CABINET
Tuesday 21 October 2014 at 7pm
Minutes

PRESENT:
Councillors Bell (Chair), Anand, Dheer, Gordon, Johnson, Mahfouz, Rai, Tailor and Walker

ALSO PRESENT:
In accordance with paragraph 2.6(a) of the Constitution, Councillors Malcolm, Millican, Stafford and Young addressed the Cabinet with regard to the following items:

Item 07 - Tackling Child Sexual Exploitation in Ealing Strategy and Position Statement (Councillors Millican)
Item 10 - William Perkin Church of England High School – Improvements to Sports facilities (Councillor Millican)
Item 13 – Proposals Following Review of Governance Arrangements for the Health and Wellbeing Board (Councillor Stafford)
Item 14 – Approval of Expenditure of New and Re-purposed Section 106 Funding Received by Ealing Since October 2013 (Councillor Malcolm)
Item 15 - Gunnersbury Park Estate – Future Governance (Councillors Malcolm and Stafford)
Item 17 - 2014/15 Revenue and Capital Budget Update (Councillor Stafford)
Item 18 - Proposal for the Refurbishment and Development of Ealing Town Hall (Councillors Malcolm, Stafford and Young)
Item 20 – Supporting Housing Investment in Mixed Tenure Housing (Councillor Stafford)
Item 23 - Perceval House and Ealing Central Library (Councillors Malcolm and Young)

Michael O’Connor addressed the Cabinet on item 7 in his capacity as Independent Chair of Ealing Safeguarding Children Board

Also in Attendance:
Councillors Blacker, Camadoo, McCartan, Padda, Raza, Rodgers and Shaw

1. Apologies for Absence
There were none.

2. Urgent Matters
There were none.

3. Matters to be Considered in Private
Items 9, 10, 15, 16, 20 and 23 contained confidential appendices but were not taken in private as it was not necessary to discuss the confidential information provided.

4. Declarations of Interest
Councillor Gordon declared an interest in Item 8 (School Expansions and determination of Proposals for Elthorne Park High School) by virtue of his child attending this school. Councillor Gordon left the room for the duration of this item.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.
Councillor Mahfouz declared an interest in Item 22 – (Green Man Lane Regeneration Project) by virtue of his employment with A2 Dominion.

5. **Minutes Resolved:**
   That the minutes of the Cabinet meeting held on 16 September 2014 be agreed and signed as a true and correct record.

6. **Appointments to Sub-Committees and Outside Bodies Resolved.**
   There were none.

7. **Tackling Child Sexual Exploitation in Ealing Strategy and Position Statement Resolved**
   That Cabinet:
   i) notes the assessment of provision and response to Child Sexual Exploitation (CSE) in Ealing as set against the learning from the Independent Inquiry into Child Sexual Exploitation in Rotherham.
   ii) agrees that the current approach needs to be widely owned by the community including parents, faith groups and members.
   iii) authorises the Executive Director of Children and Adults to approve the final strategy on behalf of Ealing Council following consultation with the Ealing Safeguarding Children Board

   **Reasons for Decisions and Options Considered**
   In order to provide effective services to tackle CSE in Ealing it is important to have a multi-agency strategy with explicit objectives and a clear understanding of the current position of CSE in Ealing set against the learning from the independent inquiry into Child Exploitation in Rotherham 1997-2013.

   The draft strategy includes learning from the inquiry report and gives Cabinet the opportunity to give their views before wider consultation with all partners before agreement by the Ealing Safeguarding Children Board in December 2014.

   The inquiry report sets out the need for effective joint working across all partners and within the Council.

   The inquiry report makes it clear that children and young people will be best protected by effective multi-agency joint working with strong leadership Local Authority and engagement with all partners.

8. **School Expansions and Determination of Statutory Proposals for Elthorne Park High School Resolved**
   That Cabinet:
   i) approves the following proposals:
      a) The enlargement of the premises of Elthorne Park High School to increase the school’s Published Admission Number by 2 forms of entry, 60 pupils, to admit 240 pupils into each year 7 group from September 2016 onwards (increasing the capacity of the school by 300 places in total, an increase of
20%) conditional on the grant of planning permission under Part 3 of the Town and Country Planning Act 1990;

b) The establishment of an Additionally Resourced Provision (ARP) to support pupils with statements of Special Educational Needs or Education Health and Care Plans for 3 pupils per year group, totalling 15 places once full;

c) Authorise the allocation of £12 million of the existing schools capital programme for Elthorne Park High School expansions.

ii) authorises the Executive Director for Children and Adults to seek all necessary planning and statutory consents and approvals for the works described within this report.

iii) authorises the Executive Director for Children and Adults to invite and evaluate tenders for the expansion for Elthorne Park High School and award contracts for the works, if suitable tenders are received.

