

## **CABINET**

**Tuesday 21 July 2015 at 7pm**

### **Minutes**

#### **PRESENT:**

Councillors Bell (Chair), Anand, R Dheer, Gordon, Hynes, Johnson, Mahfouz (Part), Rai and Tailor

#### **ALSO PRESENT:**

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

Item 7 - Events and Festivals Management (Councillor Young)

Item 9 - Parking Services Annual Report (Councillor Malcolm)

Item 10 - Urban Speed Limit Policy (Councillor Malcolm)

Item 14 - Funding of Community Legal Services (Councillors Malcolm and Young)

Item 20 - 2016/17 Budget Strategy and Process (Councillors Young and Malcolm)

Item 22 - Council Annual Performance Report 2014/15 (Councillor Young)

Councillor Young also addressed the Cabinet with regard to Item 12 Final Report of Scrutiny Review Panel 2 – 2014/2015: Ealing 360 Degrees in his capacity of chair of this Panel.

#### **Also In Attendance:**

Councillors Raza.

#### **1. Apologies for Absence and Welcome**

Councillor Mahfouz gave apologies for his early departure from the meeting.

Cabinet welcomed Keiran Read as the new Director of Strategy and Engagement. Cabinet also welcomed Judith Finlay as the newly appointed Executive Director, Children and Adults.

#### **2. Urgent Matters**

There were none.

#### **3. Matters to be Considered in Private**

Items 8, 11, 14, 16 and 18 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 Dheer declared an interest in Item 14 - Funding of Community Legal Services, by virtue of being a member of the Equality Council. Councillor Dheer left the meeting for the duration of this item.

#### **5. Minutes**

##### **Resolved:**

That the minutes of the Cabinet meeting held on 16 June 2015 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. Events and Festivals Management**

**Resolved**

That Cabinet:

- i) authorises the Executive Director of Environment and Customer Services to enter into a call off contract for the provision of events and festivals management for 46 months from 1 October 2015 until 1 August 2019 from Lot Ten (Event Services) of the London Borough of Richmond framework agreement with the Event Umbrella Ltd dated 8 May 2013 .
- ii) authorises the Executive Director of Environment and Customer Services to include in the call off contract referred to in recommendation 1.1 of the report, the provision of events and festivals management from 1 October 2015 until 30 September 2018 at Gunnersbury Park on behalf of Ealing and Hounslow Council's where the cost is met equally by both authorities.
- iii) approves the fees and charges, set out in 2.12 of the report, for individuals, groups, companies, clubs and organisations for permission to use Council owned or managed land for fitness and training classes.

**Reasons for Decisions and Options Considered**

The existing contract for the management of events and festivals that commenced on 27 April 2009 ends on 30 September 2015. The contract was awarded to The Events Umbrella Ltd.

The Events Umbrella Ltd are the single events and festivals contractor in the London Borough of Richmond's framework agreement for the provision of Parks and Open Spaces Maintenance Services which includes Event Services in lot 10. Therefore, should the recommendation in 1.1 of the report be approved The Events Umbrella would continue to provide the Council's events and festivals management contract until 1 August 2019. The framework agreement restricts the contract term to 46 months from 1st October 2015.

This is the preferred option due to the continued success of the existing Events and Festivals Management contract which includes the delivery of the Ealing Summer Festival (Comedy, Blues, Jazz, London Mela, and Acton and Greenford carnivals) and the delivery and support of numerous events in parks and streets including Ealing Half Marathon, Eid, cultural festivals and processions; as well as managing the existing funfair and circus programme.

The scope of the proposal covers the principal roles required to manage the borough's events programme. The aim of our events programme is to showcase the very best of local, British and international arts, culture and creativity to the borough and West London audiences, and to encourage excellence and greater participation by children, young people and communities across Ealing. Allied to achieving this goal is a high-quality event management and production service.

Other options include the provision of the events and festival services through direct employment of staff by the Council or by retendering the service. From experience of using both directly employed staff and contractors, it is believed that a specialist

*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.*

contractor working in the local authority and private events sector can better provide the operational service, people, skills and sector connections that the borough requires.

The option to retender at this time has been considered but ruled out because it is considered that access to the framework agreement, continuation with the existing contractor, avoidance of procurement costs provide better value and quality in service provision.

## **8. Gurnell Leisure Centre Redevelopment – Legal Agreements Resolved**

That Cabinet:

- i) authorises the Executive Director of Environment and Customer Services, following consultation with the Portfolio Holder of Transport, Environment and Leisure, to enter into agreements with Willmott Dixon Capital Works Limited (“WDCW”) from the SCAPE Framework or otherwise as necessary to progress the feasibility study and development of the design.
- ii) authorises the Executive Director of Environment and Customer Services to take the necessary steps to negotiate an agreement for lease with Willmott Dixon, providing for the grant of a long lease of up to 250 years of the site as shown on the plan in Appendix 4 of the report, subject to consideration of any objections pursuant to any advertisement pursuant to section 123 (2A) of the Local Government Act 1972).
- iii) notes that a further report will be brought back to Cabinet for final authority in October 2015 to enter into the agreement for lease.
- iv) authorises the Executive Director of Environment and Customer Services to take all the necessary steps (including service of notices and obtaining of consents) to facilitate the re-development of Gurnell Leisure Centre.
- v) agrees to the Council meeting the Project Costs in the region of £1.34m, as indicated in point 4.2 of the report, up to the point of construction contractual agreements and an agreement for lease being signed in October 15; to allow the replacement of the leisure Facility in accordance with the Council’s aspiration of a November 2018 opening.

