19

High quality and continuously updated data must underpin our policy making and decision taking.

Our reliance on such data has been reinforced by the challenges of the pandemic, particularly as we know that it is our BAME communities and our most vulnerable and disadvantaged groups that are disproportionately impacted upon, in terms of job losses and their public health outcomes. Moreover, with a decade of austerity now supplemented by the acute impacts of the pandemic, particularly on the council’s finances, data is ever more critical to inform our choices and priorities for investing our increasingly finite resources across different communities and different business sectors. In that regard it is important to highlight some key data statistics to help frame our ‘greenprint’ for recovery and renewal, both pre-pandemic and since pandemic onset.

Pre-pandemic, we can see that certain groups were already suffering deep inequalities, which will be further deepened unless we get our approach to economic recovery and renewal right



PART A

Data & Knowledge Sharing

Since Covid-19 onset

Given the inequalities highlighted, at the pandemic's onset the council was quick to act in commissioning data to predict the economic impacts and help target support.

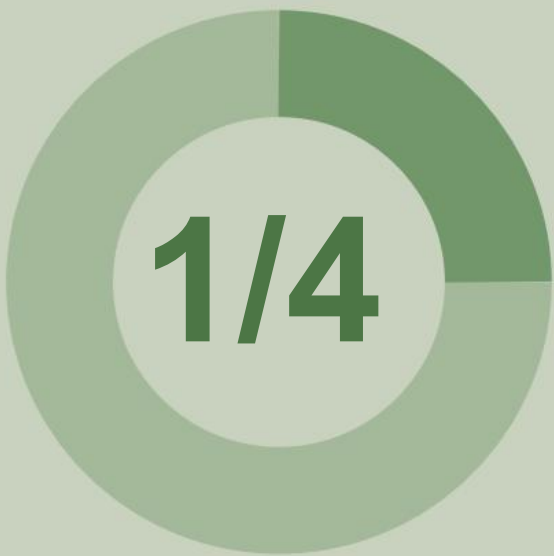
This data shows that Ealing's economy, with a high reliance on jobs at or linked to Heathrow airport, has the potential to suffer a greater shock than most other London boroughs. It is very important that the 'greenprint' fully recognises and highlight this fact, as in in doing this we have a better chance to initiate and implement more sophisticated economic recovery and renewal measures that will make Ealing's economy more diverse and therefore more resilient to any future shocks.

Over half of job cuts in Ealing will be in 3 sectors:

Accommodation & Food Services

Wholesale & Retail Trade

Manufacturing



These sectors comprise **one quarter** of Ealing's economy

In 2020, unemployment is projected to increase from **6% to 9%** in Ealing, the **largest increase** of any West London borough

75,000+

Heathrow airport related jobs will be lost in Ealing, Hounslow and Hillingdon



1 in 10 Ealing jobs are related to Heathrow airport



of Ealing workforce was furloughed in August 2020, **fifth in London** behind Newham, Hounslow, Haringey and Brent.

Heathrow's air passenger volumes will not recover to pre-pandemic levels until **2023** and air cargo by **2027**.

PART B

Our Emergency Response

Since Covid-19 onset

Despite the challenges presented by the pandemic we can be extremely proud as a council and an Ealing community for how we all pulled together to help our most vulnerable residents and businesses.

At the outset we launched our 'Ealing Together' initiative, which inspired over 1,000 local volunteers to be registered and helped the council deliver 14,000 food parcels to shielded and most vulnerable residents. We have also allocated around £80M in grant to around 6,400 small and medium businesses to give them the best chance of coming through this crisis. To tackle inequality, we have also established a race equalities commission that will develop actions to tackle a range of areas including income, housing and health.

Very few, if any, of the emergency measures listed could have been successfully delivered without the support and collaboration of multiple partners. These partners include the voluntary sector, individuals and groups from our residential and business communities, neighbouring councils via the West London Alliance, the GLA family and the anchor institutions from education and public health sectors. This partnership approach has allowed better sharing of intelligence and data and helped deliver a quicker and more holistic emergency response. Accordingly, this 'greenprint' will seek to harness and further strengthen the opportunity for partnership working to lead the best possible economic recovery and renewal.