Reasons for Decisions and Options Considered
The decisions are required to enable the Council to progress to the next stage of the process for expanding school provision to meet its statutory duty to secure sufficient school places. The Council has a statutory responsibility to promote high educational standards, ensure fair access to educational opportunity and promote the fulfillment of every child’s educational potential. The Council must also promote diversity and increase choice.

Cabinet approval is required to invite and evaluate tenders, and submit any required planning applications.

The Legal Framework within which cabinet must consider the proposals is set out in section 5 of the report.

The relevant background report to Cabinet of 29th April 2014 can be accessed via the link below:

Update on School expansion programme and projected future demands April 2014

9. Children Services Capital Approvals
Resolved:
That Cabinet:

i) accepts the tender submitted by JB Leadbitter & Co Ltd in the sum detailed in Confidential Appendix A of the report and awards the contract for the expansion of Greenwood Primary School.

ii) approves the expenditure for the Greenwood Primary School expansion project as set out in Confidential Appendix A of the report, which will be funded from the existing approved capital programme.

iii) subject to obtaining planning consent agrees to enter into works orders considered necessary to facilitate the programme completion dates.

iv) authorises the Executive Director for Children and Adults, following consultation with the Portfolio holder and legal services to settle the terms of the contracts with JB Leadbitter & Co Ltd in accordance with EFA guidance.
Reasons for Decisions and Options Considered

The decisions are required to enable the Council to progress with plans to expand schools in line with approved statutory proposals and to secure sufficient school places to meet future demand.

Awarding this contract will facilitate the required additional accommodation for Greenwood Primary School to expand by 1 Form Entry (FE) from 2 FE to 3FE. Should this work not proceed then the additional places will need to be provided through an alternative route.

10. William Perkin Church of England High School – Improvements to Sports facilities

Resolved

That Cabinet:

i) notes and agrees the proposed enhancements to the sports facilities at William Perkin Cof E High School to those reported to Cabinet on 17.12.13 to reflect the opportunity for external grant funding, as outlined in table 4.2.1 of the report.

ii) approves a virement of £0.5m from the Schools capital programme to Environment & Customer Services to fund the development of leisure facilities at William Perkin Cof E High School. This £0.5m is to be funded from the new High School Reserve.

iii) subject to confirmation of award, agrees to accept grants as outlined in table 4.2.1 of the report to contribute towards the funding required for this project.

iv) authorises the Executive Director, Environment and Customer Services to enter into any grant agreements required to secure external funding.

v) authorises the Executive Director Corporate Resources, to provide a loan facility to the Twyford Cof E Academies Trust, which operates William Perkin Cof E High School, on terms to be agreed with the Trust, if required due to unsuccessful funding applications.

vi) subject to successful grant award and acceptance of tenders within the project budget, authorises the scheme to proceed.

vii) authorises the Executive Director, Environment and Customer Services to negotiate and enter into arrangements and agreements to secure community use of new facilities and compliance with the terms of any grant funding and planning permission (including any variation to the existing lease which may be required).

Reason for Decision and Options Considered

The Ealing Sports Facility Strategy 2012 – 2021, approved by Sport England and adopted by Cabinet in February 2013, states that overall Ealing’s outdoor sports facilities are not currently of the required standard to meet the needs and demands of club cricket, football and rugby, due to club facilities being poorly resourced in recent years resulting in grounds falling into disrepair and ultimately out of use.

Furthermore, local clubs are currently unable to use existing facilities due to the lack of changing facilities or the poor quality of facilities which do not meet league standards.

An opportunity to address this deficiency has arisen at William Perkin Cof E High School in the north of the borough. The School opened in September 2013 on a site formerly used as a private company sports ground. Their existing facilities are currently used exclusively by their students. However the planning approval for the site does require a community use element of the existing facilities, which is in keeping with the objectives of the School and Twyford C of E Trust. The School, working in
partnership with National Governing Bodies (NGB), local sports clubs and Active Ealing, is committed to becoming a community sports hub for an area which is lacking in outdoor community use sports facilities, to enhance their base community offer.

11. **Future Provision of Professional and Technical Services and the Estates Valuation Contract**

Resolved

That Cabinet:

i) notes the proposed new arrangements for delivery of Building Consultancy, Professional and Technical Services and Estates and Valuations.

ii) authorises the Assistant Director of Schools Planning and Resources to

a) In-source Building Consultancy Professional and Technical Services;

b) have the option to extend parts of the current contract with EC Harris (for the provision of estates and valuation services and professional building consultancy services dated 30 June 2010) (“the ECH Contract”) for up to 2 years to allow commissions agreed between the parties to be completed by EC Harris beyond 30 June 2015 contract expiry date;

c) subject to recommendation 1.2.1 of the report, relocate the local EC Harris office team into Children and Adults Services, School Planning and Resources, as a separate unit but as a corporate resource pending a review led by the Strategic Property Board reporting to Corporate Board;

d) make a decision as to whether or not to vary the ECH Contract so as to bring the functions of Asset and Data Management, Asbestos Management and/or relates services in-house earlier than the expiry date of the contract, and, if appropriate to agree the date of, and terms of, the variation(s) with EC Harris.

iii) authorises the Assistant Director of Regeneration and Planning Policy to invite and evaluate tenders for the Estates and Valuations contract and to delegate authority to the Assistant Director of Regeneration and Planning Policy to award the contract in consultation with the Head of Strategic Procurement and the Director of Legal and Democratic Services.