### **Reasons for Decisions and Options Considered**

A significant amount of design work has been completed to date with the primary focus of providing a flagship facility and 50m pool provision. The council have issued its brief for the facility mix and have been working with the expertise of our Tri-Borough leisure provider, to ensure that the facility not only meets these flagship requirements, but is a highly commercially viable facility; able to build upon the successes of the current swim school and swimming club provision for future generations, with a return to the council. As a result of this design work, officers are confident that the scheme is able to progress to the next stage of design to enable the council to work towards its aspiration of a November 2018 opening.

The Council have been working with Willmott Dixon on the Feasibility of the scheme, , and are now in a position to move forward with the more detailed design. There are costs involved with progressing the design, which are built into the overall project budget that will be covered by the enabling development. However legal agreements will need to be entered into, including an agreement for lease due to the enabling housing, and until these agreements are signed the council will need to underwrite these costs.

Public sector organisations have the ability to re-provide public assets through SCAPE,

*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.*

cross-funded by residential development. SCAPE is an OJEU and Public Contract Regulation compliant framework, where Willmott Dixon scored the highest overall for cost and quality for the major works framework.

In conjunction with the design development, both parties have explored the legal structure of the proposal, which is based upon Westminster Council's Moberly and Jubilee Schemes, procured via the SCAPE Framework and delivered by Willmott Dixon.

It is proposed that the Council will retain the freehold of the site, grant a lease to Willmott Dixon Regeneration Ltd (WDR) and occupy the new leisure centre by way of a sublease. WDR will arrange for the construction of the enabling housing (which will include the provision of the shell and core of the new leisure centre) by WDCW at no cost to the Council using funding generated from the enabling residential development. The Council will also procure the necessary construction works to fit out the leisure centre under the SCAPE framework, again at no cost to the Council. . It is proposed that the majority of the homes will be Private Rental Sector ("PRS") to provide certainty over delivery, generate sufficient upfront receipts to meet the cashflow needs of the project, minimise disruption to the users of the leisure facility and create an early sense of place. The Confidential Appendix 1 outlines the detailed proposal of the legal structure.

Further work has now taken place on the design and layout of the residential elements, a review of the number and mix of units and an updated financial appraisal. This has shown that the scheme could be self-financing and therefore cost neutral to the council. To further test these assumptions, pre-planning consultation with the council and the GLA will be required, for which additional design work is required. There is, therefore, the need to enter into the legal agreements with WDCW at this point, so that further design work can be produced; to inform the Autumn Cabinet report, as per the original timetable.

The involvement of the Council's wholly owned company, Broadway Living in the scheme has been considered, however given the principal driver is to provide a cost neutral leisure centre to the council, via the enabling development provision, it has been agreed that Broadway Living would not a suitable option for this scheme.

## **9. Parking Services Annual Report**

### **Resolved:**

That Cabinet:

- i) approves for publication the Parking Services Annual Report 2014/15 found in Appendix 1 of the report.
- ii) approves the parking policy objectives for 2015-2019 found in Appendix 1 of the report.
- iii) authorises the Assistant Director for Parking Services to make minor amendments to the report prior to final publication following consultation with the portfolio holder.

### **Reasons for Decisions and Options Considered**

Operational guidance issued alongside the Traffic Management Act 2004 advises that parking enforcement authorities should regularly review both their parking policies and the associated regulatory framework. Authorities are also required to collate and publish information about their parking & enforcement activity in the form of an Annual Report.

*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.*

**10. Urban Speed Limit Policy****Resolved**

That Cabinet:

- i) notes and agrees in principle the adoption of a proposed policy for area-wide 20mph speed limits in residential areas and Town Centres as outlined in paragraphs 3.1 and 3.2 in the report.
- ii) authorises the Executive Director, Regeneration and Housing, following consultation with the Executive Director of Environment and Customer Services and the Portfolio Holder for Transport, Environment and Leisure, to undertake a public consultation and subject to the outcome of this and any subsequent statutory consultation, implement the scheme as a trial in area A (appendix 2 of the report).
- iii) subject to a successful trial and review of area A, authorises the Executive Director, Regeneration and Housing, following consultation with the Executive Director of Environment and Customer Services and the Portfolio Holder for Transport, Environment and Leisure, to make the scheme permanent in area A and to identify potential funding and take the necessary steps to implement the scheme in the remainder of the borough, area B subject to the outcome of statutory consultation (appendix 2 of the report).
- iv) authorises the Executive Director, Regeneration and Housing, following consultation with the Director of Environment and Customer Services, to investigate and undertake enforcement options of the area-wide 20mph limit including with the Metropolitan Police.

**Reason for Decision and Options Considered**

Ealing Council wants to improve quality of life for residents, enhance road safety (both in terms of perception and to reduce actual numbers and severity of road casualties) plus improve public health. In order to achieve these benefits, this report seeks approval for a two phase roll-out of a 20mph speed limit in town centres and residential roads in LB Ealing.

Support is growing nationally for a reduction in speed limits in urban areas from 30mph to 20mph with a number of organisations such as the "London Cycle Campaign", "British Cycling", "20s plenty" and "Living Streets" actively campaigning for local authorities to introduce default 20mph limits on residential roads. The Times newspaper is also calling for 20mph to be the default speed limit in residential areas with no cycle lanes, as part of its eight point manifesto calling for cities to be made fit for cyclists.