Supporting Climate Action

- Delivery of **9 Low Traffic Neighbourhoods** to help reduce traffic and carbon emissions
- Delivery of **5 School Streets** to enable safer walking on reopening and reduce traffic
- Delivery of **5 citizen review panels** for the Climate Action Plan
- Led the bid of behalf of West London boroughs and secured **£4.8M Green Homes Grant** from government to tackle fuel poverty

Supporting Residents

- **£1.5M Covid-19 Emergency Fund** for most disadvantaged communities and voluntary sector
- Delivered nearly **14,000 food parcels** to shielded and most vulnerable residents
- All adult leaning delivered online with **865 enrolments** (up by 3%) and brokered **134 jobs**
- Set up 'Ealing Together' initiative to assist the most vulnerable with over **1,000 local volunteers** registered
- Issued over 40 Covid-19 editions of **Ealing News Extra** and 3 additional editions of Around Ealing resident's magazine

Supporting Businesses

- Set up an Ealing Covid-19 Business Impact Survey, with over **1,000 responses** used to inform recovery initiatives and measures
- **£76.7M grant** allocated to nearly 6,000 businesses
- Lobbying of Chancellor to secure additional grant including **£3.342M for over 400 micro-businesses** and **£49K for the three BIDs**
- Set up a dedicated business helpline in partnership with West London Business and neighbouring councils
- Developed a new business support website and delivered four support webinars

Supporting Neighbourhoods

- Set up an Ealing High Streets Taskforce to assist with safe reopening of our high streets and town centres
- Secured **£1.17M grant funding** from the government and TfL to deliver a raft of transport and public realm measures
- Delivered over **60 projects** including temporary cycle lanes and pavement widening across all town centres

PART C

A 'Greenprint' approach for Recovery and Renewal

	Objectives	Delivery Agents
Supporting Climate Action To ensure that the impact of Covid-19 does not eclipse the council's commitment to achieving net zero carbon emissions by 2030 and use it as an opportunity to focus policy and investment to create a green economy in Ealing that will engender a more sustainable recovery and renewal of the borough, making it more resilient to future shocks.	<ol style="list-style-type: none"> 1. Deliver green infrastructure and low/zero carbon buildings and support the circular economy using the Local Plan and other tools 2. Increase education, reskilling and upskilling opportunities that supports more jobs within the green economy 3. Prioritise investment in active travel and electric vehicle charging point infrastructure across the borough 	Climate Action / Local Planning Authority / Broadway Living / Waste and Recycling Climate Action / Employment & Skills / West London Business / Academic Institutions Transport Team / Highways Team / TfL / Developers
Supporting Residents To tackle entrenched disadvantage through a partnership approach to jointly secure public and private investment and optimise spend. This will be manifested by a 'single front door' approach, an easier pathway to find jobs, reskill and retrain for growth sector jobs including green skills, health and social care, and the creative, digital and film sector.	<ol style="list-style-type: none"> 1. Deliver an Ealing Youth offer including new Kickstart opportunities, traineeships, apprenticeships and access to jobs. 2: Establish an Ealing Employment Hub to provide better access to jobs through a 'single front door' 3: Develop skills for job pathways in 'recovery' growth sectors and expand provision delivering employment outcomes 	Employment & Skills / Jobcentre Plus / Action West London / Young Ealing Work West / Shaw Trust JETS / Action West London / OPDC West London College / Ealing Adult Learning
Supporting Businesses To work in closer partnership with existing businesses to help with their adaptation to a socially distanced economy and proactively reach out to new businesses presenting Ealing as a strong place to start and grow a business in a local economy that will be more resilient and diverse as the borough recovers and renews from Covid-19.	<ol style="list-style-type: none"> 1. Support business survival and enable adaption to a new economy 2. Enhance supply chain networks and business to business opportunities 3. Develop a sophisticated inward investment programme focusing on the creative, digital and film industries 	Business Growth / High Streets Taskforce Business Growth / High Streets Taskforce Inward Investment / Creative, digital and film sector / Sponsors
Supporting Neighbourhoods To use Covid-19 as a mandate to radically reimagine and repurpose our commercial areas (town centres and industrial) so they provide more employment, cultural and leisure opportunities for residents to enjoy and thereby enable a more inclusive and sustainable local economy.	<ol style="list-style-type: none"> 1. Invest in the physical environment of town centres to enable thriving economies and improve health & wellbeing 2. Co-develop an action plan with landlords and partners to minimise voids and diversify the commercial offer 3. Enhance the role of culture, the arts and leisure across all neighbourhoods 	Transport Team / Highways Team / Local Planning Authority Business Growth Team / Commercial landlords / High Streets Taskforce Arts and Culture Team / Creative, digital and film sector