**Reason for Decision and Options Considered**

The ECH Contract ends on 30th June 2015. An extension of the ECH Contract of up to two years can be agreed between the parties six months before it expires.

The Council has been reviewing the requirements for these services and alternative ways to deliver the services. Based on this review the following approaches are recommended:

- Maximise use of in-house teams to deliver services rather than through EC Harris or a new single provider;
- All Council demand for property related services be channelled through the new arrangements and through a Strategic Property Board;
- Use of consultant frameworks to supplement and support the in-house team to deliver projects and provide additional specialist technical advice rather than re-procure a single multi-disciplinary provider; and
- Procure Estates and Valuations services as a new contract to a revised specification where it is not cost effective to provide services in-house.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.
12. **Planning for Schools Development Plan Document (DPD)**

Resolved

That Cabinet:

i) notes the progress to date in producing the Planning for Schools DPD, including the criteria for short-listing sites, as summarised in Section 3C of the report.

ii) notes and agree the timetable for progressing the DPD to adoption as set out in Section 3D of the report.

iii) authorises the Executive Director of Regeneration and Housing to confirm the short-list of sites and draft policy wording for consultation, following consultation with the Leader of the Council and ward councillors, and for officers to carry out the relevant process to adoption of the Planning for Schools in accordance with the timetable set out in Section 3D of the report.

**Reason for Decision and Options Considered**

This report sets out relevant legislation in relation to producing the Planning for Schools Development Plan Document (DPD) and outlines the timetable for officers taking this forward, including selecting a short-list of sites for consultation and progressing the document to adoption.

Various reports to the Local Development Framework Advisory Committee (renamed the Local Plan Advisory Committee) have provided Members with an outline of the purpose and progress of the Planning for Schools DPD (15/11/11, 4/12/12, 9/10/13, 11/2/14). Cabinet has and continues to receive regular reports on demand for and planned provision of school places from the Education department.

Officers are currently undertaking viability testing of an initial list of sites and this work is ongoing; the assessments will help to inform which sites may be deliverable and which will be included on the final shortlist of sites subject to the next stage of statutory consultation.

In order to achieve the proposed timetable, delegated authority is sought for the Executive Director of Regeneration and Housing, to approve the short-list of sites for ‘Final Proposals’ consultation when the viability work has been completed. The shortlisting will be undertaken using the criteria set out in the report.

13. **Proposals Following Review of Governance Arrangements for the Health and Wellbeing Board (HWB)**

Resolved

That Cabinet

i) notes the range of stakeholders engaged in the review of HWB governance (Section 2 of the report).

ii) approves the principle of project specific delegation of decision making within the framework of partnership arrangements and notes that further reports will be tabled to authorise these arrangements. (Section 3.1 of the report).

iii) notes the issues raised in Section 3.2.1 of the report relating to the Member, CCG, and NHS Trust provider representation on the HWB and their voting rights and these issues would be discussed further at Constitution Review Group. Cabinet further authorises the Director of Legal and Democratic Services to take forward a recommendation to Full Council to approve amendments to the Constitution with regard to suggested changes to the Health and Wellbeing Board. (after further consultation with lead officers, Members, and possibly the HWB).

*The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.*
iv) approves the realignment of reporting and accountability for a number of existing advisory partnership boards from the LSP to the HWB, and the discontinuation of the current HWB Reference group. (Section 3.3 of the report).

v) notes that it is proposed that there is a review of the membership and terms of reference of the advisory groups and partnership boards now being aligned under the HWB to ensure they are fit for purpose.

vi) Development of the detailed governance arrangements referred to in Recommendation 2 may necessarily involve a review of the membership and terms of reference for some of the advisory groups and partnerships shown in Section 3.3 of the report, and Cabinet will have an opportunity to consider their future membership and role when approval is sought to enter into the agreements.

**Reasons for Decisions and Options Considered**

To outline proposals for changes to the current membership arrangements for the Health and Wellbeing Board (HWB) and principles for delegated decision making within prospective partnership agreements for Health and Social Care Integration. This follows the review undertaken with appropriate stakeholders, following Cabinet recommendation in July. The report invites Cabinet to make recommendations to full Council to amend the Constitution to give effect to proposed changes in the membership of the Health and Wellbeing Board.