A new National Institute for Health and Care Excellence (NICE) review on tackling the causes of early death reminds Local Authorities that 20mph offers huge public health gains. The guidance states that 20mph is cost effective as the recommended speed limit for child protection and to support public sector equality duties, "Implementing 20 mph zones, with priority given to protecting children and young people in disadvantaged areas who face the greatest risk, could lead to a 100% return on investment in the first 12 months."

**11. Gunnersbury Park - OJEU Procurement for Leisure Phase 3****Resolved**

That Cabinet:

- i) authorises the Executive Director of Environment and Customer Services in consultation with officers of the Councils legal and procurement teams to begin a

*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.*

procurement process relating to the construction contract for Gunnersbury Park Sports Phase 3

- ii) authorises the Executive Director of Environment and Customer Services to arrange for publication of a contract notice and inviting and evaluating tenders for the works in accordance with part 6 of Ealing Councils Contract Procedure Rules.

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

The 2026 Masterplan sets out the vision for the future of Gunnersbury Park with the plan to conserve and enhance the significance of every aspect of the park. The vision is to make it *'A sustainable high quality park with varied uses, which serve the local community and region whilst respecting, enhancing and interpreting its historic framework and fabric.'*

The delivery and redevelopment of the sports phase of the project is set out in the Gunnersbury 2026 Masterplan, as per table 1.1 of the report, which has been approved previously by both Ealing and Hounslow Council's respective cabinet, as Phase 3. Delivery of this phase was originally expected 2020-2026, however this has been brought forward and there is an opportunity now to progress with this phase earlier, via the momentum generated following the successful HLF grant applications, which were subject of the Gunnersbury Phase 1 September 2014 Cabinet Report.

This sports phase proposes to plan a programme to upgrade and replace the existing outdoor sports facilities and ancillary facilities at the site as well as potentially providing new outdoor and indoor sports facilities, which will increase the range of sports catered for and significantly improve the overall sporting offer at Gunnersbury Park.

## **12. Final Report of Scrutiny Review Panel 2 – 2014/2015: Ealing 360 Degrees Resolved**

That Cabinet:

- i) notes the final report of the Panel, as endorsed by the Overview and Scrutiny Committee (OSC) on 11 June 2015, (Appendix A of the report).
- ii) rejects the Panel's recommendations numbered 2, 3, 5 and 6 in Section 6 of the final report.
- iii) accepts the Panel's recommendations numbered 1, 4, 7 to 32 inclusive in Section 6.0 of the final report;
- iv) directs service officers to produce/or finalise an action plan on those recommendations that are agreed by Cabinet; and
- v) reports its decisions to OSC on 13 August 2015 or 08 October 2015, as appropriate.

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

Scrutiny has a role in improving decision-making and service delivery through effective scrutiny. Recommendations from Scrutiny need to be taken forward in a timely manner and in accordance with the Council's Constitution if the Scrutiny function is to be effective. The Scrutiny and Executive Protocol identifies the timescale for Cabinet to respond to Scrutiny recommendations. This decision will mean that the response is made in a timely manner and that services can implement the accepted recommendations.

## **13. Future Operation Recommendations for Hanwell Community Centre Resolved**

That Cabinet

- i) notes that Hanwell Community Centre requires £2.864m capital funding to

*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.*

complete the refurbishment of the facility and to restore the heritage fabric of the building; and this will most likely be achieved via the funding scenario described in table 4b.

- ii) notes that the Council will further explore the funding options detailed in 2.16 and report back to Cabinet by the end of 2015.
- iii) notes the options for the future operation of Hanwell Community Centre and agree that option 3 outlined in paragraph 2.20 of the report be pursued.
- iv) authorises the Executive Director of Environment and Customer Services to finalise the appropriate procurement compliant procedure and to then invite and evaluate tenders to select an external operator for Hanwell Community Centre.
- v) notes that a further report will be brought back to Cabinet to award a contract to an external operator for the Centre

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

In March 2013 Cabinet agreed to retain the management of Hanwell Community Centre in house for two years following the decision of the Council's then lessee (Hanwell Community Association) not to renew their lease. In December 2014 Cabinet agreed to extend this until up to March 2017.

In December 2014 Cabinet noted the Future Options Report for Hanwell Community Centre which stated the following vision:  
Ealing Council's vision is for Hanwell Community Centre (HCC) to be a financially sustainable mixed use facility, which is well used by residents whilst respecting, enhancing and interpreting its historic fabric.

As a whole, the subsidy for community centres across the borough is being reduced in line with Council wide savings. The options proposed for Hanwell Community Centre are in line with the Community Centre Strategy which aims to enable Hanwell Community Centre to operate at zero cost.

The Council can only operate the site for another 12-18 months without requiring additional allocation of budget funding. There is therefore a need to try to find a way in which the Centre can be operated at nil cost or at least a substantially reduced cost to the Council.

On other sites the Council has reduced the operating costs by using alternative management models e.g. Trust at Pitzhanger Manor, Community Interest Company at Gunnersbury, procuring an independent leisure trust to run leisure services.

The Council has carried out an options appraisal of the future management of the site to establish if this would be a way of reducing the subsidy. The options are listed in the report.

## **14. Funding of Community Legal Services**

### **Resolved**

That Cabinet:

- i) notes the confidential information set out In Appendix 1 of the report – regarding a letter received from a service user of Ealing Equality Council.

