

**Report for:
ACTION**

Item Number:

Contains Confidential or Exempt Information	NO
Title	Southall Reset
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Portfolio(s)	Cllr Peter Mason, Leader Cllr Deirdre Costigan, Deputy Leader and Climate Action Cllr Shital Manro, Good Growth
For Consideration By	Cabinet
Date to be Considered	13 July 2022
Implementation Date if Not Called In	26 July 2022
Affected Wards	Southall (all)
Keywords/Index	Southall, Reset, Regeneration, South Road Bridge, Active Travel

Purpose of Report:

The report seeks Cabinet approval-

- To initiate the **Southall Reset Programme** that will enable a community-led approach to regeneration and investment for the Southall town centre and its surrounding neighbourhoods located in the wards of Lady Margaret, Dormers Wells, Southall Broadway, Southall West, Southall Green and Norwood Green. The programme will be focused on tackling deep-rooted challenges specific to Southall to support its residents and businesses to become part of a thriving Southall community and benefit from a more inclusive economy.
- To initiate the **Southall Active Travel Project** by replacing the South Road Bridge widening project and seeking to re-allocate the GLA £9.29m funding towards a range of projects across Southall that will enhance walking and cycling opportunities and contribute to a more healthy, attractive, and prosperous town centre.

1.0 Recommendations for DECISION.

It is recommended that Cabinet,

- Agrees to initiate the Southall Reset Programme priorities, actions and activities, set out in paragraph 3.13 Table 1 are progressed over the next four years to tackle the key challenges faced by Southall residents and businesses.

- Agrees to set up a 'community-led' Southall Town Forum as integral part of helping to deliver and monitor the Southall Reset Programme and to ensure Council Plan 2022-26 priorities are fully integrated and achieved.
- Delegates authority to the Executive Director of Place following consultation with the Leader and Cabinet Member of Good Growth to set up the Southall Reset Programme (including the Southall Town Forum) governance and take the necessary steps to lead on the implementation with the service leads, allocate resources, and monitor the progress until 2022-26.
- Agrees in principle initiate the Southall Active Travel Project on the basis of that the South Road Bridge widening project described in paragraph 3.13 below is replaced by alternative transport mitigation measures, for the reasons set out in Appendix 4 including significant escalation of costs, timescales and technical challenges regarding deliverability.
- Agrees, that officers should seek consent from the GLA that the remaining GLA funding of £9.29m earmarked for South Road Bridge widening works should instead be allocated towards developing the alternative transport mitigation measures. These measures (the Southall Active Travel Project) would comprise a range of highway and public realm improvements and enhancements that would be developed in full engagement and consultation with the Southall residents and businesses, subject to the agreement and consent of the GLA and subject to the necessary planning consents being secured.
- Delegates authority to the Director of Growth and Sustainability following consultation with the Director of Housing, Cabinet Member of Good Growth and Cabinet Member of Climate Action to enter into any agreements with the GLA, TfL and other stakeholders and take any other steps necessary to facilitate the implementation and delivery of the Southall Active Travel Project in line with the draft Travel in Ealing Charter to be agreed with local residents

2.0 Recommendations for NOTING

It is recommended that Cabinet,

- Notes a revenue budget submission as part of the Medium-Term Financial Plan and 2023/24 budget process will be made to enable the Southall Reset Programme to be delivered and monitored until 2024-26.
- Notes the Southall Town Briefing headline economic performance, key challenges and opportunities included at Appendix 1 that support the need for the Southall Reset Programme and recommendations.
- Notes the Southall Baseline Study and Southall Employment Audit included at Appendix 2 and 3, respectively.

- Notes the Southall summary from the Shaping Ealing engagement included at section 16 of this report carried out between November 2021 to May 2022, which has informed the Southall Reset Programme priorities.
- Notes the conclusions of the South Road Bridge widening report included at Appendix 4 that covers the options considered, stakeholder engagement and construction challenges to inform the recommendation.
- Notes the business case, outlined in the Officer's Decision, to activate Southall Manor House included at Appendix 5 for it to become a local employment and business hub to benefit the wider Southall community of local businesses and offer opportunities for local residents for secure employment.

3.0 Reason for Decision and Options Considered

This section set out the context and reasons behind the two key decision topics, firstly those associated with the Southall Reset Programme and secondly, the Southall Active Travel Project by reallocating the South Road Bridge widening project funding.

Southall's current context

- 3.1 Southall is a cultural destination of national importance and is a growing neighbourhood. Significant new development of predominantly new homes is already underway and there are plans for a new commercial neighbourhood to complement the existing town centre. However, there remains much potential to bring 'good jobs' to the area to make the local economy more diverse and resilient and better capitalise on its proximity to Heathrow, the A312 and enhancing it as a destination for the South Asian food and retail.
- 3.2 Southall has experienced significant changes over the last decade, primarily due to the large-scale investment proposed and agreed through the planning system, of which a number of schemes have been implemented. Southall has also benefited from a multi-million-pound package of investment in infrastructure and the public realm following the publication of the 'Southall Big Plan' proposals in 2012. These schemes include:
 - Southall Broadway Boulevard public realm project, improving pavements and reducing pedestrian accidents by removing formal crossings and implementing a series of crossing boulevard points.
 - Southall Great Streets acupuncture points – implementation of new public spaces at Southall High Street (Lidl / Market Square), Southall Manor House Square, St John's Church, St Anselm's Church, outside the Dominion Centre
 - Improvements to South Road and implementation of a new public square north of Iceland and Quality Foods
 - The Implementation of the Merrick Road Foot and Cycle Bridge (due to open Autumn 2022) to provide a safe crossing away from South Road Bridge