PART C

Supporting Climate Action

	Objectives		
	Green Infrastructure and Homes	Green Economy Jobs	Active Travel
Next 6 months	Implement the Green Homes Grant to deliver the deep retrofit of 200 low income and low energy performing homes	Ensure all applicable grant funding bids and procurement activities prioritise the creation of a green economy homes	Where appropriate, review existing infrastructure allocations that could be redirected or repurposed for delivering more active travel outcomes
6 - 12 months	Work with the Local Planning Authority to create an ambitious local infrastructure delivery plan that prioritises sustainability	Work with partners to develop a Green Skills Academy to help to deliver green projects linked to the Green Homes Grants and Decarbonisation Funds	Carefully evaluate the temporary transport measures including Low Traffic Neighbourhoods, pavement widening and cycle lanes to evidence a permanent installation
12 + months	Finalise business case for retrofitting of social housing and 20 of the council's own commercial buildings	Develop a business case to secure a council joint venture with Energiesprong	In partnership with public and private sector, co-develop an active travel action plan and funding model for delivery

Case Study: Green Homes Grants, Local Authority Delivery scheme

Retrofitting the borough's housing stock is arguably one of the most essential, practical and challenging tasks a local authority has the capability to deliver in the climate emergency. In collaboration with West London Business partners and employment and skills colleagues, the vision is for West London to become a home retrofit hotspot, leading on delivery innovation and job creation to support carbon reduction and the growth of the sector within the subregion.

With £3b of government funding committed to help the country recover

from Covid-19, Ealing Council worked quickly to build a consortium of boroughs to create a plan to retrofit the homes of low-income residents at pace and scale. The coalition was awarded a £4.7m grant towards 700 whole house retrofits that will deliver carbon savings, address fuel poverty and strengthen the local economy.

Work is underway to secure additional grant funding of £14.5m to deliver an additional 1,200 retrofits in confirmed future phases, allowing the consortium time to establish a green economy legacy.

PART C

Supporting Residents

	Objectives		
	Ealing Youth Offer	Ealing Employment Hub	Skills for Jobs Pathways
Next 6 months	Develop the Ealing Youth Offer mission – engage partners and businesses, develop shared vision and agree targets with a focus on those most excluded	The hub will offer rapid and ‘light touch’ support, triage, skills assessment as well as intensive support for those further from the labour market	Expand employability provision and increase vocational provision at all levels - align skills funding to deliver increased employment outcomes especially in growth sectors
6 - 12 months	Expand the number of businesses and young people benefitting and formalise links between Kickstart, growth sector training, apprenticeships and jobs	Better referral routes from housing, health, disability, family and community services through to jobs in growth sectors, SMEs, OPDC and on large developments	Develop a ‘West London Skills Tool’ to map and deliver pathways towards health, green, creative and digital industries (CDI) providing better routes into resilient careers linked with industry
12 + months	Work with partners to increase traineeships, internships, and apprenticeships particularly in growth sectors and levy funded; target the vulnerable and furthest from the labour market	Strong social value policy delivers more and better jobs for residents – strong local partnerships lever investment to support residents into jobs and training	Deliver improved careers guidance in schools and in adult provision to enable choice and access to good work with progression routes and better incomes and improved well being

Case Study: Work West

Ealing Council’s Work West service offers virtual employment support to Ealing residents and tailored recruitment support to businesses. Work West can be accessed online via Work West website or by phone on 020 8825 8486.

