

CABINET

Tuesday 20 January 2015 at 7pm

Minutes

PRESENT:

Councillors Bell (Chair), Dheer, Gordon, Johnson, Mahfouz, Rai, Taylor and Walker

ALSO PRESENT:

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

- Item 07 - Adults Consultation - Results of the Consultation on the Proposal to Close Carlton Road (Councillors Malcolm and Stafford)
- Item 08 - Adults Consultation - Results of the Consultation on the Proposal to relocate Dementia Day Care Services (Councillors Malcolm and Stafford)
- Item 09 - Budget Strategy 2015/16 Update (including Budget Update 2014/15) (Councillor Stafford)
- Item 12 - Children's Services Capital Approvals (Councillor Millican)

Jenifer Moseley (representing Mencap) addressed the Cabinet on item 7 - Adults Consultation - Results of the Consultation on the Proposal to Close Carlton Road.

Sukhminder Kalsi (Unison) addressed the Cabinet on item 7 - Adults Consultation - Results of the Consultation on the Proposal to Close Carlton Road

Also in Attendance:

Councillors Blacker, Padma, Raza, Rodgers and Shaw.

1. Apologies for Absence

Councillor Anand

2. Urgent Matters

There were none.

3. Matters to be Considered in Private

Items 8, 12, 16, 17 and 19 contained confidential appendices but were not taken in private as it was not necessary to discuss the confidential information provided.

4. Declarations of Interest

Councillors Dheer declared a personal interest in Item 12 by virtue of having relatives who work at Villiers High School.

5. Minutes

Resolved:

That the minutes of the Cabinet meeting held on 16 December 2014 be agreed and signed as a true and correct record.

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.

6. Appointments to Sub-Committees and Outside Bodies Resolved.

There were none.

7. Adults Consultation - Results of the Consultation on the Proposal to Close Carlton Road Resolved

That Cabinet:

- i) notes the results of the consultation set out in this report and the analysis of the impact of the proposal on the Council's equalities duties referred to in para 5.5, 11 and Appendix 3 of the report.
- ii) agrees the closure of the Carlton Road Day Centre and authorises the Director of Adults' Services to close the centre on a date determined by him.

Reasons for Decisions and Options Considered

On 25 November 2014 Cabinet considered budget proposals relating to 2015/16 to 2018/19. Savings and efficiencies have been identified to enable the Council to manage the funding pressures which have arisen principally from reductions in Revenue Support Grant and spending pressures, including general inflationary pressures and levy costs. These pressures have contributed to a forecast overall funding gap of £96m and a savings target for this amount being required for the period 2015/16 to 2018/19.

All departments of the Council have been required to put forward proposals for savings

In relation to Adults' Services the intention is to deliver efficiencies that:

- Align with the priorities set out in the new Corporate Plan and focus on the efficient delivery of its statutory requirements
- Continue to deliver Personalisation and the roll out of Individual Budgets

The delivery of social care via Personalisation and the use of Individual Budgets to meet social care needs is now embedded in Adult Social Care. The Council works in partnership with Care in Finance, Pendrals trust, Enable and David Howart Ltd (amongst others) to support individuals to purchase a wide range of services to meet their eligible needs using direct payments (cash budgets) and to ease pressures placed on family carers who support them. In addition the Council continues to manage the budgets of those who prefer not to use direct payments.

The resource directory and Care Place provide access for customers and carers to identify available services.

The Social Care Institute for Excellence publication 'Personalisation: a rough guide' highlights the impact of the Personalisation agenda nationally detailing the improved outcomes and increased satisfaction customers report, by the principle of independence being embedded in the care sector and the development of a more plural and creative market place.

The Council's Personalisation Commissioning Strategy sets out plans to shift Council funding from direct service provision, and develop a wider and more diverse social care market. Modernising day services is a key element of this new approach, and the Council has had a long-standing strategy to offer customers personalised alternatives

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to council-managed building-based provision. Personalisation has become business as usual for Adults Social Services.

The Council's Property Strategy identifies that the building where Carlton Road is located forms part of the Council's corporate long-term property release programme. The programme aims to both reduce annual operating and maintenance costs to the Council overall; and importantly to realise capital receipts in order to reinvest in new service accommodation and other major building projects in the borough.

This proposal is an opportunity to further develop personalised and community based support in collaboration with customers and their families, providers and support planners in line with the national Think Local Act Personal initiative

Carlton Road

Carlton Road is a day service that provides support to people who have profound and multiple learning (and physical) disabilities and who are eligible for council funded social care. The service aims to provide meaningful day opportunities for people, by creating access to sports, leisure, social and community based projects.

The service supports people who require a high level of support with most activities of daily living. 22 people using the service are full time wheel chair users and require access to specialist equipment such as changing places toilets, hoists and fully accessible environments. The centre is located in a residential area of Acton. There is no geographical catchment area for the service and adults attend from across the borough using council managed transport. 32 people use Carlton Road regularly.

The proposal for Cabinet to consider is to close Carlton Road day centre and for customers to be supported to use their individual budgets to purchase alternative support. People will be able to choose either a council-managed or cash-budget option and will be offered professional guidance and advice to develop their support plans, and arrange their services.