- Investment in the Dominion Centre and the opening of the library there
 - The refurbishment of Southall Manor House and the disused Southall toilet block shortly to reopen as a cycling café
 - The provision of four new outdoor gyms in Southall's parks as part of the Let's Go Southall programme.
- 3.3 Despite the improvements and the public investment in the area, local people have expressed concerns about the significant amount of and affordability of new residential development, the relative lack of new employment space and job creation, and ongoing issues of congestion and fly tipping in the public realm. There is also concern about some of the heights proposed in new developments and pressure on local services. The recent Shaping Ealing engagement showed how concerned local people are about the future of Southall and their expectations for change, the findings of Shaping Ealing are set out in full in the engagement paragraphs 16.2 – 16.5.
- 3.5 Since the COVID-19 pandemic, Ealing has been one of England's hardest hit boroughs where levels of pre-pandemic inequality and disadvantage have been exacerbated. A primary cause of this impact was the downturn in the aviation sector with Heathrow and its supply chain network of businesses being the largest source of employment for Ealing residents, most notably in the borough's western communities in Southall. As a result, Ealing's is ranked second highest in West London in terms of those on in-work benefits and Southall had London's highest rate of furloughed residents.
- 3.6 Furthermore, the ongoing impacts of global factors, including COVID-19, cost of living crisis and BREXIT, have made life much harder for many of Southall's residents and businesses and impacts on Southall's local economy. In this context of rapid change and economic uncertainty it is critical to fully understand the current economic and social challenges that Southall residents and businesses are experiencing, and the council has therefore produced a comprehensive and holistic data document called the Southall Town Briefing included at Appendix 1.
- 3.7 The Southall Town Briefing is purposefully designed to inform local priorities - providing a robust and clear evidence-led starting point for the Southall Reset Programme. The Southall Town Briefing and associated evidence base studies has identified significant issues that would need a coordinated and sustained holistic response from the Council to fully support and enable a community-led approach to future change in Southall. However, it has also identified opportunities that could be harnessed by the Southall community over the coming years. The main findings are summarised below:

Southall's key socioeconomic characteristics

- Southall is home to 70,176 people. This is equivalent to 21% of the borough's population. Southall is one of the most ethnically diverse places in London.
- 23% of Southall's Lower Layer Super Output Areas (LSOAs) are in the top 20% deprived nationally. This is above the borough median ranking second out of the 7 towns

- Southall residents earn the least in the borough. 52% of Southall’s jobs are classified as low pay work. This is the highest proportion of all of the borough’s towns.
- Southall’s population density is 84 persons per hectare. This is above the borough median ranking second out of the 7 towns
- Despite these challenges, Southall’s businesses have grown by 20% since 2015. This is above the borough median ranking and first out of the 7 towns. It is home to major public sector employers, such as Ealing Hospital NHS Trust, St Bernard’s Hospital and industrial sites house diverse businesses e.g. Noon Products, Delifrance, London Workwear Rental amongst others.
- The industrial land in Southall is expected to come under further pressure due to the lack of supply and growing demand in West-London sub-region and London as a whole.
- As recognised by the Let’s Go Southall baseline survey at least 43% of residents are classified as inactive.

Key challenges for Southall

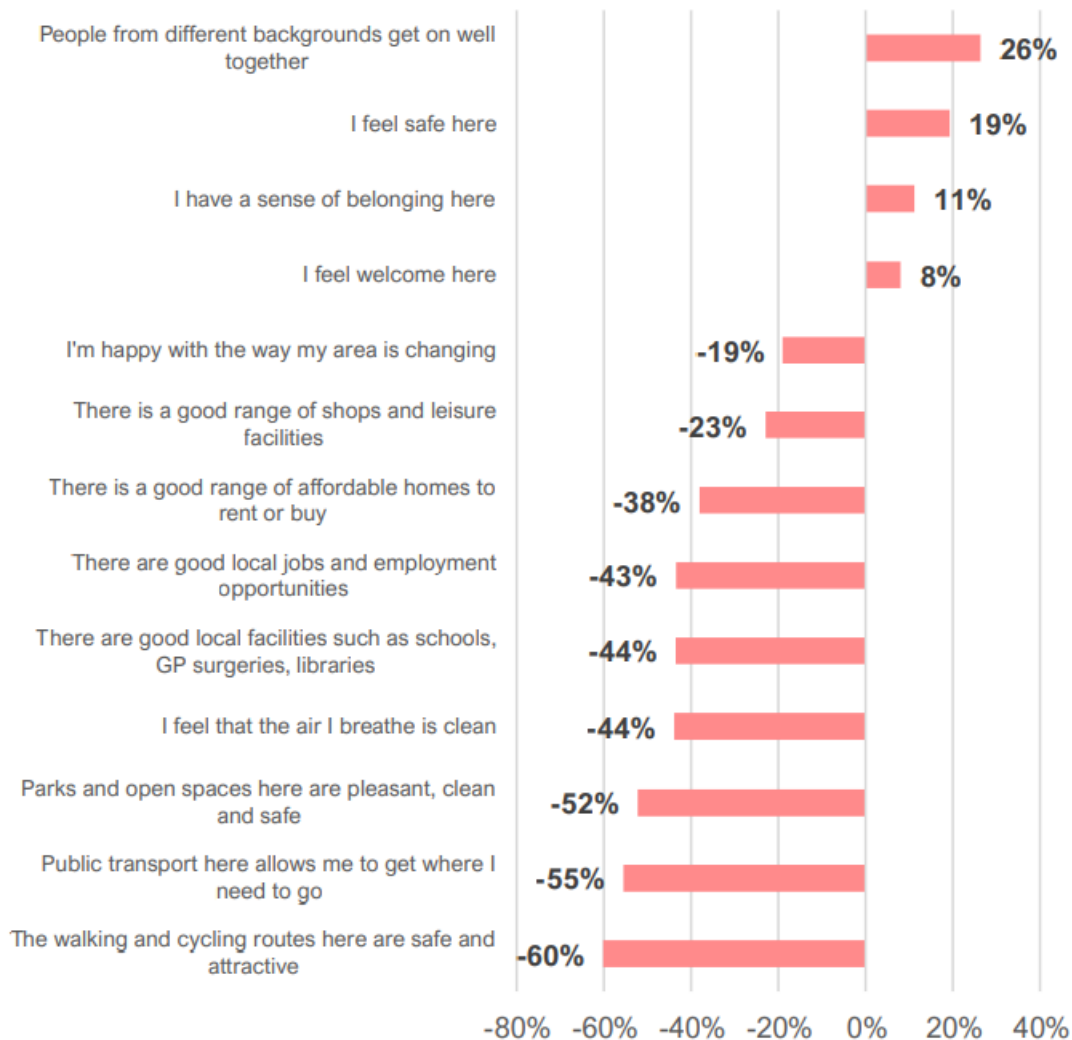
	Net annual income (2018)	Net annual income after housing costs (2018)	% of jobs in low paying industries	% of LSOAs in the top 20% most deprived nationally
1.	Ealing (£52,200)	Ealing (£37,578)	Southall (52%)	Northolt (40%)
2.	Acton (£47,843)	Acton (£33,143)	Northolt (47%)	Southall (24%)
3.	Perivale (£47,700)	Hanwell (£33,250)	Acton (39%)	Hanwell (17%)
4.	Hanwell (£47,075)	London (£31,610)	Ealing (37%)	Greenford (13%)
5.	Greenford (£44,680)	Perivale (£29,350)	London (33%)	Ealing (9%)
6.	London (£43,114)	Greenford (£28,080)	Greenford (32%)	Acton (6%)
7.	Southall (£41,271)	Southall (£25,886)	Hanwell (28%)	Perivale (0%)
8.	Northolt (£39,200)	Northolt (£25,200)	Perivale (26%)	