*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.*

- ii) in the light of the information set out in Appendix 1 of the report, endorses the action taken by officers to withdraw the decision made at Cabinet's meeting on 24<sup>th</sup> March 2015 on the funding of community legal advice services and to take a fresh decision on the funding of these services following consideration of a revised Equality Analysis Assessment (EAA).
- iii) notes that Cabinet at its meeting on 24<sup>th</sup> March 2015 with regard to the report "Funding of Voluntary and Community Sector (VCS) Services for 2015 and beyond" in respect of the two advice services funded from the community grants budget considered the following proposal:

"To combine the funding relating to the current specifically targeted grant of £80,000pa to Ealing Equality Council (EEC) for advice to black, ethnic minority, refugee and migrant communities with the current funding of £200,000pa for the generalist advice service under contract with Ealing Advice Service (Nucleus) (EAS) and to tender one contract for the sum of £180,000 per year. The proposal represents a reduction in the combined level of funding of £100,000 per year i.e. 35.7%."

Following consideration of the consultation responses, officers' comments on these, the EAA - that mainly concentrated on the significant equality impacts of the proposal - and the Council's requirement to make substantial budget reductions, Cabinet agreed to the proposal.

- iv) notes that as this a fresh consideration of the same proposal set out in 1.3 of the report, the consultation responses, officers' comments on these considered at the Cabinet meeting last March are relevant to the fresh decision. These are attached in Appendix 2 of the report.
- v) notes that letters were received that expanded on previous consultation responses after the publication of the agenda for the Cabinet meeting of 24<sup>th</sup> March 2015. These are attached in Appendix 3 of the report. (Note: these were not tabled at the meeting).
- vi) notes that the revised EAA that includes new data is attached in Appendix 4 of the report.
- vii) notes the written representations on the proposal set out in Appendix 2 and Appendix 3 of the report paying particular regard to the impacts identified.
- viii) notes the proposal in the light of the revised EAA in Appendix 4 and Annexe 1 to the report to the EAA which contains new data and commentary from Ealing Advice Service and Ealing Equality Council and sections 5 and 10 of this report which set out the implications of the proposal on the Council's duties under the Equality Act 2010 and notes the particular importance, in the context of the substantial proposed budget reduction for community legal advice services of understanding and taking into account the adverse impact that is identified and notes the steps that may be taken and the effectiveness of these to mitigate the adverse impact before making a decision.
- ix) having regard to 1.1 – 1.8 of the report:
  - (a) agrees to the proposal to combine the funding relating to the current specifically targeted grant of £80,000pa to Ealing Equality Council (EEC) for advice to black, ethnic minority, refugee and migrant communities with the current funding of £200,000pa for the generalist advice service under contract with Ealing Advice Service (Nucleus) (EAS) and to tender one contract for the sum of £180,000 per year.

*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.*

- (b) delegates authority to the Executive Director Regeneration and Housing to invite and evaluate tenders and award a contract for a new generalist advice service with an annual value of £180,000 from mid-November 2015 up to 31 March 2019 for the reasons set out in paragraph 3.4 of the report.
- x) subject to decisions in 1.9 of the report and in order to avoid a break in the delivery of advice services agrees to extend the current grant to Ealing Equality Council from the beginning of August 2015 to mid-November 2015 at a cost of £23,329 and extend the current contract with Ealing Advice Service for the same period at a cost of £58,332. Further details are set out in paragraph 3.6 of the report.

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

The reason(s) for the decision are set out in Appendix 1 of the report and it is appropriate that the issues raised on behalf of a service user are considered afresh.

If agreed the proposal will meet the community grants budget reduction targets set out in the report to Cabinet in March. If, as a result of Cabinet's consideration, it is decided to adopt alternative proposals for the funding of community legal advice services that have different budgetary implications, then this may entail savings to be found from as yet other unidentified budgets to maintain the council's overall budgetary position. Further information on these matters is set out in the report.

## **15. Housing Regeneration and New Build Update Resolved**

That Cabinet:

- i) authorises the Director of Regeneration and Housing to develop schemes for new build housing at West End Gardens, Hotspur Road, Buckingham Road Estate, land to the rear of Doncaster Drive, and Mansell Road, and authorises the Executive Director of Regeneration and Housing to take the steps necessary for the planning of these schemes, including the procuring of, and appointment of Architects, surveyors and other professionals; authorises the Director of Regeneration and Housing, following consultation with the Head of Procurement and the Cabinet Member for Housing, to invite and evaluate tenders for the works to build the schemes and bring a report back to Cabinet for the decision to award the contract(s).
- ii) authorises the Executive Director of Regeneration and Housing, following consultation with the Director of Legal & Democratic Services, to serve a demolition notice in respect of 7a, 7b, 8a & 8b West End Gardens Northolt UB5 6QR.
- iii) notes that decant status is to be awarded to the tenants of 7a, 7b, 8a & 8b West End Gardens in line with the Council's Allocations Policy regarding the decanting of tenants prior to demolition.
- iv) (a) notes that the new build schemes, while focussing on the construction of new homes for affordable rent, may also include units for affordable and market sale, and market rent, and  
(b) authorises the Executive Director of Regeneration and Housing to determine the tenure mix of existing and future Council new build schemes (including the sale or grant of leases on other than affordable rents on some of the properties) as necessary to ensure the financial viability of the schemes (in accordance with the Shared Ownership Policy where appropriate).
- v) (a) agrees in principle to the appropriation of the land within the new build scheme boundaries from the HRA for Planning Purposes and vice-versa  
(b) authorises the Executive director of Regeneration and Housing to undertake the necessary formalities to appropriate the land as required following consultation with the Director of Legal and Democratic Services.