With an Individual budget people will have the opportunity to access a range of leisure and recreational activities. Individuals can choose to manage their own budget via a cash payment, to have their budget managed by the Council or to have a mixture of these options. There are a growing number of support agencies who provide access to paid carers for an increasing number of people with disabilities. This proposal will generate savings by reducing revenue expenditure on the staffing and buildings and by sourcing support for customers in a more individual and cost-effective manner.

The Council's Disability Services have approximately 565 adult social care users who are already accessing a cash budget to purchase their own support – of which 157 have a learning disability. The closure of in house day services provokes a high level of anxiety and concern for customers and families and risks the breakdown of longstanding social relationships that customers have formed.

The Council has a robust system for collating concerns raised by customers. Since the previous closure of disability day services the Council has not received any complaints from customers in relation to their alternative services. In order to consider quality of life outcomes for customers, Ealing Council is commissioning a quality of life

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audit for those adults who were affected by previous day service closures to ensure that all possible lessons are learnt.

Ealing has a wide range of leisure and recreational opportunities that people can be supported to use. There are a number of private and voluntary organisations, which offer diverse activities and social opportunities – many of which are detailed in Adults' Services' online Resource and Information Directory and Care Place website. This proposal will continue to release more stable funding via people's individual budgets into the voluntary and community sectors at a time when central and local government funding is reducing. Ealing Council is committed to building an accessible community for all its residents. Adults who use Carlton Road require a high level of personal and environmental support in order to remain safe and well. As well as existing capacity within building based services offered by Abilities Development, Certitude, EDR Care, Mencap, Pace, Sunrise Care, Seva Care, Voyage and Yarrow, there is a high level of interest from several local specialist providers to develop new community based options in Ealing to increase the range of sensory, creative and educational resources on offer. We are currently exploring the potential use of the Dominion Centre community hub and the Greenford community hub, both of which offer newly refurbished and fully accessible facilities for wheelchair users in a non-segregated setting. It is estimated that the allocated space at these sites could accommodate up to 25 people per day.

Officers are confident for the reasons set out above that, at a strategic level there will be sufficient suitable alternative provision to meet the needs of those currently using Carlton Road and those with similar needs in future if the proposal to close it is approved.

8. Adults Consultation - Results of the Consultation on the Proposal to relocate Dementia Day Care Services

Resolved

That Cabinet:

- i) notes the results of the consultation set out in this report and the analysis of the impact of the proposal on the Council's equalities duties referred to in paras 5.2, 11 and Appendix 3 of the report.
- ii) agrees the closure of the Elm Lodge Day Centre and Sycamore Lodge Day Centre and authorises the Director of Adults' Services to close the centres on a date determined by him.

Reasons for Decisions and Options Considered

On 25 November 2014 Cabinet considered budget proposals relating to years 2015/16 to 2018/19. Savings and efficiencies have been identified to enable the Council to manage unprecedented funding pressures which have arisen principally from reductions in the Revenue Support Grant and spending pressures, including general inflationary pressures and levy costs. These pressures have contributed to a forecast overall funding gap of £96m and a savings target for this amount being required for the period 2015/16 to 2018/19.

All departments of the Council have been required to put forward proposals for savings.

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In order to achieve the efficiencies set out in the Council's medium-term financial strategy the Council is making a number of proposals to reduce its expenditure. In relation to Adults' Services the intention is to deliver efficiencies that:

- Align with the priorities set out in the new Corporate Plan and focus on the efficient delivery of statutory requirements
- Promote Independence, health and well being
- Continue to deliver personalisation and the roll out of Individual Budgets

There are currently three day centres for older people provided by Ealing Council. They are the Michael Flanders Centre which is situated in Acton and provides a resource to older people over the age of 65 years with a physical and / or mental disability. Approximately 65% of those customers have a diagnosis of dementia; Elm Lodge Centre is situated in Greenford and Sycamore Lodge Centre is situated in Acton and they both provide a service for people with a dementia.

Michael Flanders Centre

- 90 customers
- 32 customers attend 1 day per week, 33 customers attend 2 days, 21 customers 3 days and 4 customers attend 4 days.
- 82 customers use Council organised transport to the centre (91%)
- 57 live with their spouse or another family member and 33 live alone.

Elm Lodge Centre

- 77 customers
- 49 customers attend 1 day per week, 23 attend 2 days, 3 attend 3 days, 1 attends 4 days and 1 attends 5 days
- 46 customers use Council organised transport to the centre (60%)
- 26 live with their spouse, 32 with another family member and 19 live alone

Sycamore Lodge Centre

- 56 customers
- 19 customers attend 1 day per week, 22 customers attend 2 days, 14 customers 3 days and 1 customer attends 5 days.
- 51 customers use Council organised transport to the centre (91%)
- 39 live with their spouse or another family member and 17 live alone.