Sources: ONS, BRES, IMD

Image 1-Key socio-economic indicators for Southall vs London & Ealing’s other seven towns (Source: Appendix 1 Southall Town Briefing)

- **Low pay, poverty and deprivation:** Southall is where the borough-wide challenges of deprivation, low pay, are particularly acute. This is contributing to deeply embedded health and wellbeing challenges. The Race Equality Commission Report has highlighted the need for an investment in adequate primary care in Southall, ethnic minority pay-gap and deeper meaningful engagement, and better conversations with residents.

- **Place perception:** responses to the recent Shaping Ealing engagement survey suggests that views from Southall residents are much more negative as compared to the borough overall as well as the other six towns. There are concerns about the lack of safe walking and cycling routes, public transport provision, high quality open spaces, safety, air quality, community facilities and good jobs and employment opportunities.



Source: Shaping Ealing Survey

Image 2- Net positive/negative results from Southall respondents to the non-statutory Shaping Ealing engagement (Source: Appendix 1 Southall Town Briefing)

- **Retaining Southall's identity amid large scale development and rapid change:** In the Council's Local Plan 2013 and London Plan 2021, Southall is identified with potential for 9,000 new homes and 3,000 new jobs by 2041. Since 2014, the pace of new homes provision has been rapid with over 1,800 coming forward. However, the employment space and new jobs has not come forward as planned. Also, there is concern locally about the rapid pace of change, its impact on the local character, community facilities, community cohesion, and some local businesses in industrial areas feeling that they could be pushed out. Given that a significant number of new homes are in the

pipeline, it will take years for the planned benefits such as new open spaces, health and community facilities and local jobs to be realised fully.



Image 3- An artist's impression of major developments, either under construction or approved in Southall (Source: Appendix 2 Southall Baseline Study)

Planning Context

- 3.8 A large part of Southall was designated an Opportunity Area in the 2011 London Plan, identifying a potential for 9,000 new homes and 3,000 new jobs by 2041. The designation was driven by a combination of a number of factors including the availability of former industrial brownfield sites and the planned arrival of the Elizabeth Line at Southall Station. The Southall Opportunity Area Planning Framework (OPAF) was approved in 2014 and has informed majority of the recent developments in Southall, providing much needed affordable homes in Ealing. However, the OAPF delivery has been led by residential developments, at the expense of to nurturing and strengthening Southall's role in West London as a centre of industry and employment. The arrival of the Elizabeth Line to Southall must be leveraged to ensure that good jobs and employment opportunities come to Southall, alongside investment in social infrastructure and amenities.
- 3.9 In early 2022, the Council commissioned two evidence base studies to provide the planning baseline of all development sites in Southall and undertake an audit of industrial areas. They are included at Appendix 2 and 3, respectively and provide an up-to-date picture. The evidence base studies confirm the limited provision of commercial and employment spaces in new developments and challenges faced by the existing businesses and industrial estates in Southall. Southall's industrial estates with nearly 400 businesses and over

4,000 jobs, contribute greatly to the local economy and more widely to the West London. Given the finite supply of industrial land in the borough, these estates would benefit by protection at right locations, intensification to optimise the land available and enhancement through investments to make them future ready in meeting the needs of new businesses and provide good jobs.



Image 4- Southall Industrial Areas' contribution to the local economy- key statistics (Source: Appendix 3 Southall Employment Audit)

3.10 The Southall Opportunity Area designation and OAPF are now 10 years old, and it is time for a new vision for Southall, in short it is time for a Reset of the Council's priorities to better reflect the priorities of the local community today. Officers are engaging with the GLA to agree how the Southall OAPF can be reviewed in the light of the London Plan policies and the emerging Ealing Local Plan to guide the development of a new kind of urbanism for Southall that is based on strong urban design, place making and sustainability principles developed in conjunction with local people, local businesses, land owners and developers and all who have stake in the future of Southall. More detailed masterplans and planning advice will be prepared for key areas of opportunity and change. This will be underpinned by the evidence base that is being developed for Ealing's new Local Plan, which will have chapter dedicated to Southall and will be adopted in due course.

Why a Southall Reset and what does it mean

3.11 The key challenges outlined above point towards the need for a fundamental change in how the Council deploys its finite resources and targets investment and enhancements in Southall, along with considering how it builds a new relationship with Southall's residents and businesses. This includes having a

full understanding and open recognition that some of the recent changes in Southall are perceived negatively by Southall's community and therefore lessons must be learned about how future changes can enable more positive outcomes and feelings for the community. A reset means the Council will support, encourage, and enable a community led approach to future development, investment and service delivery in Southall, where local people will have the best opportunity to shape the future direction of Southall.