*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.*

- vi) adopts a policy for increasing the supply of, and allocation of affordable shared ownership homes in the borough as attached as appendix 8 of the report.
- vii) authorises the Executive Director of Regeneration and Housing to appropriate land from within the Golflinks Regeneration Phase 1 boundary (shown on the plan in Appendix 7 of the report) from the HRA for planning purposes, and to agree terms and dispose of up to 10 flats or houses for affordable shared ownership in accordance with the Shared Ownership Policy.
- viii) authorises the appropriation of land (shown on the plan in Appendix 5 of the report – Land R/O Doncaster Drive) at the junction of Eastcote Lane and Dabbs Hill Lane currently held for Highways (shaded brown) and Housing land (shaded pink) for planning purposes.
- ix) (a) notes that the Housing Supply Team has submitted a bid for funding from the Department of Communities and Local Government for grant funding under the Platform for Life Programme.  
(b) Authorises the Executive Director of Regeneration and Housing to enter into any grant funding agreements required should the bid submission be successful.
- x) authorises the Executive Director of Regeneration, following consultation with the Director of Legal and Democratic Services, to take all steps, procedures and measures including seeking statutory consents and amending the boundaries of the schemes and enter into any arrangements necessary for the implementation of the schemes outlined in this report.

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

In July 2013 Cabinet authorised schemes for construction of 74 new Council homes, known collectively as “Building the Pipeline” projects. These schemes followed the successful completion of 211 new homes between 2009 and 2014 in the Local Authority New Build (LANB) programme. A table summarising the approved projects is included at Appendix 1 of the report.

The Pipeline schemes are now either complete or in construction and Cabinet’s authority to proceed with a new round of projects is now sought.

All of the current and recent new build schemes were constructed on existing Council owned land - either already within the HRA, or transferred into the HRA from another Council department. In consequence there was (in most cases) no land acquisition value to take account of in the scheme appraisals, and this meant that a higher proportion of larger family homes could be built than would otherwise have been the case.

Also, all but the most recent schemes were constructed at a time of general recession in the construction industry, so the schemes had the benefit of lower construction costs that otherwise might have been the case.

Cabinet should be aware that delivering new build schemes in the immediate future is likely to be challenging – the supply of readily available “free” land already in Council ownership is all but exhausted, and the rapid recovery of the construction market means that costs have risen to well above the pre-2008 values. As a result the Council will have to adopt a range of new strategies to ensure that financially viable new build development can continue. These may include some or all of the following strategies:

- Accepting a smaller proportion of larger family units in any development;
- Accepting an increase in the proportion of affordable sale (shared ownership or equity sale) units;
- Including market sale and market rent units within schemes to cross-subsidise the

*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.*

affordable rent homes;

- A greater reliance on land released by regeneration of the existing Council house portfolio – ie demolition of existing properties that are either unsatisfactory in some way, or inefficient in their use of the land;
- Working with developers (including other registered providers) and owners of neighbouring sites to increase the efficiency of the land use of schemes;
- The opportunistic purchase or acquisition of additional land.

Decisions about the specific strategies to be adopted in relation to the current and future schemes are likely to be needed at short notice as the new build schemes evolve and are constructed. Cabinet is therefore asked to delegate to the Executive Director of Regeneration and Housing the authority to make any necessary decisions including varying the number of units, unit sizes, and tenure mix to ensure viability of those schemes, with any such decisions then being reported quarterly to Cabinet.

Details of proposed schemes can be found in the report.

## **16. High Lane Estate Regeneration Resolved**

That Cabinet:

- i) authorises the Executive Director of Regeneration and Housing to commission architects and cost consultants to develop an option appraisal to establish overall design principles for a mixed use scheme of housing and a new community centre on the Estate as described in para 3.7 of the report, and to undertake soft market testing and necessary surveys and legal work.
- ii) authorises the Executive Director of Regeneration and Housing following consultation with the Director of Legal and Democratic Services to commission legal and financial/commercial consultants and commence a suitable competitive procurement procedure for the selection of a developer partner for the re-development of High Lane Estate.
- iii) authorises the Executive Director of Regeneration and Housing to establish a developer selection group of High Lane Estate residents and ward councillors to be involved in the selection process.
- iv) authorises the Executive Director of Regeneration and Housing to hold all future voids on the Estate to be used for temporary accommodation pending the redevelopment of the Estate
- v) notes that a further report from the Executive Director of Regeneration and Housing will be brought to Cabinet to approve final developer selection and redevelopment proposal for the Estate. Authority will also be sought 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.

### **Reason for Decision 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.

*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.*

In July 2013 Cabinet agreed in principle to progress the comprehensive redevelopment option for the High Lane Estate.

In October 2014 Cabinet approved the next steps in the process to commission an architect and cost consultants team to design a mixed use scheme of housing and amenity space on the Estate and also undertake further work to continue to assess and improve the position on viability.

After viability review showed that the current scheme was not affordable a new approach has been developed to improve viability and procure a developer partner. The partner would secure scheme financing, produce a planning application, demolish and build the new homes with the Council purchasing a required amount of affordable housing and the developer selling additional homes to cross subsidise the affordable housing.

## **17. Housing Strategic Estates Review Update**

That Cabinet:

- i) agrees, in principle, to the categorisation of 26 reviewed estates and the recommended estates for further investigation.
- ii) authorises the Executive Director of Housing and Regeneration, following consultation with the Cabinet member for Housing, to undertake more specific and detailed options appraisals for estates identified through the review.
- iii) authorises the Executive Director of Housing and Regeneration following consultation with the Cabinet member for Housing, to consult with residents of each of the estates about plans for improving their homes and neighbourhood.
- iv) agrees that further reports on the detailed options and recommended actions for the recommended estates are developed, and are brought back to Cabinet for final decision.