Consultation has been undertaken on the proposal that customers from the Sycamore Lodge and Elm Lodge Day Centres would have their services delivered at the Michael Flanders Centre in Acton. The proposal is that the Michael Flanders Centre would offer the same level of support and number of placements that are currently available across the three centres. There would be an increase in staffing to provide a service to the increased number of customers. If the proposals go ahead some staff from Elm Lodge Centre and Sycamore Lodge Centre would transfer to the Michael Flanders Centre providing continuity of care for the customers and continuity for families. There are currently 40 places per day at the Michael Flanders Centre and 30 each at the Elm Lodge Centre and Sycamore Lodge Centre. If the proposal proceeds the Michael Flanders Centre will provide 100 places per day. There are also plans to transform the Michael Flanders Centre as a Centre of Excellence for Dementia in line with examples of best practice across the country. The plans will include in the future expanding the

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availability of specialised therapy services and access to other specialist support available in the community and provided by the voluntary sector.

All customers attending the three centres have a social care assessment and eligible needs for social care support or to provide respite for carers, which the Council has a duty to meet. Some customers have chosen to have a Direct Payment to promote their independence and choice and fund their placement at the day centre in this way. Approximately 9% of customers have chosen not to have a financial assessment and fund their placement from their own resources. The remaining customers have a council managed budget.

There are a number of voluntary organisations in the Borough which provide support for people with a dementia and their carers and Appendix 2 of the report provides further details. The Council provides grant funding to some of these organisations. Separate consultation is currently underway with regard to proposals for future grant funding of the voluntary sector and it is proposed that one of the priorities is support for people with dementia.

9. Budget Strategy 2015/16 Update (including Budget Update 2014/15)

Resolved:

That Cabinet:

Budget Review: Revenue savings and growth proposals

- i) approves £6.799m savings for 2015/16, submitted as part of the 2015/16 budget review process (para 4.2.1, appendix 1A of the report).
- ii) approves a further £5.926m savings for 2016/17 – 18/19 as part of the 2015/16 budget review process (para 4.2.1, appendix 1A of the report)
- iii) approves a reduction of £0.532m to growth bids submitted as part of the 2015/16 budget review process (para 4.4.1, appendix 1B of the report).
- iv) notes the updated gap against target of £18.763m in 2015/16, and an overall gap of £29.536m by 2018/19, as set out in para 4.5.1 of the report. This incorporates the £53.207m net savings already approved by Cabinet meetings on 25 November 2014 and 16 December 2014 and the additional proposals set out in this report.
- v) notes that where information comes to light which indicates that particular savings proposals have significant and important implications not set out in this report, for example relevant to the council's equalities duties or other legal responsibilities, or where consultation is required because of the significant likely impact of proposals upon service users or providers, then those implications will be fully explored and, if necessary, a further report will be considered by cabinet or the relevant officer or Portfolio Holder for Finance, Performance and Welfare before a final decision is taken on whether or not to proceed to implementation. Where a decision is taken not to proceed with any savings proposal then alternative proposals will be brought forward for consideration.
- vi) authorises the director or executive director with responsibility for each proposal to carry out any steps required in relation to those proposals, including carrying out any appropriate consultation, considering consultation outcomes and any other detailed implications before taking the final decision on whether or not to proceed to implement such a proposal, and amending any proposal prior to implementation as appropriate following consideration as above.
- vii) notes in relation to the authorisation given in vi. above that where it is reasonably practicable to do so, any key decisions should be brought back to Cabinet

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Other factors affecting Medium Term Finance Strategy

- viii) notes the provisional local government finance settlement for Ealing for 2015/16 of £131.578m (a reduction of 14.99% on 2014/15) (para 4.9. and table 9 of the report) and the continuing uncertainty, from 2016/17 onwards, around the level of government funding allocated to Ealing.
- ix) notes the £1.890m grant from the Department for Communities and Local Government Transformational Challenge Award for 2015/16 as set out in para 4.6 of the report.
- x) notes the implications of the Autumn Statement announced on 3 December 2014 (para. 4.8 of the report).

2014/15 Budget update

- xi) notes the position on the 2014/15 General Fund revenue budgets as set out in section 5 of the report, showing a forecast overspend of £2.965m (1% of the net general fund budget) (also see appendix 2 of the report).
- xii) notes the progress on delivering the 2014/15 and 2013/14 savings as set out in paragraph 5.6. and table 12 of the report (also see appendix 3 of the report).
- xiii) notes the position on the 2014/15 capital budgets as set out in section 6 of the report including a forecast outturn of £193.106m.
- xiv) approves £65.276m slippage to the 2014/15 capital programme.
- xv) approves £0.190m reduction of telephony improvements capital budget which is no longer required as set out in para 6.3.2 of the report.
- xvi) approves the allocation and spend of £0.190m capital from mainstream resources on implementation of Customer Services portal as set out in para 6.3.3.
- xvii) approves the allocation and spend of £0.200m capital funding from Minor Capital Projects budget to the iTrent upgrade project as set out in para 6.3.4 of the report.

2015/16 Capital Budget update

- xviii) approves the budget allocation and spend of £1.314m on perpetual Microsoft licences as set out in para 6.3.5 of the report.