During lockdown, Work West delivered 865 enrolments in training and 124 online courses, including vocational provision, English for Speakers of Other Languages (ESOL) and employability courses. We provided advice to 196 businesses and a range of support to help them cope with the impact of Covid-19. We also brokered 134 vacancies and provided advice and guidance to 136 residents who were furloughed or made redundant. We

also supported the recruitment of critical healthcare jobs to help Ealing tackle the crisis.

We prioritise Ealing residents and provide support to help them access training and employment. A 26-year-old Ealing resident registered with Work West as he wanted to get into employment quickly. He had struggled to secure employment on his own and suffered from anxiety, depression and lacked confidence. Through participating in the programme, he grew in confidence, received career guidance, was supported to identify opportunities and developed his job application skills. As a result, he successfully secured a permanent job in food retail.

PART C

Supporting Businesses

	Objectives		
	Support business survival & adaptation	Enhance supply chain networks	Refresh our inward investment programme
Next 6 months	Evolve the High Streets Taskforce activity supported by evidence gathering led by a second business survey and a series of focus group meetings with local businesses	Implement learning from the Fit to Bid pilot and coordinate supply chain intelligence with key partners including Heathrow and West London Business (WLB)	Refresh and recalibrate the Ealing in London offer to enable better partnership working with the business community and investors
6 - 12 months	In partnership with businesses and e-commerce experts, better digitalise business activity and open-up pathways for greater innovation	Formalise partnerships with local businesses and anchor institutions to scale up the Fit to Bid programme with a focus on growth sectors	Launch a new inward investment website, which will include an 'Invest in Ealing' platform matchmaking business with commercial spaces across the borough
12 + months	Secure full integration with online platforms including the 'West London Skills Tool' and 'Invest in Ealing' to increase business to business interaction and support referrals	A revised procurement policy that prioritises local businesses in accessing second and third tier supplier opportunities and their wider networks	Deliver a comprehensive programme of business support and investment activity that has been co-developed by the council and Ealing in London sponsors



Case Study: Fit to Bid

“We have come a long way as a small company struggling to make a breakthrough while always being overshadowed by large companies with little hope of unlocking the secret of their success. Thanks for presenting the greatest opportunity my company have been waiting for - for the past twenty years”. Those are the words of Dennis Kargbo-Reffell, MD of Kleaneffect, one of the 45 participants on the “ Fit To Bid” programme, aimed at equipping businesses with the skills, technical knowledge and know-how to bid for and secure contracts with Heathrow Airport, Ealing Council and other Tier 1 Suppliers. Developed by Brandiun Business Support Ltd on behalf of the Council’s Economic

Growth service, the programme was intended to be delivered in workshop settings accompanied by one to one advice and feedback to participants following their completion of a Capability Assessment questionnaire.

Despite the challenges of the pandemic and the move to online delivery an overwhelming majority of participants (78%) felt the enforced switch from physical to online proved very successful. A snapshot of the results revealed that participation improved their understanding of the Bid process (85%), improved their overall business skills (75%) and were more likely to bid for contracts (70%).