3.12 While Southall already has a number of successful and innovative partnership projects underway including Lets Go Southall, Open Havelock, Southall Jobs Partnership and Southall Grand Union Canal Wellbeing Way, a longer term and co-ordinated overarching partnership between the council and the vast array of Southall stakeholders is necessary both to further develop a wider programme of improvements and to underpin the development of the New Local Plan. This would also enable the alignment of the Southall Reset Programme with the priorities set out in the Council Plan 2022/26.

3.13 The table below shows how are number of projects are already aligned with the Council Plan priorities and how new projects can be developed to maximise positive outcomes for Southall.

	Southall Reset Priorities/ Activity / Actions	Lead Service/ Team	Status
1	Good Growth		
1.1	Set out a new community -led regeneration charter for Southall (Southall Reset engagement)	Communities	Commence in Autumn 22
1.2	Celebrate the local high street economy to expand its reputation as the destination, with supporting infrastructure for visitor infrastructure and environmental improvements.	Economic Growth	Scoping
1.3	Review S106 funding available at Southall and prioritise implementation of projects. Raise funding through new developments for new infrastructure, education, health and community facilities	Economic Growth Service and Planning	Ongoing
1.4	Attract new businesses to Southall, intensify industrial sites and strengthening the local economy.	Business Growth and Inward Investment	Scoping
1.5	New Local Plan engagement to shape the 'Town Plan' section for Southall that will inform the planning, design of buildings, heritage, high streets, industry and open spaces.	Strategic Planning Team	Consultation commences in autumn 2022
2	Climate Action		
2.1	In line with the boroughwide Travel in Ealing Charter, develop and implement the Southall Active Travel Project in	Transport, Highways & Parking	Consultation planned

	engagement with the local residents and business community.		June and July 2022
2.2	Provide bike hangers, electric vehicle charging points, improving roads, tracks and pavements including investing cycling infrastructure to complement Let's Go Southall programme.	Transport, Highways & Parking	Scoping
2.3	Make Southall streets and open spaces beautiful and resilient through planting trees.	Leisure	Ongoing
2.4	Monitor and improve air quality in Southall	Safer Communities and Housing	Ongoing
2.5	Develop an action plan that sets out how we will work with partners to enhance enforcement of highways contraventions	Transport, Highways & Parking	Ongoing
2.6	Work with Greener Ealing Limited (GEL) and enforcement contractors to improve waste reduction, street cleanliness and food hygiene standards	Street Services	Ongoing
2.7	Explore feasibility of new connecting route between Windmill Lane Industrial Estate and Merrick Road	Transport, Highways & Parking	Scoping
3	Thriving Communities		
3.1	Establishing a new Town Forum (in the form of Southall Reset forum/ partnership) based on a community charter for an inclusive, open and transparent partnership and positive engagement to drive forward the Southall regeneration.	Communities, Area Regeneration and Economic Renewal	Scoping and due to launch in autumn 22
3.2	Implement Southall Grand Union Canal Wellbeing Way (£700k GLA funding)	Leisure	Design development and funding awarded
3.3	Rapidly expand Let's Go Southall initiative, investing £3.2m already committed by Sport England in Southall to make cycling more accessible and safer Distribute the first tranche of 535 cycles to Southall Residents as part of the Let's Ride Southall programme	Leisure	2 new bike hubs in place training sessions underway
3.4	Renew Dormers Wells leisure centre and plan for a youth centre to replace the Young Adults Centre.	Children's Services, Leisure, Major Projects and Development	Feasibility stage

3.5	Explore the feasibility of improving access to public conveniences on and around Southall Broadway	Strategic Property and Investment and Street Services	Scoping
3.6	Exploring additional potential cultural assets for the town	Arts Libraries and Heritage, Leisure	Scoping
4	Decent Living Incomes		
4.1	Support "Love Southall" shop local campaign as part of Ealing's High Street Taskforce, create unique brand to promote Southall, get tough on environmental and trading standards enforcements and invest in enhancing the local high street facilities.	Business Growth and Inward Investment	Ongoing
4.2	Expand the Southall Jobs Partnership providing the opportunity to access a well paid job, apprenticeships and promote career opportunities in the health and social care sector	Employment and Skills	Ongoing
4.3	The launch of learning hubs and new digital skills and maths courses in Southall library to support with employability skills.	Employment and Skills	Scoping
4.4	Provide for an affordable workspace, business space at Southall Manor House as a pilot.	Economic Growth	Launch summer 2022
4.5	Open Havelock' project in partnership with Peabody/ Catalyst Housing to turn vacant garages into workshops for local businesses.	Economic Growth	Due to open in Q3 22
4.6	Launch a new Inward Investment model for Southall that focuses investments to meet the local needs and unique opportunities offered by Southall	Business Growth and Inward Investment	Due to launch in autumn 22
5	Genuinely Affordable Homes		
5.1	Work with Southall developers and landowners to deliver even more genuinely affordable homes in new developments.	Planning, Housing Development	Ongoing
6	Inclusive Economy		
6.1	Use the Council land and assets in Southall to benefit residents of the borough.	Strategic Property and Investment	Cabinet approval Land and Investment Strategy expected in late 22.

7 Tackling Crime and Inequality			
7.1	Set out an Equality Action Plan, "Ealing for Everyone" pledge, respond to Safer Ealing for Women engagement findings to make streets, parks safer for Southall community,	Safer Communities & Resident Services	Scoping