Collection Fund

- xix) notes the position on in-year cash collection as set out in section 4.10 and table 10 of the report.
- xx) notes the estimate of the Collection Fund surplus as at 31 March 2014 as £2.564m, of which Ealing's share is £2m and the GLA's share is £0.564m, as set out in paragraph 4.11 of the report and notes that this amount will be applied in 2015/16 to support the overall budget position.

Thanks

- xxi) thanks officers and members for their hard work to date, towards achieving a legal budget.

Reasons for Decisions and Options Considered

This is the latest update for Members on the 2015/16 Budget and Medium Term Financial Strategy 2015/16 – 2018/19. It details further savings and efficiencies that have been identified in addition to those set out in the reports to Cabinet on 25 November 2014 and 16 December 2014. It enables Cabinet to develop and initiate budget proposals before Council, finalise the budget and set the Council Tax for 2015/16 in February 2015.

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The requirement to reduce budgets has driven service reviews that are still ongoing. The proposals in this report will contribute to the savings agreed in the budget strategy. Many of the savings proposals will have more detailed implications that are not understood at this stage or which will only emerge following consultation. Where this is the case those detailed implications will be considered before a final decision is taken on whether or not to implement the proposal, including whether or not a proposal should be amended prior to implementation.

Any consultation requirements arising from proposals being made in this report will be carried out in accordance with the council's legal duties and responsibilities.

To achieve the challenging savings, the Council:

- Is looking at every service in the search for savings.
- Is considering all budgets and all sources of spending and income.
- Will realise "cross-cutting" corporate savings.
- Will invest where it will generate greater efficiency.
- Is conducting a review of management structures.

This report also provides Cabinet with an update of the 2014/15 revenue and capital budgets that were set by Council in February 2014 setting out the Council's financial performance as at 30 November 2014 and actions being taken to manage risks and ensure that performance remains within the approved budgets.

10. Internal Audit and Counter Fraud Shared Services Resolved

That Cabinet:

- i) approves the creation of shared services for Internal Audit, Counter Fraud, Investigation Services and other functions as outlined in this report. The Shared Service to be hosted by LB Ealing, with effect from 1 April 2015 or as soon as possible thereafter with the London Boroughs of Brent and Hounslow and other authorities as approved by the Executive Director of Corporate Resources in consultation with the Finance, Performance and Welfare Portfolio Holder.
- ii) notes that the proposed shared services would entail LB Ealing accepting the delegation of certain functions from other local authorities which are non-executive functions in accordance with the constitution of LB Ealing, and notes that any decision about such functions is a matter to be decided by Full Council.
- iii) notes that the proposed shared services would entail LB Ealing accepting the delegation of certain functions from other local authorities which are executive functions in accordance with the constitution of LB Ealing, and authorises the Executive Director of Corporate Resources to accept the delegation of such functions to LB Ealing.
- iv) delegates the Executive Director of Corporate Resources to enter into arrangements and inter authority agreements with the London Borough of Brent and the London Borough of Hounslow in respect of the shared services for Internal Audit, Counter Fraud, Investigation Services and such other functions agreed by the partner authorities.
- v) delegates to the Executive Director of Corporate Resources in consultation with the relevant Finance and Performance Portfolio Holder, authority to enter into future arrangements and inter authority agreements with other authorities in respect of the shared services for Internal Audit and Counter Fraud and Investigation Services and such other functions as approved by the Executive

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Director of Corporate Resources in consultation with the Finance, Performance and Welfare Portfolio Holder

- vi) approves that following the signing of the respective inter authorities agreements and on commencement of arrangements that staff be transferred under TUPE to LB Ealing from Brent and Hounslow respectively.
- vii) authorises the Head of Audit and Investigations to discharge the executive functions of the other authorities which are delegated to LB Ealing in accordance with the arrangements described above.

Reason for Decision and Options Considered

The public sector continues to experience unprecedented financial challenges, which require innovative solutions to continue the drive for efficiency and enabling resources to be focused on front line service delivery. Shared service arrangements have been an important part of the public sector's response to this challenging environment of funding cuts, alongside growing demand and rising expectations from customers.

Shared service arrangements are seen as an effective approach to deliver efficiencies within service delivery and a positive approach for responding to the financial pressures faced by the public sector. The service and financial benefits anticipated to be delivered by the proposed shared service for Audit and Investigation Services are:

- Financial savings as outlined within para 4.3 of the report.
- Consolidation of existing resources to improve service resilience and the ability for the function to effectively and promptly respond to the increasing and evolving fraud risks within the public sector;
- Staff resources can be deployed more flexibly, with better ability to cope with vacancies and / or ad-hoc work;
- Promote the sharing of best practice and the delivery of services to common methodologies, improving the overall efficiency and effectiveness of the counter fraud response to LBE, LBH and LBB.
- Deliver efficiencies with regards to the Audit and Assurance activity provided by the existing Strategic Audit Partner through risk focussed cross organisational audit activity;
- Availability of resources for delivery of investigation services to other organisations on a chargeable basis;
- Economies of scale e.g. training, resourcing specialist skills such as IT Audit and specialist fraud expertise.
- Development of a sense of ownership in the shared service and a culture of 'thinking as one, delivering as one'
- Provide staff development opportunities to further their careers within the Audit and Investigation function.