14. **Approval of Expenditure of New and Re-purposed Section 106 Funding Received by Ealing Since October 2013**

That Cabinet:

i) approves the proposals for expenditure of £8,165,941 of new S106 funds received since October 2013 as set out in Appendix 1 of the report;

ii) approves the proposals for expenditure of £365,781 of re-purposable S106 funds identified since October 2013 as set out in Appendix 2 of the report;

iii) approves that, where expenditure against the proposals in i) and ii) above (if approved) is identified as Capital spend, that spend be included in the Capital Programme;

iv) notes the details of ongoing expenditure of £9,688,404 of previously committed S106 funds as set out in Appendix 3 of the report and that £71,422 of interest has been applied to those interest bearing agreements included in this schedule.

**Reasons for Decisions and Options Considered**

The Council has received or is due to be paid £8,165,941 of new S106 money since October 2013, the date of the last S106 Cabinet report. Research has also taken place with all relevant departments across the Council to ascertain whether previously committed funds are still required for the projects they were previously committed to, or are available to be repurposed where the terms of the specific S106 agreements allow this. These repurposable funds amount to £365,781. In some cases the projects have taken place but were financed by funds other than S106; in others circumstances have precluded the projects from going ahead.

In total there is around £8,532m of new and repurposable S106 funding and the proposed uses of the funds are set out in appendices 1 to 2. Included in these proposals is S106 money received from the following large schemes in the past year:

<table>
<thead>
<tr>
<th>£000s</th>
<th>Project Description</th>
</tr>
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<tbody>
<tr>
<td>E91</td>
<td>Dickens Yard, W5 (all Housing)</td>
</tr>
<tr>
<td>A80</td>
<td>Colonial Drive, Bollo Lane, W4</td>
</tr>
<tr>
<td>PR61</td>
<td>CHASE ROAD ACTON W3</td>
</tr>
</tbody>
</table>

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The proposals set out in Appendices 1 and 2 of the report were drawn up in discussion with Councillors. Presentations to the Conservative and Labour Groups took place on 15 September 2014, while the report was circulated to the Liberal Democrat Group for comment as it did not meet in September 2014.

Appendix 3 of the report details previously-committed S106 funds where projects are in progress.

15. **Gunnersbury Park Estate – Future Governance**

**Resolved**

That Cabinet:

i) agrees to the incorporation of a Community Interest Company (CIC) to be jointly owned by the London Borough of Ealing and the London Borough of Hounslow, which will take over the management of the Gunnersbury Park Estate (the Estate) following the completion of the Capital Works, as set out in section 2 of the report.

ii) authorises the Executive Director of Environment and Customer Services, following consultation with the Director of Legal and Democratic Services, to take all necessary steps with the London Borough of Hounslow to set up the company including approval of the Memorandum and Articles of Association for the CIC.

iii) authorises the Executive Director of Environment and Customer Services to draft and negotiate the necessary agreement(s) for the transfer and funding arrangements between the two Councils and the CIC, subject to final proposals and drafts being brought back to a future Cabinet meeting for agreement.

iv) agrees in principle to grant a lease to the CIC and to enter into any necessary arrangements relating to existing leases with the CIC as required for the on-going management of the Gunnersbury Park Estate.

v) delegates authority to the Executive Director of Environment and Customer Services, following consultation with the Director of Legal and Democratic Services and with the agreement of the London Borough of Hounslow, to draft negotiate and grant the necessary lease/s to the CIC and enter in to any other arrangements with regard to the existing leases necessary for the ongoing management of the Estate.

vi) agrees that the Gunnersbury Park Joint Advisory Body established in 2009 be dissolved and authorises the Executive Director of Environment and Customer Services to take the necessary steps to terminate existing formal arrangements between the two Councils.

vii) notes that a Memorandum of Understanding has been entered into with the London Borough of Hounslow to formalise the future working relationship between the two Councils during the Delivery phase of the Regeneration project on the terms set out in Appendix C of the report.

viii) notes the progress on the establishing of the Development Trust which will sit alongside the CIC and which is expected to raise funds for the development of the Estate.

ix) authorises the Executive Director of Corporate Resources to provide a loan facility or alternative options within the same level of subsidy to the CIC on Commercial terms as required for initial or ongoing working capital purposes

x) notes the tabled appendices to the report - A and C.

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Reasons for Decisions and Options Considered
In January 2014 Cabinet gave authority to explore future governance options with regards to the Gunnersbury Park Estate (the Estate), as part of the Gunnersbury Park 2026 Masterplan. Following exploration of options (as detailed in the report), this report seeks Cabinet approval for a Community Interest Company (CIC) to be established to take over management of the Gunnersbury Park Estate, following the completion of the capital works associated with the successful Heritage Lottery grant applications, secured by Ealing and Hounslow Councils for Phase 1 of this Masterplan.