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

In November 2014 Cabinet authorised work to update the 2007/8 EDAW estates review. As outlined in previous Cabinet reports the EDAW estate review considered 34 of Ealing's larger estates, and placed them into intervention bands, (high, medium and low). On the basis of this, plans to address the redevelopment/regeneration of the high intervention estates were agreed by Cabinet.

Since the 2007/8 review, the council revised its Housing Strategy and produced an Asset Management Strategy, which outlines how the Council will approach the management of its housing stock, including the remaining estates. The main strategic objectives are summarised as follows;

- Investing in communal areas and external surroundings (to improve appearance and discourage anti-social behaviour)
- Agreeing a locally determined accommodation standard and using this information to inform asset investment decisions
- Maximising opportunities for delivering additional affordable housing in the borough through public and private investment
- Determining long term priorities for investment that are financially sustainable with the resources available to ensure the Council makes the best use of Council assets (stock, land etc)
- Taking a strategic approach to energy efficiency and affordable warmth

*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.*

As approved by Cabinet in the November 2014, these objectives formed the basis of four criteria with which the Estates Review research has been conducted. These criteria are detailed in the report

From the Estates Assessment process eight estates recommended for further investigation have been identified. These are the top eleven scored estates, with the Oldfield Lane estate excluded as it will benefit from infill redevelopment through the 'Small Sites' work. East Acton and Village Park Estates have also been excluded due to the high number of privately owned properties, although may be considered for additional environmental improvements. Using the combined potential and existing scores balances the need for estate renewal with the strategic housing aims of the council and the need to use housing assets to generate additional housing supply. The approach to the recommended estates is outlined in the report.

The remainder of reviewed estates have been designated for intervention but do not offer a significant opportunity to increase housing supply.

**18. Contract Award to London North West Healthcare for the Provision of a Health Visiting Service in Ealing**

**Resolved**

That Cabinet:

- i) agrees to the award of a contract to London North West Healthcare NHS Trust for the three year period from 1 October 2015 to 30 September 2018.
- ii) thanks officers for their work in negotiating this contract.

**Reason for Decision and Options Considered**

From 1<sup>st</sup> October 2015, Local Authorities will have responsibility for commissioning health visiting services. The detail of this obligation is subject to a review by the Secretary of State and such review must be carried out by 30<sup>th</sup> March 2017. The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) and Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) (Amendment) Regulations 2015 which transfer the responsibilities to local authorities expires on 31<sup>st</sup> March 2017 meaning new regulations will have to be put into place should the transfer be required to continue.

**19. Authority to Enter into Contracts for Semi Independent Living and SEN Day Education Services**

**Resolved**

That Cabinet:

- i) agrees to Children's Services making direct contract awards for semi-independent services for looked after children and care leavers, day education placements for children with special educational needs and other services as required to meet the Council's statutory duties.
- ii) delegates the authority to award for the services listed in recommendation 1.1 of the report, contracts to the Director of Children and Families using a competitive bidding approach where possible or through a direct award of contract where it is not possible to award a contract under the methods referred to in paragraph 2.2 of the report.

**Reason for Decision and Options Considered**

Ealing Council has statutory duties relating to the provision of social care and education services to children and young people. Services are provided on the basis of an assessment of individual need.

*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.*

Purchasing of external services is, in the main, undertaken using contractual arrangements which include the following:

- A West London Alliance framework contract for foster care
- London Councils contracts for residential care and foster care
- London Borough of Ealing contracts for semi-independent accommodation
- Approved lists for domiciliary care and alternative education.

However there are two key categories of provision where there are significant levels of purchasing outside of these types of arrangements. These are semi-independent accommodation and Special Educational Needs (SEN) day education.

For semi-independent accommodation, we are working with other Boroughs via the West London Alliance to establish an approved list of providers. This process should be completed in Autumn/Winter 2015. Once complete this should enable most purchasing of this type of service to be done from an approved list. There may be situations though where spot purchasing will continue to be necessary, for example if a young person is living in an area of the country where we do not have any providers on this list.

In relation to SEN day provision, Children's Services has tried twice to set up an approved list of alternative education and SEN day education providers. Whilst alternative education providers have applied to be on the list, day education providers have not applied. We are currently in discussion with other Boroughs via the West London Alliance about the possibility of setting up a dynamic purchasing system. Providers might be motivated to apply if a number of Local Authorities worked together on this. However, there will continue to be a need for spot purchasing of SEN day education in response to parental choice and tribunal direction.

There are likely to remain other services that will need to be spot purchased. The reasons for this include:

- Framework contracts and other contractual arrangements being unable to deliver on the capacity that is needed
- Services are required in emergency situations (this is acceptable under EU directives)
- Services are needed that are very specific to individual need, for example some residential placements, and that are purchased on a bespoke basis.