Alternate Options Considered

Replicate Current LBH Partnership Relationship

If the preferred option for the creation of a shared service is not supported, an alternative is to replicate the current arrangement for LBB that is currently in place between LBE and LBH. This would see the LBE Head of Audit and Investigation provide management and leadership for the Audit and Investigation services delivered by LBB, whilst also acting as the Chief Internal Auditor for LBB.

Whilst this option will allow LBB to realise an element of financial savings, the wider benefits associated with service resilience and the sharing of best practice will not be fully realised. Whilst some sharing of intelligence in respect of changes to the fraud

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risks faced by public sector organisations will be undertaken, responding to these changes would be somewhat disjointed and relatively ineffective.

Maintain a 'Status Quo' position

Currently there is a well-established relationship between LBE and LBH in respect of the management and leadership of the Audit and Investigation function at LBH. This position could be maintained with wider options including extending and evolving the service delivery model to include LBB, explored no further. This option however will not deliver the wider financial and non-financial benefits outlined and are considered to be ineffective in responding to the financial pressures faced by each organisation.

11. London Boroughs Grants Scheme - Proposed Budget 2015/16

Resolved

That Cabinet:

- i) agrees to the London Councils recommended level of overall expenditure of £10.5m in 2015/16 for the London Boroughs Grants Scheme (LBGS), a summary of which is set out in Appendix A of the report.
- ii) notes that if the proposed budget is approved by London Councils, net borough contributions will be £9m and will be apportioned between the 32 London boroughs and the City of London based on the ONS mid-year population estimates for June 2013, detail of which is set out in Appendix B of the report.
- iii) notes that if the proposed budget for 2015/16 is approved by London Councils this Council's contribution to the LBGS will be £366,223 for 2015/16.

Reason for Decision and Options Considered

As a constituent borough to the LBGS, the Council needs to consider the proposed London Boroughs Grants Scheme budget for 2015/16.

12. Children's Services Capital Approvals

Resolved

That Cabinet:

accepts the tender submitted by ARJ Construction in the sum detailed in Confidential Appendix A of the report and awards the contract for the Extension of Villiers High School Canteen and Sixth Form Spaces being the contractor recommended by the Council's Consultants EC Harris for the contract sum set out in Confidential Appendix A of the report.

Reason for Decision and Options Considered

Under the Financial Procedure Rules, no scheme involving capital expenditure, whether included in the Capital Programme or not, shall proceed until a report thereon has been submitted to the Cabinet for a decision.

Cabinet authority is required to proceed with works over £500,000 in value.

The tender for the Extension of Villiers High School Canteen and Sixth Form has been evaluated by the Council's Consultants, EC Harris LLP, who have recommended that the Council award the contracts to ARJ Construction.

13. Authority to Tender for the Provision of Residential Short Breaks for Children with Disabilities

Resolved

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.

That Cabinet:

- i) authorises the Executive Director of Children and Adults to invite and evaluate tenders for the provision of residential short breaks for children with disabilities either by way of an open or restricted tender or by way of a call off from an existing framework.
- ii) notes that a further report will be brought to Cabinet on future arrangements for residential short break provision and seeking authority to enter into any contracts that may be required.

Reasons for Decisions and Options Considered

The Council is considering future arrangements for the provision of residential short breaks for children with disabilities. An option under consideration is the closure of Heller House, a residential care home providing short breaks to children with disabilities living in Ealing. In order to inform decision making in respect of the future of Heller House it is necessary to identify the extent to which there would be suitable alternative provision to replace it. Authority is therefore sought to carry out a competitive procurement exercise for the provision of residential short breaks to children with disabilities living in the London Borough of Ealing.

14. Change of use of the Ken Acock Youth Centre, Northolt

That Cabinet:

- i) notes and agrees in principle the proposal to change the use of the site of the Ken Acock Youth and Community Centre, Northolt from the current use as a Youth and Community Centre, to a vocational centre as part of Belvue School and to refurbish and extend the building.
- ii) delegates authority to the Executive Director for Children and Adults, following consultation with the Cabinet Member, to make a final decision to proceed and to take the steps necessary to implement this proposal subject to the outcome of consultation with those affected and equalities analysis
- iii) approves £1.863m expenditure on capital build costs, and professional and other related fees, to be funded from an EFA grant of £1.38m and £0.483m from the existing SEN capital budget.
- iv) adds the £1.38m EFA capital funding to the Capital Programme in 2015/16.
- v) delegates authority to the Executive Director for Children and Adults to seek all necessary planning and statutory consents and approvals for the works described within this report;
- vi) authorises the Executive Director for Children and Adults to invite and evaluate tenders for the refurbishment and construction works to expand Belvue School on the Ken Acock Centre site.
- vii) notes that a further report will be brought back to Cabinet to award the contract for the refurbishment and expansion works to the Ken Acock Centre.

Reasons for Decisions and Options Considered

An excellent opportunity arose to bid for a new building through the Education Funding Agency's Demographic Growth Capital Fund (see 4 of the report). This bid was successful, and allows the Council to create a long-awaited vocational provision, in a school setting, for up to 40 young people with special educational needs.