Table 1 Southall Reset Priorities/ Activity / Actions

Southall Active Travel Project background

- 3.14 South Road Bridge carries South Road (A3005) over the Great Western Main Line in Southall, London. The widening of the South Road Bridge is a S106 planning obligation on the Green Quarter site (formerly Southall Gas works) and was secured in 2010 in prior to Crossrail. However, in 2015, responsibility for the delivery of this project passed to the Council as part of the GLA's 'housing zone' agreement, facilitated by the GLA funding of £11.875m.
- 3.15 In September 2018, Cabinet agreed to appoint Balfour Beatty as the main contractor and proceed to commission the 'preconstruction' phase of work. The feasibility study was delivered in 2018 and the detailed design was carried out by Highways consultants for the contractor Balfour Beatty in 2019 and 2020. The construction contract offer price and programme was delivered by Balfour Beatty in December 2020 and was reviewed in talks with Network Rail on method, programme and cost in 2021. It highlighted the key concerns as below:
- The total project cost estimated as £30m as against the available budget of £11.875 m.
 - The construction programme estimated to cover 5 calendar years, a significantly longer duration than previously anticipated in feasibility stage.
 - The construction of the bridge widening would also require a continuous 16-month one way road closure over the bridge. This would cause significant congestion in the area for all highways users including local London Bus services with a further impact on a wider area of west London.
- 3.16 The Council worked with Balfour Beatty and Network Rail to identify efficiencies that could significantly reduce the length of the programme and design measures to reduce costs. However no significant measures were found that could be used on the project to enhance deliverability and value for money. To date, spend of £2.58 m of the budget was incurred towards the feasibility, detailed design, and pre-construction stages. Therefore, officers in discussion with lead Members considered that the Council should not commission any further technical or design work on this project until options for alternative measures had been considered to avoid further abortive costs.
- 3.17 Council officers subsequently engaged with the GLA, TfL and concerned developers to discuss the findings and explore alternative transport measures and ways the remainder Housing Zone Grant funding could be redeployed. The policy context both at the Council and TfL has changed since 2010, when the bridge widening was originally imposed as a planning obligation/

condition. The Council and TfL now utilise the Healthy Streets Approach to improve air quality, safety, and reduce traffic congestion by supporting active travel measures. Poor air quality, safety, and congestion are big concerns for Southall residents and businesses, as evidenced by the recent Shaping Ealing engagement survey (see image 2 above), therefore the Southall Active Travel project is a good opportunity to directly respond to and resolve these concerns. Ultimately, the project would bring about a much wider range of benefits for the Southall community by making a larger area of Southall greener, healthier and a more pleasant place to live and work. It will also make Southall's high streets more attractive to visitors and help the local economy.

- 3.18 Added to this the 2010 consent did not assume the delivery of the Elizabeth Line, which is now expected to open fully in 2023. This means that the travel assessment today would be undertaken very differently to how it was undertaken in 2010 with more focus on public transport and active travel. These priorities also align with the Council Plan priority of Climate Action. Therefore, it is recommended that an alternative package of active travel measures should now be developed for Southall, providing enhanced infrastructure for safer walking and cycling routes complementary to the Let's Go Southall social movement, whilst still achieving the mitigation sought via the original bridge widening S106 obligation/condition and also still supporting the delivery of planned new homes in Southall.
- 3.19 As part of these alternative active travel measures, a range of options will be tested and form part of the engagement plans. In line with the Southall Reset ambitions, the engagement approach will follow the Council's draft Travel in Ealing Charter, currently in draft and provide an opportunity to all road users, residents and businesses alike to influence the proposals. The Let's Go Southall programme continues to focus on changing attitudes and behaviours towards physical activity amongst Southall residents by encouraging greater walking and cycling. It is helping to drive local demand for enhanced active travel measures and safe walking and cycling routes. The engagement will make use of the Let's Go Southall social movement investment and community resource, an example of this is the draft Travel in Ealing Charter work for Southall hosted and co-designed by the Let's Go Southall Active Communities Team. An indicative timetable for the implementation is outlined in section 17 of this report.
- 3.20 GLA officers have indicated that in principle the Housing Zone funding could be used to develop the alternative packages of active travel measures, preliminary designs and stakeholder engagement. However, the GLA requires the confirmation that the funding can be committed by Spring 2023 and fully spent by March 2025. There would also be a number of other tests and internal decisions by the GLA to confirm the availability of this funding package, which is currently being discussed between officers at Ealing and the GLA. Cabinet's approval and delegated authority as worded in recommendations seeks to confirm the Council's commitment and confidence over the delivery of active travel measures. Although officers would still need to work to get this package agreed and funded by the GLA, or by alternative funders should this option not be available.

- 3.21 It should also be noted that in addition to the GLA agreement to repurpose the Housing Zone funding, it will be necessary to seek a variation to the conditions attached to the planning permission and associated s106 to reflect the alternative proposals. Any decision to proceed with the alternative measures is therefore also subject to permission for that variation being secured.

4.0 Key Implications

How the Southall Reset Programme will be delivered and monitored

- 4.1 The Shaping Ealing engagement survey findings (summarised in section 16 of this report) are very important in the context of the Southall Reset Programme and similar to the Southall Town Briefing described in section 3.6-3.7 above, will act as key evidence to underpin the Southall Reset Programme. The Shaping Ealing engagement survey will also help inform the Council's New Local Plan, which is currently being drafted. Carefully considering the survey responses, the New Local Plan will in part be informed by the views of local residents and businesses and new planning policies can be developed to help to address local concerns about how their local area is changing. For example, in Southall this might be about the scale and design of new development going forward and the range of new homes and new jobs that those developments should provide locally. A draft version of the New Local Plan will be published in the autumn 2022 and will be subject to engagement and consultation with the Southall community before a final version of the New Local Plan is developed during 2023.
- 4.2 One of the key strands of the Southall Reset Programme will be working in partnership with businesses, landowners and strategic developers. The Council has commenced this by undertaking a business engagement during early 2022 and continue to build on it further to bring together a business group representing a cross-sector mix. Southall Business Expo was held at Southall Manor House on 7th July 2022, providing opportunities for businesses to showcase their offer, business to business networking and for residents to get involved. Similarly, officers convened roundtable meetings with the strategic developers and landowners in Southall. The meetings were chaired by the Director of Growth & Sustainability and there is willingness from this group to work together in addressing the shared priorities that extend outside their respective developments. These include supporting the local employment, skills, contributing to wider community infrastructure, initiatives such as a business brokerage role, jointly funded by developers to market the commercial spaces opportunities to local entrepreneurs, for example.
- 4.3 There are multiple projects, delivery agents and stakeholders active in Southall and the Southall Reset Programme will be the main vehicle to bring these disparate elements together. This is one of the ways in which the Council is looking to build greater levels of trust by debating the issues for Southall in a more open way. To ensure this is effective, appropriate governance will need to be in place so that it is clear when, where and how decisions are to be taken.