16. Property Strategy
Resolved
That Cabinet:

i) notes the progress being made to implement the Council’s 2010 Property Strategy including progress on the new-build Service Centre in Greenford.

ii) notes the progress on the disposal of 20 Stirling Road, Acton and adjacent land as set out in section 2.8 of this report and as shown outlined in bold on the plan at Appendix 5 of the report.

iii) authorises the Assistant Director, Regeneration and Planning Policy to dispose of the land shown outlined in bold on the plan in Appendix 5 of the report subject to consideration of any representations received following the advertisement of the disposal under section 123 of the Local Government Act 1972.

iv) authorises the Assistant Director, Regeneration and Planning Policy to agree changes to the final boundary of the land to be disposed of following negotiations with the purchaser.

Reasons for Decisions and Options Considered
At its meeting of 14th September 2010, Cabinet agreed to receive regular progress reports on the Property Strategy and this is the eleventh report.

The Property Strategy sets out requirements for service centres across the Borough for the provision of Adult and Children Services. There were originally 3 service centres proposed in Acton (in the new Acton Leisure and Library Centre Development at the old Town Hall), in Greenford (at Ravenor Farm) and in Southall (at Phoenix House or the Dominion Centre). Following a review of the Service Centre component of the Property Strategy and further analysis of the requirements for space for Adult and Children Services, it was decided that service needs can be met by the provision of a larger Service Centre in Greenford and with flexible Adult Services activity space and additional community space at the Dominion Centre in Southall alongside the proposed new library development (Cabinet January 2013).

The Everyone Active Acton Centre in Acton has opened. Works on the Southall Service Centre completed in August. Works on the new-build Greenford Service Centre are progressing ready for completion and occupation by the end of December 2014.

The Property Strategy also identified a number of assets that would become surplus over time as the Strategy was implemented or as the requirements of Council services change. The Council’s managing agents have undertaken valuations of these assets following an extensive exercise with the Council’s Planning Services to assess the level of development that can be delivered on these sites. The overall financial
position regarding proposed disposals is as attached at Confidential Appendix 1 of the report.

17. **2014/15 Revenue and Capital Budget Update**

**Resolved**

That Cabinet:

i) notes the position on the 2014/15 General Fund revenue budget, which shows a forecast net overspend of £0.757m or 0.3% of the net general fund budget (section 4.1 of the report).

ii) approves the following general fund revenue budget virements (paragraph 4.1.10 of the report):

   a) Parking Account – an ongoing virement of £0.285m from the Off-Street Parking budget to the Parking Account (On-Street Parking) to fund the on-going pressure from loss of bus lane income following road layout changes in 2013/14.

   b) Acton Town Hall Leisure Facilities – an ongoing virement of £0.251m from Business Services Group to Environment and Customer Services for facility management costs in respect of Acton Town Hall.

iii) notes the progress on delivering the 2014/15 general fund savings of £8.854m (section 4.4 of the report).

iv) notes the status of the replacement savings for 2013/14 and 2014/15 (section 4.5) and approves the two permanent alternative savings, totalling £0.165m, referenced 11 and 12 in appendix 3 of the report.

v) notes the HRA position that shows a forecast net underspend for 2014/15 of £0.061m (section 4.6 of the report).

vi) notes the position of the revised capital budget in 2014/15 of £249.245m (section 4.7 of the report).

vii) agrees the following capital budget adjustments:

   a). Universal Free School Meals – a reduction of £0.196m in respect of grant funded capital works where funding was passed directly to Ealing’s Voluntary Aided Schools who will be responsible for their own works in relation to this grant (para 4.8.1.1 of the report).

   b). Building Schools for the Future, Cardinal Wiseman High School – an increase and approval to spend £0.446m in respect of outstanding contract claims and variations, to be funded from Building School for the Future reserves (para 4.8.1.2 of the report).

   c). Queen’s Hall Refurbishment (Ealing Town Hall) – a reduction of £0.250m and removal of the project from the Capital Programme due to alternative plans being developed for Ealing Town Hall (para 4.8.1.3 of the report).

**Reasons for Decisions and Options Considered**

This report provides Cabinet with an update of the 2014/15 revenue and capital budgets approved by Council in February 2014 and adjusted for movements approved by subsequent Cabinets. It sets out the Council’s financial performance as at 31 August 2014 and reports on actions being taken to manage risks and ensure that performance remains within the approved budgets.
18. **Proposal for the Refurbishment and Development of Ealing Town Hall**

Resolved
That Cabinet:

i) authorises the Director of Business Services, following consultation with the Leader, the Portfolio Holder for Finance, Performance and Welfare and the Assistant Director of Regeneration and Planning Policy, to prepare and agree a brief for the redevelopment and refurbishment of Ealing Town Hall.

ii) authorises the Assistant Director of Regeneration and Planning Policy to seek a development partner to deliver the specified brief of refurbished civic and community facilities enabled by a commercial element, where the commercial element cannot be solely residential.

iii) notes that a report will be brought back to Cabinet with a recommendation to select a developer for a proposed development scheme.