The particular site is recommended following an extensive search, based on proximity to the existing school site, availability of space, suitability for the type of provision in question, and value for money to the Council. The site is currently significantly under-used, and the bulk of the use is for childcare provision. Council officers are currently

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looking at options for how this provision could be re-located, or service users catered for elsewhere, in the event of a decision to proceed with this proposal.

A number of sites have been considered for the location of this provision. The school's existing site is considered unsuitable, due to the lack of available space, and the constraints on obtaining planning permission as the site is located within the Green Belt. Further sites have also been considered but are some distance from the school and for reasons relating to planning permission, or existing long-term arrangements with tenants, are also considered to be unsuitable.

Consultation with existing users of the site and local residents is proposed before a final decision on the use of the Centre is made. Further consultation with local residents will also take place when an application for planning permission is made.

It is recognised that this report is presented at a comparatively early stage of the development of these proposals. This is because the grant from the EFA which will fund the project is time-limited, and therefore Cabinet approval to progress the project, subject to consultation, is sought earlier than may otherwise be the case.

The legal framework within which Cabinet must consider the proposals is set out in section 5 of the report.

15. Early Start Ealing Resolved

That Cabinet:

- i) notes the proposed transfer of Health Visiting functions from NHS England to the Council from 1/10/15 set out in para 2.4, the financial implications in para 4 and the contractual implications as set out in para 5 of the report.
- ii) notes the proposals set out in para 2.6 of the report, to develop an integrated service operational from 1/1/015 involving employees of the Council and London North West Healthcare NHS Trust subject to development of the necessary legal agreements between the Council, the London North West Healthcare NHS Trust and Ealing Clinical Commissioning Group.
- iii) notes that further reports will be brought to Cabinet concerning development of these arrangements and seeking any authority that is required to enter into the legal agreements
- iv) notes the proposed savings and the proposals for staffing set out in para 4 and 12.8 of the report, and the rationale for them and authorises the Executive Director of Children and Adults to implement a reorganisation and/or to delete posts and to make any amendments to the proposed staffing structures and/or the timetable for implementation as necessary arising from the consultation process.
- v) notes the proposals set out in para 12 of the report, with regard to interim arrangements for co-location of council and health staff.

Reasons for Decisions and Options Considered

There has been a significant increase in the birth rate in Ealing. The population of pre-school children in Ealing (aged 0–4) has grown by 32% since 2001. This increase is placing pressure on universal health services, such as Health Visiting, and community based specialist child health services due to increases in volume and complexity of need.

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There is evidence that this upward trend in birth rate has reached a peak in 2013/14 and NHS projections indicate that it may fall back slightly over the next five years. Even if this prediction is proven correct there will continue to be a much larger cohort of young children requiring early years services through to 2020 compared to the 2001 level.

The evidence is overwhelming that for optimal effectiveness, intervention should be focused on the earliest years, and ensure that children arrive at school "school ready". The Christie Commission 2011 estimated that 40% of all spending on public services could be avoided by prioritising a preventative approach. To support this crucial aspect of the early help offer Ealing Council has 27 children's centres, grouped into 7 hubs, providing universal and targeted early childhood services in addition to funded childcare places for vulnerable two year olds, children in need places and provision for children with significant special educational needs.

The responsibility for providing a Children's Centre Outreach service transferred from Coram, a voluntary sector partner, to the council in 2013. A nationally led change will mean that the responsibility for commissioning the health visiting service will transfer from NHS England to the council in October 2015. The funding for delivering the Family Nurse Partnership, an intensive support programme for teenage parents, will also transfer from NHS England to the council on the same date. Taken together these changes provide an unprecedented opportunity for the council to lead on the development of a more integrated service delivery model bringing together children's centres, the early years outreach service, health visiting and the Family Nurse Partnership service into a single coordinated integrated offer.

The new integrated service if taken forward will aim to give 'All children in Ealing the Best Start in life' and will be called Early Start Ealing and support families from conception through to when a child starts school. The service will also provide opportunities for better screening and coordinated intervention. The multi-agency approach will help with the identification of shared objectives and joint working across professional disciplines. It is an innovative approach which recognises that the status quo of service delivery is not sustainable and that there is a need to develop and maintain an effective early help model which makes better use of existing resources in the context of population growth. A saving of £400,000 is planned as part of this reorganisation with the largest contribution (i.e. 70%) being made from reductions to management and administration costs.

16. Provision of Officers to Chair Statutory Reviews

Resolved

That Cabinet:

- i) agrees to award two separate Framework Agreements to Aidhour Limited to provide:
 - a) Independent Reviewing Officers to chair Statutory Reviews for Looked After Children and Care Leavers and;
 - b) Independent Reviewing Officers to chair Statutory Reviews of Foster Carers.
- ii) notes that the Framework Agreements will be in place for a period of three years with an option to extend for a further year, commencing on 30th of March 2015.

Reasons for Decisions and Options Considered

The current Provider of Independent Reviewing Officers (IRO's) to chair Statutory Child Care Reviews is Aidhour Limited. The current contract will expire on 29.03.2015.