- 4.4 It is a Council priority to set up Town Forums for each of the borough's seven towns. These will take different forms, and will talk about different issues, depending on what people in each town want to talk about. We know many of the issues that people in Southall are concerned about from the Shaping Ealing engagement programme, other engagement and consultation exercises, including through the Race Equality Commission.
- 4.5 The Council Plan commitment is also that the Town Forums will have more power to set the spending priorities for local communities, and S106 / CIL funding will be allocated for this *"to be spent by communities on what they want, facilitating community initiatives and microfinancing."* It would therefore make sense that the Southall Town Forum forms an integral part of the Southall Reset Programme governance. As set out in section 17, we will work with Southall councillors, and other local people with an interest, as a steering group from July 2022 working to set up the Southall Town Forum to be running from autumn 2022.

5.0 Financial impact on the budget

- 5.1 The additional capital and revenue budget request or a growth budget will be considered as part of the next medium-term financial plan budget to be developed prior to Cabinet agreement in February in 2023. There is £8.613m in the approved capital programme for South Road Bridge widening scheme funded by GLA Housing Zone grant which is planned to be re-purposed for Southall Active Travel projects and also £0.677m GLA Housing zone grant available for South Road Bridge widening which can be claimed for this purpose, subject to GLA agreement. This provides in total £9.290m. The overall Southall Reset Programme would require additional revenue and capital funding including the Active Travel projects (£3.500m to £5.000m as noted in para 5.2, with revenue and capital split to be determined). Further work is to be carried out to explore all funding avenues for the overall Southall Reset Programme, before capital and revenue financial proposals are submitted for consideration as part of medium-term financial plan, prior to any Cabinet agreement in February in 2023.

Southall Active Travel projects

- 5.2 The Southall Active Travel Project is expected to be implemented using the GLA Housing Zone funding and available S106 funds or other sources of funding. The remaining GLA housing zone funding is £9.29m between 2022/24 (over 2 years) for South Road Bridge widening. Officers are currently in discussion with the GLA to seek to repurpose this funding towards the implementation of Active Travel projects. It is unlikely that this funding would be sufficient to deliver the full package of desirable projects and subject to consultation, feasibility, consents and final designs this package could require additional funding of around £3.500m-5.000m to ensure full implementation. If that is the case, other avenues of funding would need to be secured such as:
- TfL LIPs or Capital funding
 - S106 or CIL contributions

- Central government grant for example future rounds of ‘Levelling Up’ funding or other grant
- Capital from Ealing Council

Southall Reset

- 5.3 The Southall Reset Programme will bring together a number of existing projects, committed S106 projects led by the relevant services. The specific growth bids or external funding partnerships associated with the projects listed in Table 1 are outside the scope of this report and will be approved separately.
- 5.4 There are projects planned in Southall during 2022-23, funded by S106. As new developments come forward, there will be further S106 contributions expected during 2023-26 out of the pipeline of sealed agreements once triggers are met. These S106 projects will contribute to new infrastructure and wider investment in Southall and they will be implemented under the umbrella of Southall Reset Programme to maximise their impacts.
- 5.5 The Southall Reset Programme will be led by the Economic Growth Service working in collaboration with the various Council wide services who will require an additional officer time, front loading wider engagement and programme management. An additional growth revenue budget spread across four years is sought to cover these resource implications. It will be considered as part of the *next* medium-term financial plan budget to be developed prior to Cabinet agreement in February in 2023.
- 5.6 There are expected to be opportunities for bid for external grants and funding to support the Southall Reset programme including the Government’s next round of Levelling up Fund.

6. Legal

- 6.1 The Council has a legal agreement in place for the GLA Housing Zone funding for the South Road bridge widening works. The Council officers have exchanged letters with the GLA officers to seek ‘in principle’ support to vary these terms to enable the Council to provide alternative transport mitigation measures, expected deliverables and timescales. A delegation is therefore sought to enable the Council to agree changes to the associated legal agreements following the Cabinet decision to agree alternative transport mitigation measures should the GLA agree to this.
- 6.2 A similar legal agreement is in place with Berkeley Homes to ensure the delivery of affordable housing units on their Southall site. These homes were delivered in 2018 and 2019.
- 6.3 Before alternative transport measures can be progressed the planning consent relating to the Berkeley Homes site and associated s106 will also need be varied.

7. Value For Money

7.1 Value For Money considerations associated with South Road Bridge widening project are discussed in Appendix 4.

7.2 Southall Active Travel Project will be developed in accordance with the Council's corporate procurement procedures, project management systems and best value considerations. The Council has extensive experience delivering active travel schemes of this scale within budget and programme, to a high-quality standard, covering all stages from inception through to construction and evaluation. During the execution of the project, regular progress review meetings will be held to ensure the project is being executed to approved budgets and timescales.

8. Sustainability Impact Assessment

8.1 The Southall Reset programme will be based on the principle of sustainable development informed by the 20- minute neighbourhood principles. The Council has a clear ambition to ensure all development is zero carbon by 2030 and officers will work with developers to achieve this vision, which will inform the approach to new developments

8.2 The project level proposals will include an assessment of the impact on sustainability as outlined within the Council's procurement policies.

9. Risk Management

9.1 A comprehensive risk register, and monitoring framework will be prepared as part of the Southall Reset Programme management and governance structure and Active Travel measures projects delivery. Any variation to the GLA Housing Zone funding spend needs to be agreed in advance with the GLA officers and prior to commissioning further work to minimise financial risks to the Council.

9.2 An obvious risk is that if the GLA does not agree to repurposing of the existing Housing Zone grant then it will not be possible to implement the package of Alternative Mitigation Measures in Southall, which would in turn risk Berkeley Homes seeking recompense under the Housing Zone Collaboration agreement. In order to mitigate and manage this risk, officers are in regular dialogue the GLA and TfL and have written to them formally seeking confirmation in principle.