**Reasons for Decisions and Options Considered**

There is a need to deliver a sustainable long term future for Ealing Town Hall. The building was largely built in three phases in 1887, 1913 and 1930 with subsequent alterations and additions. The building has a number of historic features both external and internal which require refurbishment and continued preservation. The Town Hall also has a number of detracting elements mainly to the rear of the building which now directly face the new Dickens Yard development. (See Appendix 1 of the report)

Despite the significant external capital works (£0.8m) carried out on Ealing Town Hall in 2010-14 in order to address safety issues with the external stonework, many other parts of the building are in need of repair and refurbishment. In particular; large areas of the roof, the internal civic and community space, the heating system and the toilet facilities require significant works in the short to medium term. With the current and future funding pressures it is simply unaffordable for the council to carry out a large scale refurbishment of the building or even maintain it to the standard that members and the public would expect. As a result the majority of the internal spaces and most of the external fabric are gradually deteriorating.

In addition to the costs of maintaining and operating the building there are a large number of issues with the internal accommodation:

For some years the council has sought to find a way to deliver a sustainable long term future for the building and has more recently commissioned some feasibility work to examine the potential for a comprehensive refurbishment and development of the building to preserve the Civic and Community use whilst introducing a commercial element to fund the redevelopment and refurbishment and contribute to the continued regeneration of Ealing Broadway Town Centre.

The feasibility work has shown that a scheme where the commercial element is a mixture of for example Hotel and residential is viable financially with enough of a net receipt to fund the required relocations of services such as Elections team and CCTV control room as well as the reconfiguration and refurbishment of a retained area of the Town Hall for civic use. There will potentially be a variety of commercial elements which may offer a financially viable scheme. Whilst a solely residential commercial element would undoubtedly be viable it would not offer the same level of regeneration benefit.
to the town centre and earlier cross party feedback from members was that a residential only option was less desirable.

19. **Welfare Reform and the Current Future Strategy for Managing the Impacts**

That Cabinet:

i) notes the impact of Welfare Reform within the Borough and the strategy and work already carried out to manage the impact of Welfare Reform in the Borough.

ii) notes and approves the approach and action being undertaken and planned by officers to respond to the Government’s welfare reforms.

iii) notes the emerging issues for residents and the Council of Universal Credit and the current and planned responses to its implementation.

iv) notes that officers will make recommendations to Cabinet in due course on restructuring of the Benefit service in the light of the implementation of Universal Credit.

v) agrees the adoption of the actions below to manage the impacts of Welfare Reform.

   a) To agree to continue the running of the Local Welfare Assistance scheme as outlined in paragraph 7.6 of this report.
   b) To agree to the reduction in the maximum eligible support, as outlined in paragraph 8.4 of this report, from 80% to 75%.
   c) To agree the investigation of a simplified Council Tax support claiming and assessment process for working age residents within the Council Tax support scheme, with a view to making recommendations, if appropriate to Cabinet in line with the Universal Credit implementation timetable for persons of working age.
   d) To approve the revised Discretionary Housing Payments Policy, appendix 9 of the report, which sets out to increase the conditionality placed on the awarding of DHPs.

**Reasons for Decisions and Options Considered**

Since 2010 Central government has been implementing a major programme of Welfare Reform. This programme has and will continue to make significant changes to Housing Benefit. It has already passed responsibility for the support, of previous recipients of Crisis loans, Community care grants and Council tax support to the local Authority. The programme will also continue to make changes, that affect all means tested benefits and non-means tested disability benefits. The most significant, of which involves, the merging of 6 key working age state benefits into a single entitlement known as Universal Credit. This report outlines the key changes, the local impact so far and the predictive impacts over the next few years, both on residents and services. It also sets out the risks and consequences of the changes, most particularly in the cost of temporary accommodation and revenue to the Housing department. It outlines the work already undertaken and underway to prepare for and manage the impacts, particularly in the areas of housing, employment and the implementation of Universal Credit (UC). The Council has and continues to review relevant policies in light of the welfare reform as changes take effect and impacts are more accurately identified.
20. **Supporting Housing Investment in Mixed Tenure Housing**

That Cabinet:

i) authorises the Executive Director of Corporate Resources following consultation with the Portfolio Holders for Finance, Performance & Welfare and Housing Skills & Employment to proceed with a due diligence exercise and to negotiate heads of terms and enter into a funding agreement to support the granting of development funding of up to £30m for a term of up to 25 years to Catalyst Housing Association for the regeneration of Friary Park on the basis of the proposed draft terms in Confidential Appendix 1 of the report.

ii) recommends amendments to the Treasury Strategy as appropriate to incorporate the funding of this type of project for approval by full Council.

**Reasons for Decisions and Options Considered**

The Council is committed to supporting the expansion of a professionally managed quality market rent sector in the Borough. This aligns to one of the Councils’ five priorities: *Securing jobs and homes*: Through a new partnership with local businesses and housing associations create new jobs and build 3,000 affordable homes.