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After previous market testing, appropriate advertising and consultation as well as benchmarking with other London Boroughs, a Framework Agreement was entered into with Aidhour Limited initially for a period of one year with the option to extend for a further year. No other Providers were identified who were able to offer this service. After the initial agreement a further framework agreement was entered into commencing 30th March 2009 for one year which was extended for a further year until 29th March 2011. Following which the current agreement with Aidhour Limited was entered into for three years commencing on the 30th of March 2011 and was thereafter extended for a further year until 29th of March 2015.

For that reason agreements with the incumbent Provider have been renewed by way of annual benchmarking exercise and subsequent exceptions to the Council's contract procedure rules being granted since 1998. Contract monitoring and regular meetings with the Provider have confirmed the quality of the service.

In advance of Cabinet approval, further Exceptions to Contract Procedure Rules have been sought and granted subject to approval via this report to allow the award of the Framework Agreements to the incumbent provider-Aidhour Limited.

In line with the Children Act 1989 and the Fostering Regulations 2002 it is important that reviewing consistency is maintained. It is therefore important that as far as practicable the Independent Reviewing Officer remains the same throughout the period during which a child is Looked After and throughout the period of Foster Care registration.

The reviews will ensure that the Looked After Children's needs are properly reviewed, plans put into place based on full consultation and involvement of children, parents, family members, foster carers and all other relevant parties, a continuity and quality of care is provided and the outcomes for children and the quality of care being provided may be monitored.

17. Appointment of Supplier(s) for Temporary Housing Units Resolved

That Cabinet:

- i) authorises the Executive Director of Regeneration and Housing to construct temporary modular temporary accommodation units on Bordars Walk in Hanwell, and following consultation with the Portfolio Holder and relevant ward councilors, one additional site within the borough, subject to the grant of planning permission and any other statutory consents that may be necessary.
- ii) authorises the Executive Director of Regeneration and Housing, following consultation with the Director of Legal and Democratic Services and the Head of Strategic Procurement to award contracts pursuant to the negotiated tender procedure and enter into agreement(s) for the rental of modular temporary accommodation and/or for the purchase of the modular units for the Bordar's Walk site and one additional site.
- iii) approves expenditure in the HRA capital programme of up to £1.155m for the purchase of the modular units, if required.

Reasons for Decisions and Options Considered

Cabinet, on 22nd October 2013, authorised the Executive Director of

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Regeneration & Housing to identify a suitable site in Council ownership, to secure planning permission for the installation of temporary modular homes, and to invite and evaluate tenders for the purchase of suitable buildings, and award contract(s) up to a maximum cost of £1.155m.

A site in Hanwell was subsequently identified, and a competitive procurement process undertaken to identify suitable suppliers for this, and one additional site.

The procurement process revealed that outright purchase of the units may not necessarily be in the Council's best interest. Firstly, sites will not necessarily be available for long enough to make purchase of the units a financially viable option, and secondly, many of the potential suppliers trade on a rent only basis and so would be excluded from a purchase only selection process, and this may result in the Council not obtaining best value. Therefore bidders were invited to submit bids for both sale and rental options, and the Council will proceed with the option that is in its best interest.

In response to its advertisement placed in the Official Journal of the European Union (OJEU), the Council received expressions of interest from 19 firms, and following initial assessment, 5 of these were invited to submit detailed bids. The chosen procurement route allows for post tender submission negotiation, leading to a "best and final" offer, and it is expected that a preferred supplier and route(s) to proceed will have been identified by the end of January 2015.

Bordars Road – see plan at appendix 1 of the report.

This is a largely disused garage court on the edge of the Council's Cuckoo housing estate in Hanwell. There are currently some 50 garages on the land, most in poor condition or serious disrepair. 5 of these are currently let on weekly tenancies. Planning consent has been obtained for demolition of the existing garages.

It is proposed that, subject to planning permission being obtained, up to 20 modular units, including a local management office and laundry room, are placed on this site for a period of 10 years.

The site is within the Cuckoo Conservation Area, so any proposal for the site will have to take account of the special requirements that the conservation area status may require as part of the planning application process.

The proposal includes a mix of units sizes (2 person – 6 person), and each unit will be self-contained, ie have ensuite cooking and bathing facilities, and for the provision of external amenity space for the use of the occupants of the units.

Additional sites have been identified that may be available in the immediate future. The procurement process allowed for the provision of a second site with a capacity of approximately 30 units, and subject to one of the sites becoming available. Cabinet's consent is sought to delegate authority to the Executive Director of Regeneration and Housing to proceed with this as an additional scheme following consultation with the Portfolio Holder and relevant ward councillors.