10. Community Safety

Any schemes undertaken as part of the Active Travel in Southall Project would be designed to reduce accidents and enhance safety for pedestrians and cyclists.

11. Links to the 3 Key Priorities for the Borough

11.1 Section 3.13 Table 1 sets out how the Southall Rest programme will help achieve the Councils Corporate Plan which are all support Ealing Council's three key priorities for Ealing:

- Fighting inequality
- Tackling the climate crisis
- Creating good jobs.

12. Equalities, Human Rights and Community Cohesion

- 12.1 Due to the cross-cutting nature of this report which covers a broad umbrella of projects and workstreams, an Equality Analysis Assessment (EAA) will be carried out at the project level. Full regard will be paid to the EAA in the development of any proposals.

13. Staffing / Workforce and Accommodation implications:

None.

14. Property and Assets

- 14.1 There are several Council owned assets and property interests across Southall. The report does not involve the Council assets directly. However, one of the priorities of the Southall Reset Programme under the 'Inclusive Economy' includes '*Use the Council land and assets in Southall to benefit residents of the borough.*' This workstream will be progressed following the Council's Land and Asset Strategy due to be completed by the end of 2022.

15. Any other implications:

None

16. Consultation

Member Engagement

- 16.1 The Leader and relevant portfolio holders were briefed throughout the drafting of this report as part of the regular briefings. Following the local elections in May 2022, a joint briefing with all Southall ward councilors was held on 12th May. The scope of Southall Reset priorities were updated subsequently to reflect the discussion. The detailed issues logged during the member's briefing will be followed through the relevant workstream. Southall ward councilors will play a vital role in shaping and driving forward Southall Reset Forum and they will be updated through regular briefings.

Shaping Ealing (Southall) engagement findings

- 16.2 The first phase of non-statutory engagement on the new Local Plan for Ealing was launched on 10 November 2021 as a suite of activity under the "Shaping Ealing" umbrella. The consultation concluded on 9 May 2022 and the biggest ever volume of feedback has been received to any public consultation, consisting of nearly 10,600 responses to the online survey on the Give My View digital platform, and feedback gathered through a number of engagement events held in various parts of the borough including Southall. There were 1,046 or 10% of the total responses from Southall. Overall, views from Southall are much more negative as compared to the borough overall responses, as well as other areas. These are shown in Figure 1. The full

report covering all seven towns and setting out the next steps will be published separately in July 2022.

- 16.3 The survey asked a total of 13 attitudinal questions using a slider scale on whether people are happy with their local area in terms of things under the broad themes of environment, local facilities and opportunities, and community feeling. The slider scale responses (from 0-100) were converted into five-point agree/disagree scales, and for easier analysis/ interpretation a 'net agree' percentage has been calculated for each question. This is obtained by subtracting the percentage of those who 'disagree' (strongly or fairly) from those who 'agree' (strongly or fairly).
- The biggest divergence from the borough-wide results is on the availability of clean and safe parks and open spaces in Southall.
 - Similarly, while people in the borough feel safe on balance – net agree score 4% – this is not the case in Southall where the net agree score for this measure is -42%.
 - Results from Southall are also different from the borough for satisfaction with local facilities (Ealing score 9%, Southall -17%) and availability of shops and leisure facilities (Ealing score 1%, Southall -20%).
 - Further, even where the general polarity of opinion in Southall matches that in Ealing overall, people in Southall feel less positive than the borough overall on measures that are scored as positive, and more negative than the borough on the negative measures. For example, while the borough net score for cycling and walking facilities in the borough is only -8%, it is -52% in Southall. There are similar levels of differences in dissatisfaction with air quality and employment opportunities.
 - For the positive measures, while 52% people agree on balance there's good public transport, in Southall this percentage is only 28%. There are also similar gaps in feelings of being welcome (Borough score 34%, Southall 10%), and sense of belonging (34% and 10%).

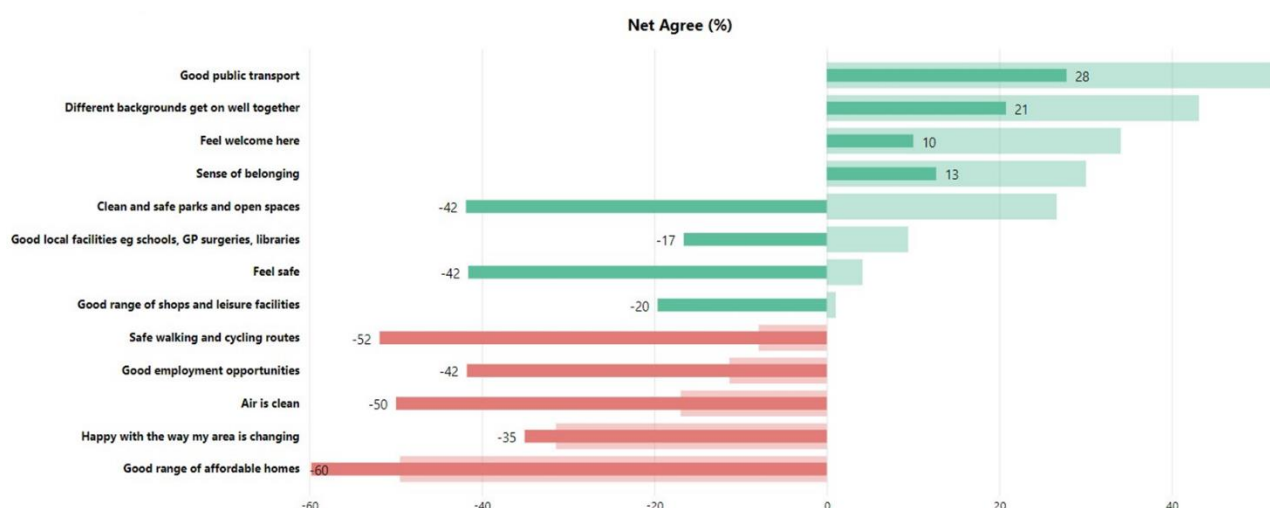


Image 5: Overall percentage of people in Southall who on balance agree with the 13 survey statements. (Net agree % = % agree - % disagree. Darker bars show Southall percentages; lighter underlying bars represent the borough average)