PART C

Supporting Neighbourhoods

	Objectives		
	Invest in the physical environment	Minimise commercial voids	Enhance the role of culture, arts & leisure
Next 6 months	Through the High Streets Taskforce, identify priority areas for local enhancements across all town centres and high streets	Expand the representation of the High Streets Taskforce to include landlords and business that can bring diversity and innovation	Coordinate local, regional and national partners to start co-developing a cultural renewal plan for Ealing that will have a strong focus on the CDI and film sector
6 - 12 months	Work with the Local Planning Authority to secure local enhancement areas as part of the infrastructure delivery plan	Engage new partners and conduct soft-market testing to better understand the types of business demand and their priority locations	Build the evidence base to support Ealing's Local Plan in setting out a policy approach to securing affordable workspace and greater support for the CDI and film sector through s106 and/or CIL
12 + months	Ensure local enhancement areas are considered as part of planning applications and their s106 agreements to prioritise funding for delivery	Secure full integration with online platforms including the 'West London Skills Tool' and 'Invest in Ealing' to promote empty spaces to new businesses and investors	Implement a new model for curating and delivering events, including cultural animation and activation in high streets to support a potential to London Borough of Culture bid



Case Study: The Republic of Park Royal

The Republic of Park Royal is spearheading a cultural movement in the Park Royal area. Starting with the Excelsior artist studios that opened last year they are now expanding to 4 further studios in the area. Together with other studio providers, Artistic Spaces and Queenrollhouse, there is a developing critical mass and an emerging creative hub. There is a symbiotic relationship with the surrounding industry and businesses. Public art work is springing up in the area and these creative industries bring a ripple effect of employment, economic benefits and benefits for the local communities and businesses.

These hubs demonstrate resilient business models that could serve as an example for more mixed uses of our high streets. For example a car workshop, flower shop and creatives all under one roof. The more commercial businesses pay higher rent to allow for more affordable rent for creatives.

Rather than developer-led regeneration, this exemplifies a community and grassroots-led approach which is strongly in line with the GLA's ethos and policies around protecting creative workspaces in the capital.

PART D

Economic Vision 2040

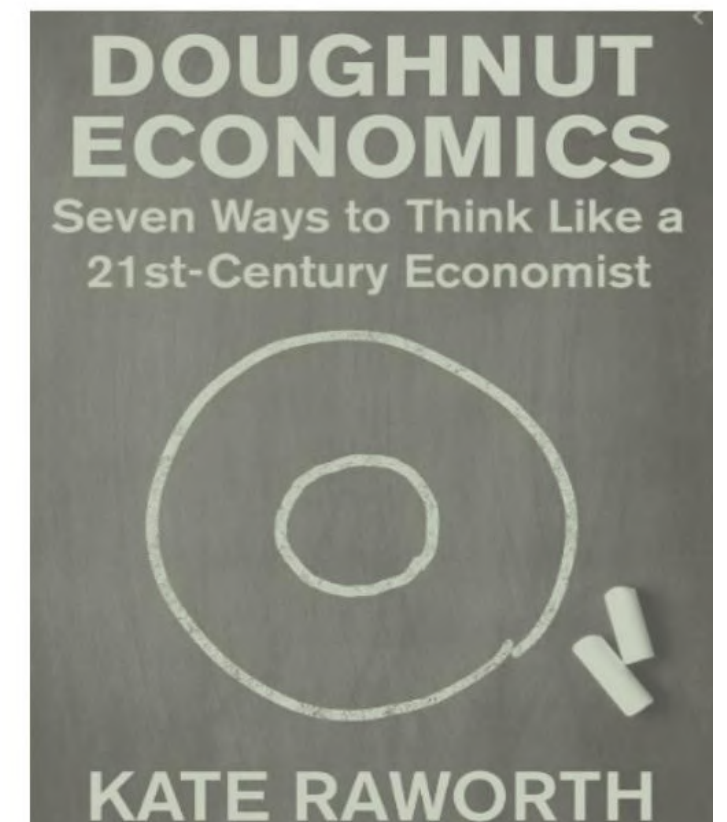
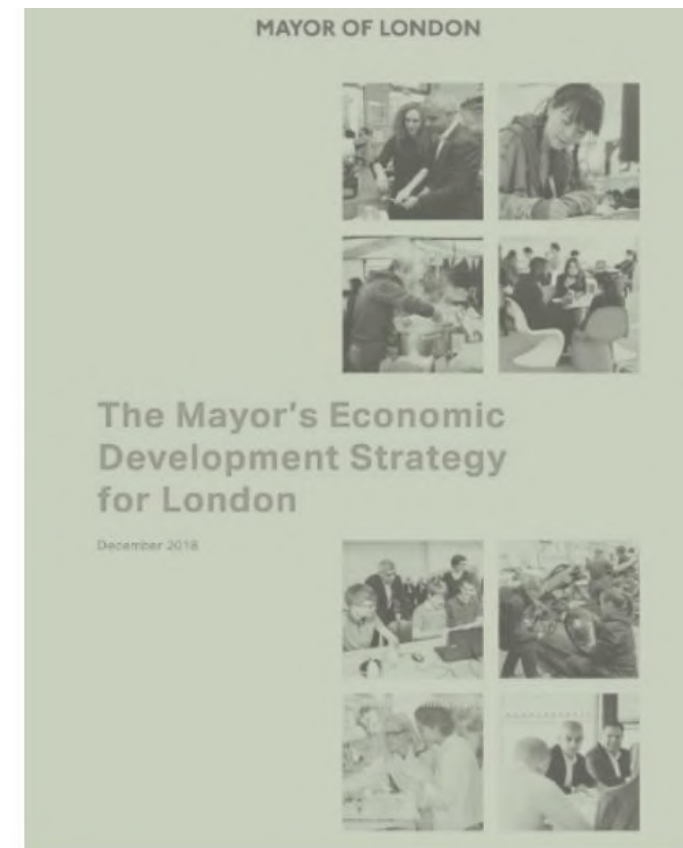
A Greenprint