## **20. 2016/17 Budget Strategy and Process**

### **Resolved**

That Cabinet

- i) agrees that officers work up detailed plans and budget proposals in accordance with the Administration's priorities and financial strategy objectives (para 3 of the report).
- ii) notes the General Fund revenue budget forecast outturn position of £4.519m net overspend (or 1.8%) for 2015/16, and the net overspend on the Housing Revenue Account, and agrees that Executive Directors are required to take management actions to bring the forecast General Fund overspends into balance for year-end (para 5.1 and Appendix 1 of the report).
- iii) notes the progress on delivering the 2015/16 general fund savings (Appendix 2 of the report) and agrees the following one-off replacement savings:
  - 2014/15 savings:
    - Children and Families - £0.833m
    - HRA Careline - £0.548m (£0.350m & £0.198m)

*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.*

- 2015/16 savings
  - Children and Families - £0.432m.
  - Public Health one off savings of £0.296m
- iv) agrees that a schedule of the actions to deliver the 2015/16 Public Health saving of £1.626m be produced (para 5.1.4 of the report).
- v) agrees the CCTV budget transfer of £0.567m ongoing from Business Services Group (BSG) to Safer Communities (para 5.1.17 of the report).
- vi) notes the potentially significant impact of Government decisions to reduce public spending over the four years that the MTFs covers and notes that work is on-going to further refine funding level assumptions.
- vii) sets a requirement to identify proposals that would deliver the remaining £30.5m of the existing budget savings target by the end of 2016/17 and agrees that any growth proposals put forward by services require additional savings to be identified (para 5.4 of the report).
- viii) notes the outline budget timetable set out in the report (para 5.6.3 of the report).

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

This report is part of the Council's budget setting and business planning process. The MTFs was recommended by Cabinet on 17 February 2015 and approved by Council on 24 February 2015. This report seeks to agree the strategy for 2016/17 to 2019/20 so that officers can work up detailed proposals to present for Member consideration as part of the annual budget setting cycle of the Council.

The overarching objective is a priority-led budget over the medium term which is balanced and realistic and supported by achievable savings plans.

The Council continues to face significant budget pressures, including the prospect of reducing revenue support from Central Government over the medium term, and increased demand for services.

## **21. Authority for Business Services Group to Spend 2015/2016 - 2018/2019 Capital Budget Resolved**

That Cabinet:

- i) agrees the expenditure of funds totalling £2.694m for 2015/2016 –2018/2019, for the programme of ICT & Property projects as per the Corporate Resources Capital Programme 2015/16 – 2018/19 agreed by full Council at the statutory budget setting meeting on 24 February 2015.
- ii) authorises the Director Business Services Group following consultation with the Portfolio-holder – Finance, Performance and Customer Services to procure goods and services (tender, evaluate and award contracts) required to deliver the ICT & Property Capital Programme as approved above by full Council.

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

The ICT strategy for 2015-2019 provides continuing improvements to the Council IT Infrastructure ensures resilience and underpins service delivery, therefore assisting in meeting the Council's Corporate Objectives. Without the essential maintenance to the infrastructure we will leave the organisation without support and vulnerable to security breaches and increase in downtime.

*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.*

Providing a strategic capital programme to target opportunities in property and asset improvement, in a consistent, planned, measurable, recordable and visible approach, while at the same time maintaining asset condition, capital receipt value, and availability for front line service operation.

The strategic renewal of failing and inefficient building fabric and critical Mechanical & Electrical systems across the Councils operational portfolio to meet the

- Government Legislation around Health and Safety (Legionella/Fire Safety Regulations)
- Councils energy / carbon saving objectives and assist in demonstrating Carbon Reduction Commitment (CRC).

The projects are listed in appendix I of the report, and have been derived from a combination of;

- The corporate property team (Technical Services and Facilities Management)
- Condition Survey data
- Service area strategic requirements
- Energy management /lifecycle cost data
- The property strategy including property disposals list. Only essential minimal compliance work will be carried out on any properties on the disposal list.
- Minimum essential compliance works given the future of the buildings

## **22. Council Annual Performance Report 2014/15**

### **Resolved**

That Cabinet:

- i) notes the contents of the report;
- ii) notes the progress made against the Corporate Plan performance indicators.
- iii) notes the progress made against each of the Corporate Plan Commitments.
- iv) notes Ealing's comparative performance versus the London average, as available from the London Councils LAPS data for 2014/15.
- v) thanks officers for their hard work.

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

The purpose of this report is to provide the Cabinet with a summary of the 2014/15 year-end performance against key indicators set out within the Corporate Plan. The report describes performance against key targets for operational delivery and service improvement, as well as the direction of travel of comparable performance indicators since last year. The report also highlights progress against the delivery of the Corporate Page 2 of 37 Plan Commitments by the end of the year 2014/15, and provides a summary of Ealing's comparative performance against the London average on a select number of indicators.

## **23. Tendering for a Strategic Internal Audit Partner**

### **Resolved**

That Cabinet:

- i) authorises the Executive Director of Corporate Resources to invite and evaluate tenders via OJEU for a Strategic Audit Partner to support the delivery of internal audit services by the Audit and Investigation Shared Service hosted by Ealing Council on behalf of itself and the London Boroughs of Hounslow and Brent.

*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.*

- ii) delegates authority to the Executive Director of Corporate Resources, following consultation with the Portfolio Holder, to award a contract following the completion of the tendering and evaluation process.

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

At the meeting of the 20 January, Cabinet approved the creation of a shared service for Internal Audit, Counter Fraud, and Investigations Services. The Shared Service is to be hosted by London Borough of Ealing with such services to be delivered to the London Boroughs of Hounslow and Brent.

Currently, the majority of internal audit services delivered at the three partnering councils are outsourced to a single internal audit provider, each authority calling off on an individual basis via an existing framework hosted by Croydon Council. For Ealing specifically this arrangement has been in place since the 1st July 2010, however Ealing has had the same internal audit provider since 1st June 2002. During this time no additional market testing for internal audit services has been undertaken.