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18. Housing Regeneration Update – Havelock Estate Redevelopment Resolved

That Cabinet:

- i) agrees in principle to the making of Compulsory Purchase Order/s in respect of Phases 2 and 3 of the Havelock Estate Project (as shown on the plan in Appendix 1) generally under the Acquisition of Land Act 1981 and specifically under Section 226(1) (a) of the Town and Country Planning Act 1990.
- ii) agrees to the compulsory acquisition of all rights over the land by the creation of new rights pursuant to Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 (as required).
- iii) authorises the Executive Director for Regeneration and Housing to take any steps, procedures and measures necessary to discharge all rights, easements, liberties, privileges, advantages and incidents to which the land may be subject.
- iv) authorises the Executive Director for Regeneration and Housing to make the final decision to authorise the making of the necessary Compulsory Purchase Order/s when required and as appropriate.
- v) authorises the Executive Director for Regeneration and Housing, both in advance of and after the making and confirmation of any compulsory purchase order, to negotiate with the owners of interests and rights in the CPO Land (Phases 2 and 3) with a view to acquiring those interests and rights by agreement, to conclude such acquisitions by agreement, and to pay such compensation for the acquisition of the interests and rights as may be proper and reasonable.
 - a. agrees in principle to the appropriation of Housing land pursuant to Section 19 of the Housing Act 1985 for planning purposes prior to the transfer of land outlined at Appendix 1 to Catalyst Housing Group but not before vacant possession has been achieved, subject to the consent of the Secretary of State if required.
 - b. authorises the Executive Director of Regeneration and Housing to finalise the appropriation process.
 - c. authorises the Director of Finance to make the required adjustments to the Council's accounts to reflect the appropriation of the Land hereby authorised.
- vi) authorises the Executive Director for Regeneration and Housing to dispose of land to the developer partner under Section 233 of the Planning Act 1990 as required.
- vii) authorises the Executive Director for Regeneration and Housing to amend phasing and/or the boundary of the land to be acquired by CPO or appropriated as necessary following consultation with the Portfolio Holder.
- viii) authorises the Executive Director of Housing and Regeneration to take all steps, procedures and measures including seeking statutory consents and enter into any arrangements necessary for the implementation and conclusion of the scheme as outlined in this report.
- ix) notes that decant status is to be awarded to tenants at the affected blocks in line with the Council's Allocations Policy regarding the decanting of tenants prior to demolition, and any local lettings priorities agreed with the governance bodies of each estate and in consultation with the Portfolio Holding Member.
- x) authorises the Executive Director of Regeneration & Housing to pre-

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allocate to secure tenants in the affected blocks where residents have indicated they wish to move to new build housing on the estate. This to allow residents to specify key features of their new homes, such as orientation of rooms, layouts, colours and finishes.

Reasons for Decisions and Options Considered

On 24th April 2012 Cabinet approved Catalyst Housing Group as the Council's preferred development partner to undertake redevelopment of the Estate.

Following the negotiation of a principal development agreement (PDA), Cabinet approved the terms of the PDA at Cabinet on 18th December 2012. The PDA was subsequently signed on 11th March 2013 and the Council and Catalyst Housing are now in contract.

The Cabinet report of 18th December also authorised the beginning of a CPO process for Phase 1. Phase 1 is split between Phase 1a and Phase 1b and the intention is to complete the CPO process to match the sub-phasing. Phase 1a is already subject to a CPO and phase 1b CPO will commence early in 2015.

Work is progressing on Phases 1 and 2 and it is now necessary to progress the vacant possession for all future phases (3 to 5).

19. Approval of Works Tender – Lovell Road (Council New Build Project) - Building the Pipeline

That Cabinet:

- i) agrees that a building works contract for the sum of £3,305,537 be awarded to Borrás Construction Ltd to construct 20 homes under the Council's New Build Programme at Lovell Road, Southall
- ii) agrees from this figure £0.125m be agreed by way of a pre-construction services agreement to pay for utility services diversion works and pre-start in site design fees in advance of signing of the main contract (if required)

Reasons for Decisions and Options Considered

Cabinet approved a report at its 25th November 2014 meeting to delegate the approval of three projects forming part of the Council's "Building the Pipeline" new build programme to enable to use of capital receipts from the right to buy programme. This programme covered three projects

- Lovell Road 20 homes
- Gordon Road sites 25 homes
- Compton Crescent & Windmill Lane sites (up to) 25 homes

The report deals with the first of these sites.

Lovell Road comprising 20 homes (two blocks of flats and two houses for affordable rent and shared ownership) is a former garage site located on the edge of the Mount Pleasant Estate in Southall. It was tendered under Cabinet authority obtained on 23rd July 2013, and was programmed for a start on site in January 2015 for a contract lasting around 15 months. A completion date of the end of March 2016 was agreed with the GLA, who originally grant funded

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the Building the Pipeline programme. It was important the Council met this completion date so as not to jeopardise future grant funding even though the intention is to now to use retained right to buy receipts instead of grant as otherwise this money which provides greater subsidy would be lost

The amount of GLA grant under the Building the Pipeline programme is no more than £0.020m-0.030m per unit, but the contribution through right to buy receipts is around £0.057m per unit for this project. This means that the units can be made more affordable, as well as reducing the call on the Council's HRA borrowing requirements

The scheme was given planning permission on 26th November 2014.

20. Date of Next meeting

Resolved

The next meeting of Cabinet will be held on 17 February 2015 at 7pm.

Councillor Julian Bell, Chair

Date

The meeting concluded at 9pm having completed its business.

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.