This ‘greenprint’ rightly sets out the shorter-term actions that we must focus our efforts on over the next months as the pandemic continues.

This approach will better manage our finite resources and ensure our most vulnerable and disadvantaged residents and businesses are protected as a priority. This approach will also help keep our climate action commitments at the top of the council’s policy making and investment agenda.

However, this ‘greenprint’ also starts to introduce the idea of taking a different approach to economic growth. An approach that is genuinely sustainable and protects our climate and natural environment, an approach that is inclusive so most of the economic benefits and wealth creation is directed to our disadvantaged communities, and an approach that is socially just so our BAME residents and workers enjoy the same economic opportunities and public health outcomes as their white ethnicity peers.

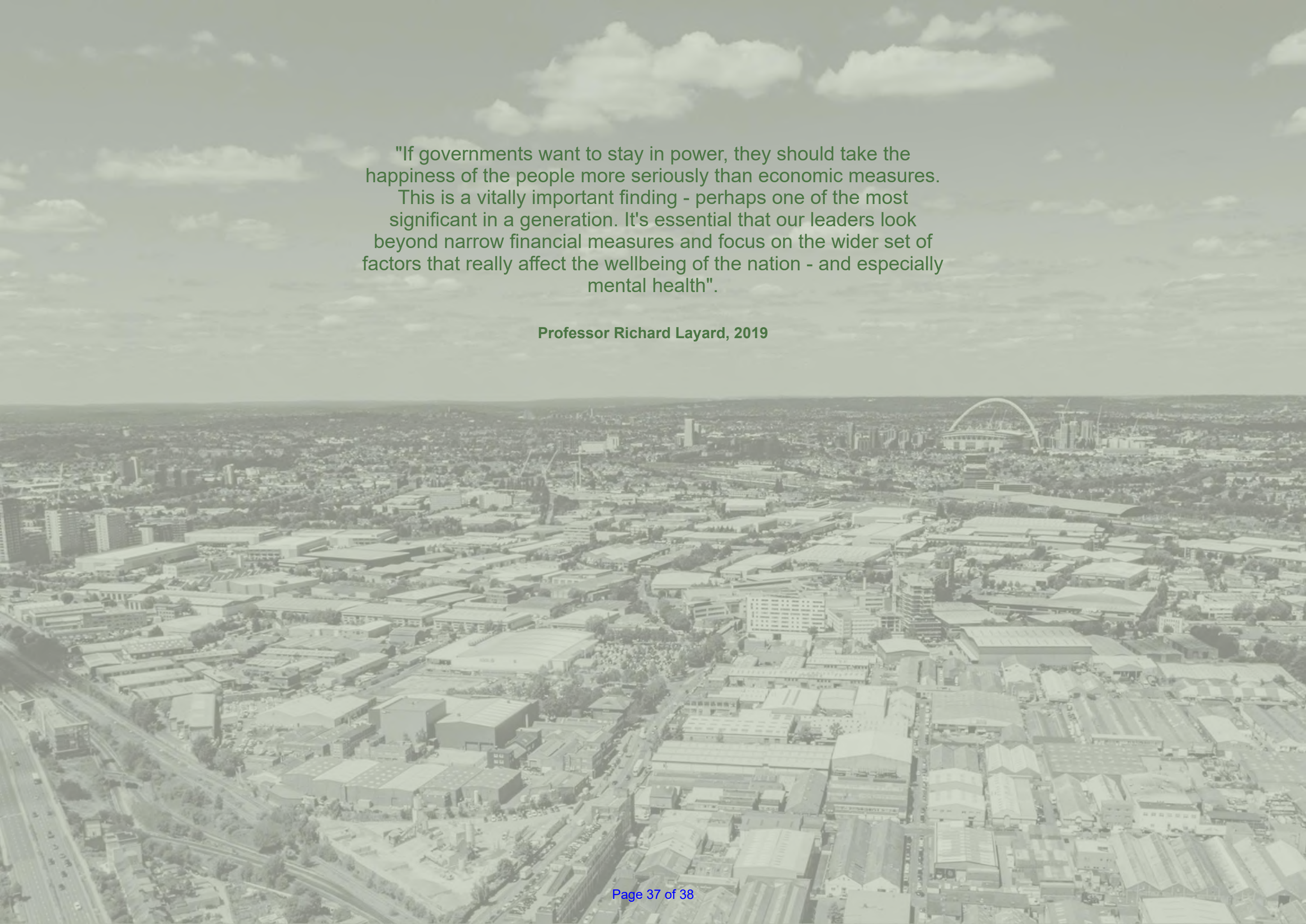
To achieve this, we will continue to robustly lobby for a clearer and more ambitious vision from government and in parallel we will commence work on what will be Ealing’s first economic growth and industrial strategy 2040. This strategy will be co-developed by a multitude of stakeholders, so its vision is shared, and its objectives can be co-delivered.



PART E

Measuring Success

	Future Ealing Outcome	Key Performance Indicators
Supporting Climate Action Green Infrastructure & Homes Green Economy Jobs Active Travel	<ul style="list-style-type: none">• The borough has the smallest environmental footprint as possible	