The Council’s Private Rented Sector Housing Strategy 2014-2019 has identified 4 key priorities:

- Increase the supply of private housing
- Support residents to access affordable, well managed private rented homes
- Improve the condition of private housing through regulation
- Develop strong partnerships to support the private housing sector

In particular the first priority above has an action to encourage housing associations and private institutions to both develop and manage a portfolio of private rented accommodation. Using our existing partnership with Registered Providers (RPs) will enable the Council to enable more quality private rent homes to be delivered in the borough towards satisfying the demand.

Following the January Cabinet authority to explore the potential to support RPs’ development of a PRS product within the borough, the Council has been in discussions with Catalyst Housing Limited. They are considering the regeneration of an existing estate, Friary Park that is within their ownership.

The Friary Park Estate in North Acton currently comprises 239 properties originally acquired by Catalyst from a speculative developer. The estate requires substantial stock investment including re-configuration to address unit mix and layout issues and consequently Catalyst carried out an option appraisal. This concluded that complete regeneration was the most appropriate option with the replacement of the existing social housing as part of a mixed tenure development.

Current scheme proposals include the demolition of 224 properties and construction of c.630 new homes. Homes will be provided for a wide range of tenures including, social rent, affordable rent, market rent, intermediate products and private sale. The Market Rent element accounts for c.100 units which will be confirmed as the Masterplan is further developed up to a...
Catalyst will be investing in the region of £120m, and is seeking external debt funding from the Council of up to £30m for the market rent element, the outline terms of which are set out in the Appendix 1 of the report (private & Confidential).

Ealing Council would potentially provide a Catalyst wholly owned subsidiary with a facility of up to £30 million in aggregate of long term secured debt finance comprising payment in stages of up to 6 tranches. Each loan tranche will be for a maximum term of up to 25 years from the date of each drawdown (potentially with a recalculation clause after 5 years to allow any market conditions to be priced). The purpose of the debt facility will be to finance the development or building phase, letting and management of the Friary Park property to be rented on the open market as part of the wider Friary Park regeneration scheme situated within the London Borough of Ealing. The facility will be repaid in full at maturity with some principle repayments being made over the term of the loan and secured by way of a fixed charge over the land and related properties. An appropriate market related rate of interest will be payable annually on the Facility.

21. **High Lane Estate Regeneration**

That Cabinet:

i) notes that in order to prepare a detailed scheme for planning submission the Executive Director of Regeneration and Housing will commission architects and cost consultants team to develop a mixed use scheme of housing and a new community centre on the Estate for the purposes of a planning application.

ii) authorises the Executive Director of Regeneration and Housing to approve the designs (on behalf of the Council as landowner) and submit a planning application for approval.

iii) authorises the Executive Director of Regeneration and Housing to serve a demolition notice in respect of all homes on the High Lane Estate following consultation with the Director of Legal & Democratic Services

iv) notes that a further report from the Executive Director of Regeneration and Housing will be brought to Cabinet after the designs have been completed to seeking authority to award decant status to secure tenants in Phase 1, make a compulsory purchase order, to negotiate with the owners of interests and rights in the CPO land with a view to acquiring those interests and rights by agreement, initiate a consultation process on the redevelopment scheme as required under section 105 of the Housing Act 1985 and to procure and appoint a contractor to undertake the works.

v) authorises the High Lane scheme, to progress to full planning and ready to invite works tenders stage at a cost of £1.372m. The cost will be financed by budget virements from the existing HRA approved capital programme to a new line in the capital programme for High Lane Estate Regeneration, as follows:

- £1.372m to High Lane Estate Regeneration
- (£0.589m) from Street Properties
- (£0.783m) from Housing Stock Improvement

*The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.*
Reasons for Decisions and Options Considered
At the Cabinet meeting of 21st February 2012 members authorised officers to review estates previously identified as medium intervention estates. In the light of this report, on 25th July 2012, Cabinet approved the prioritisation of four housing estates, one of which was High Lane Estate, to have their housing stock and public realm assessed for potential improvements and to also assess the benefits that might arise from the development of any land and buildings on each estate.

In July 2013 Cabinet agreed in principle to progress the comprehensive redevelopment option for the High Lane Estate and authorise officers to:

- Continue to work with Estate residents
- Retain HTA architects
- Report back to a future meeting of Cabinet

22. Green Man Lane Regeneration Project – Appropriation of Housing Land for Planning Purposes in Phase 2B of the Green Man Lane Redevelopment Site

That Cabinet:

i) agrees to appropriate the remaining land in Phase 2B of the Green Man Lane redevelopment site as per the agreed Principal Development Agreement (PDA) (as shown edged in bold on the indicative plan in Appendix 1 of this report) pursuant to the provisions of Section 237 of the Town and Country Planning Act 1990 for planning purposes to override any covenants and third party interests affecting the land and implementation of planning permission for Green Man Lane Estate Regeneration by under Section 19 of the Housing Act 1985.

ii) congratulates residents of Green Man Lane, officers and partners for the completion of Phase 1.