16.4 Furthermore, a number of online and in-person engagement events were held in Southall in partnership with Southall Community Alliance, GOSAD, Lets Go Southall, Southall Interfaith Forum, Catalyst Housing and Featherstone High School. Feedback from events held in Southall closely matches that seen through the online survey responses from the area. Key concerns and issues raised by participants in the events included:

- Dissatisfaction with local development, lack of facilities for walking and cycling as well as infrequent/ inadequate public transport, and concerns about safety especially in public spaces such as parks.
- Southall residents strongly raised poor levels of cleanliness and hygiene in the area and issues of littering, fly tipping, waste and pollution.
- Residents feel they are not either consulted properly or listened to by the council when new plans or policies are brought about.
- Participants said they did not oppose development but would like to ensure that proper infrastructure to support new development was in place before it takes place. Some felt that Southall was disproportionately impacted by the “disbenefits” of development such as noise, odour, traffic and disruption, instead of its advantages.
- Faith leaders from Southall noted the positive work as part of the Let’s Go Southall program, improved security and lighting in the parks, and investment in the outdoor gym. However, concerns were raised about the disposing of community assets such as the Youth Activity Centre and Featherstone Leisure Centre. Faith leaders also suggested other engagement methods for the local community such as more in-person engagement instead of digital/ online. They offered to have stalls in the local temples on the weekends to increase participation in the Local Plan survey.
- There were positive comments on diversity, multiculturalism, local cultural food and shops, therefore most young people would like to live in the borough after they finish school, however they find house prices are unaffordable, and also, made references to the level of homelessness and the poor state of housing. There is consensus that the local area does not always offer the best quality of housing, particularly the older social housing that looks run down and unsafe.
- At the events held in high schools, young people expressed a desire to work and live in the borough after finishing education but cited lack of suitable employment or apprenticeship opportunities as well as inability to use public and active transport to travel both locally and out of borough. Residents would like to see improvements to public facilities, parks and green spaces, as well as additional indoor and outdoor leisure facilities in the area.

16.5 There will be a full engagement with residents, businesses, and stakeholders in Southall on all the potential active travel projects following the principles set out in the draft Travel in Ealing Charter. This will allow the people of Southall, to influence the measures, and set the acceptability and or priority for implementation of schemes.

17. Timetable for Implementation

The project timetable is broadly as follows:

Task		When
Southall Reset Programme	Co-develop the Southall Town Forum with the local stakeholders and finalise the terms of reference.	August -Oct 22
	Develop the programme priorities, confirm projects, resources, governance and funding.	Sept-Oct 22
	Implementation of 'quick wins' priority projects	Nov 22-December 23
	Annual review of the project progress and outcomes achieved.	Annually until March 26
Southall Active Travel Project	Stage 1 engagement	September-October 22
	Design development and identify projects	Nov 22-Jan 23
	Stage 2 engagement on project proposals	Feb-March 23
	Final package of Active Travel projects	April-May 23
	Funding committed and phased delivery confirmed	June 23
	Project implementation	September 23-March 25

18. Appendices

- Appendix 1 Southall Town Briefing
- Appendix 2 Southall Baseline Study
- Appendix 3 Southall Employment Audit
- Appendix 4 South Road Bridge widening, June 2022
- Appendix 5 Southall Manor House Officer Decision June 22

19. Background Information

Cabinet Report- [South Road Bridge & Highway Widening Contract, Southall, 11 September 2018](#)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Eleanor Young	Strategic Regeneration Adviser	07/06/22		Throughout
Connor McDonagh	Assistant Director of Economic Growth	07/06/22		Throughout
Jessica Tamayo	Assistant Director of Strategic Property and Investment	16/06/22		
Charles Blake	Strategic Property Project Manager	16/06/22		
Chris Bunting	Assistant Director Leisure	9/06/22	13/06/22	Para 3.9, Table 1 and Lets Go Southall
Rajinder Singh	Let's Go Southall Transformation Lead	9/06/22	14/06/22	Appendix 6 Lets Go Southall and Active Travel engagement
Angela McKeever	Assistant Director of Employment and Skills	15/06/22		
Mark Wiltshire	Director of Community Development	15/06/22		
Joanna Sumner	Assistant Director - Communities	9/06/22	14/06/22	Paras 4.2 and 4.3
Tony Singh	Head of Highways	07/06/22		Throughout on Active Travel Projects sections
Chris Cole	Head of Transport Planning Service	07/06/22		Throughout on Active Travel Projects sections and Travel in Ealing Charter
Evan Bates	Manager, Special Projects, Highways	07/06/22		Throughout and Appendix 1 author
Steve Barton	Strategic Planning Manager	22/06/22	23/06/22	3.8-3.10 Planning Context
Carol Sam	Assistant Director Equalities and Engagement	22/06/22		
Lucy Taylor	Executive Director of Place	14/06/22	15/06/22	
Sandra Fryer	Interim Director of Growth & Sustainability	14/06/22	29/06/22	Planning context, funding opportunities
Darren Henaghan	Interim Director of Housing	14/06/22	15/06/22	

Ross Brown	Chief Finance Officer	9/06/22	14/06/22 and 01/07/22	5. Finance.
Russell Dyer	Head of Accountancy	9/06/22	01/07/22	5. Finance. 5.1 added and a recommendation to noet
Yalini Gunarajah	Finance Manager, Place	9/06/22	14/06/22 and 30/06/22	5. Finance
Jackie Adams	Head of Legal (Commercial)	9/06/22	14/06/22 and 30/06/22	6. Legal and recommendation s. 6.3 added
Cllr Peter Mason	Leader	16/06/22	22/06/22	Additional priorities included at Table 1
Cllr Deirdre Costigan	Deputy Leader and Climate Action	16/06/22	22/06/22	Clarity on funding, appendix 1 updated
Cllr Shital Manro	Good Growth	16/06/22	28/06/22	Town Briefing
External				

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:
	Mandar Puranik, Head of Area Regeneration and Economic Renewal