Supporting Residents Ealing Youth Offer Ealing Employment Hub Skills for Job Pathways	<ul style="list-style-type: none">• Jobs and Increasing Incomes• Children and Young People fulfil their potential• Children and Young People grow up safe from harm	
Supporting Businesses Support Business Survival and Adaption Enhance supply chain networks Refresh our inward investment programme	<ul style="list-style-type: none">• Jobs and Increasing Incomes• A clean borough and high-quality place	
Supporting Neighbourhoods Invest in the physical environment Minimise commercial voids Enhance the role of culture, arts and leisure	<ul style="list-style-type: none">• Health and well-being• Increasing supply of quality and affordable housing• Crime is down, and neighbourhoods are safe• A strong community that promotes diversity & reduces inequality	

An aerial photograph of a city, likely St. Louis, Missouri, showing a dense urban landscape with numerous buildings, streets, and green spaces. In the background, the iconic Gateway Arch is visible, along with other large-scale structures and infrastructure. The sky is filled with scattered clouds.

"If governments want to stay in power, they should take the happiness of the people more seriously than economic measures. This is a vitally important finding - perhaps one of the most significant in a generation. It's essential that our leaders look beyond narrow financial measures and focus on the wider set of factors that really affect the wellbeing of the nation - and especially mental health".

Professor Richard Layard, 2019