Reasons for Decisions and Options Considered
Ealing Council’s housing regeneration strategy was developed following the 2008 review of 34 of our largest estates. The review identified 8 estates where the Decent Homes works alone will not provide the transformational effect that the areas demanded and therefore required a higher level of intervention.

Detailed resident consultation on these estates looked at the potential and capacity for regeneration, and resident aspirations for their neighbourhoods. The Council are working with residents and registered provider partners to develop comprehensive deliverable solutions.

The objectives of the housing regeneration programme are to:

- Put residents at the heart of delivering regeneration
- Transform their deprived and run down neighbourhoods
- Provide mixed tenure developments including socially rented, affordable and private homes
- Provide environmentally sustainable urban development and improve the public realm
- Provide a better mix of bed sizes
- Contribute to the reduction of the HRA investment gap
On 13th October 2009 the Cabinet agreed that the Council should enter into a PDA with Rydon and A2Dominion to undertake redevelopment of the Green Man Lane Estate. Cabinet further authorised the Executive Director of Regeneration and Housing to finalise the detailed terms of the PDA, following consultation with the Housing Portfolio Holder, Shadow Portfolio Holder, the Executive Director Corporate Resources and the Director of Legal and Democratic Services.

On 8th September 2010 the completed PDA was agreed and signed by the Council and Rydon and A2Dominion. On 21st December 2010 Cabinet agreed to the appropriation of Phases 1 and 2A for planning purposes. On 29th April 2014 Cabinet agreed to the appropriation of the first part of Phases 2B for planning purposes.

23. **Perceval House and Ealing Central Library**

That Cabinet:

i) agrees that the Director of Business Services Group be authorised to undertake work, including commission further studies to identify the Council’s requirements for its future accommodation needs.

ii) agrees that the Assistant Director of Regeneration and Planning Policy be authorised to commission further studies to identify the Council’s options for the future of Perceval House and its car park and to agree a brief for the site, following consultation with the Leader, the portfolio holder for Finance, Performance and Welfare and the portfolio holder for Leisure, Culture and Customer Services and the shadow portfolio holder for Regeneration

iii) agrees that the Assistant Director of Regeneration and Planning Policy be authorised to market the Perceval House site, if this is the preferred option, and produce a shortlist of potential development partners.

iv) notes that a future report will be brought to Cabinet on the options considered and the outcome of marketing the Perceval House site and selection of a development partner for members to approve the way forward on the redevelopment of Perceval House.

v) agrees the principle that the Ealing Central Library will relocate from its current location in the Ealing Broadway shopping centre to facilitate the regeneration of Ealing Broadway shopping centre and to continue with the offer of a Central Library service to its customers.

vi) authorises the Assistant Director of Regeneration and Planning Policy to negotiate with the landlord of the current Ealing Central Library site with a view to agreeing terms and timeline for relocation on the basis that the costs of the move of the Library will be funded by British Land and there will be no additional ongoing revenue cost. To identify possible new temporary premises for the Ealing Central Library, and include the requirements for a permanent library in the brief for redevelopment of Perceval House in consultation with the Executive Director of Environment and Customer Services.

vii) notes that a future report will be brought to Cabinet in relation to future proposals for the temporary and permanent relocation and re-provision of the Ealing Central Library

**Reasons for Decisions and Options Considered**

Perceval House is now over 30 years old and will require capital investment in
the future to keep it fit for purpose for continuing use of council accommodation. The business requirement of the council and the amount of office space it needs to deliver services is changing and has implications for the future of Perceval House as Council offices.

Perceval House and car park sits on a key site within Ealing Town Centre which has the potential to make a greater significant contribution to the economic vitality of the town centre through mixed use re-development. The development of surrounding sites and increasing residential values means that the council could use redevelopment to cross subsidise the delivery of new higher quality and more efficient office and other Council accommodation as well as provide additional housing supply in Ealing. This report considers the possible options and factors to consider in relation to the redevelopment of Perceval House and car park.

There is the potential to relocate Ealing Central Library into any redevelopment of the Perceval House site to provide a more visible and better located library and to enable the Council to achieve some operational savings. British Land, the owners of Ealing Broadway Shopping Centre, have approached Ealing Council about the potential to move the library now in order to facilitate a remodelling of that part of the shopping centre to create a larger retail unit that will attract and retain a high quality retailer. This requires the Council to think about both temporary and permanent locations for Ealing Central Library. Further details regarding relocation of the Library are set out in paras 2.7-2.11 of the report.

24. Date of Next meeting
Resolved
The next meeting of Cabinet will be held on 25 November 2014 at 7pm.

Councillor Julian Bell, Chair

Date
The meeting concluded at 9:25pm having completed its business.