Shared Service arrangements have been an important part of the public sector's response to the financial challenges faced by the public sector. Furthermore Local Authorities continue to face significant financial challenges ahead and as such will continue to change and evolve. In order to support this ongoing agenda the Internal Audit Shared Service provides an opportunity to review the existing approach for internal audit services and further to test the market to enable prospective suppliers to demonstrate challenge and innovation for the shared service approach.

The vision for the Shared Service is to provide a comprehensive, robust and resilient Internal Audit services to the three London Boroughs. However, a clear vision of the shared service is one of growth and the delivery of services to other organisations over time. This strategy of growth is therefore a key development within the shared service and an important consideration for potential suppliers of Internal Audit services to the Shared Service.

The Shared Service approach therefore provides an opportunity for Ealing to engage and manage a single Strategic Audit Partner on a consolidated basis on behalf of the partnering organisations, creating an opportunity to achieve efficiencies with regards to contractor performance and management costs.

## **24. London Counter Fraud Hub Procurement**

### **Resolved:**

That Cabinet

- i) gives approval for the Executive Director of Corporate Resources to undertake a competitive procurement procedure with negotiation in order to commission a third party provider to design, build and run a pan-London counter fraud hub.
- ii) approves the delegation of authority to award the contract for the fraud hub, following the tender process, to the Executive Director of Corporate Resources following consultation with the Portfolio Holder for Finance and Performance.

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

The National Fraud Authority in 2013 identified that the estimated cost of fraud to local authorities currently rests at £2.2 billion per year, including £131 million in council tax discount fraud. At a time when local government is looking for ways of achieving savings against annual budgets, tackling fraud represents an opportunity to recover revenue for

*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.*

the purposes of supporting local services. Furthermore, new and innovative ways of preventing fraud could have a significant and positive impact on local authorities' abilities to sustainably deliver services in a changing landscape whilst reducing costs associated with fraud detection and recovery.

The Council has taken a lead on behalf of the other London boroughs to deliver an innovative solution and is designing a pan-London Counter Fraud Hub. The aim of the hub is to better detect and prevent fraud and to create opportunities for cross-boundary cooperation towards reducing fraud.

As part of the initial planning phase of the project extensive soft market testing was carried out. The results showed that there is considerable appetite for such a contract, and that potential providers are keen on innovating and developing the solution further on an ongoing basis. However, it would not be possible to procure such a solution without a degree of prior negotiation. This is because of the complexity of the solution which is required and the associated legal and financial issues. With regards to the procurement route which is to be used, this has ruled out using the Open and Restricted procedures.

The two remaining suitable options are to use the Competitive Procedure with Negotiation or to conduct a Competitive Dialogue. However, following further analysis it was deemed that the Competitive Procedure with Negotiation is the preferred procurement route. This is due to the fact that it is less burdensome and expensive for providers to bid via this process but is still flexible enough for this project's needs.

## **25. Ealing Council Membership of the West London Economic Prosperity Board**

### **Resolved:**

That Cabinet

- i) agrees that Ealing Council will enter into arrangements with some other West London authorities to discharge certain functions jointly.
- ii) agrees that the Leader will make the arrangements with the other authorities and/or their executives as appropriate, Following consultation with the Director of Legal and Democratic Services, and notes that the draft arrangements are attached as Appendix 1, "Draft functions and rules of procedure for the West London Economic Prosperity Board".
- iii) agrees that the arrangements will include a Joint Committee (to be known as the West London Economic Prosperity Board or "WLEPB").
- iv) agrees that the Leader (or suitable alternative chosen by the Leader) will be appointed as a voting member of the WLEPB on behalf of Ealing Council.
- v) notes that the functions to be discharged by the WLEPB will be with the intention of promoting economic prosperity within the local government areas of the participating boroughs.
- vi) notes that it is anticipated that the participating boroughs will initially be Barnet, Brent, Ealing, Harrow and Hounslow, but that other WLA members (namely Hammersmith & Fulham and Hillingdon) are also invited to join.
- vii) notes that the WLEPB will not discharge any of Ealing's non-executive functions.

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

One of the six priorities for the administration set out in Ealing Council's Corporate Plan 2014-18 is to make Ealing a more prosperous borough. In order to achieve this, there are specific goals set out in the plan that relate to driving local growth, creating jobs and enhancing local skills. In order to achieve these goals, the council is working in partnership with other West London authorities, through the West London Alliance

*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.*

(WLA), whose area is acknowledged as a functional economic area. West London's functioning economic geography recognises the connections, alignment and interdependencies between constituent boroughs and the important relationships to the rest of London, surrounding council areas and the wider UK economy.

Working with the WLA enables Ealing council to address issues relating to growth, jobs and skills which span across geographical boundaries; take advantage of economies of scale (e.g. in relation to bids for ESF and external funding); and increasingly to present a credible and substantial basis for devolved central government functions relating to growth, employment and skills. The WLA boroughs have prioritised the growth and prosperity agenda, and developed a shared Vision for Growth, agreed in 2014. The rationale for a West London approach to delivery of the vision for growth is that the scale of the issues with boosting economic growth and delivering prosperity for all in West London is outside the scope of the capabilities of any one West London authority to deliver.

The Vision for Growth is being delivered through a focus on six priorities. These are around growing business, developing skills, maximising young people's potential, building new homes, creating and maintaining thriving town centres and investing in infrastructure. These priorities align not only with Ealing's Corporate Plan aspiration to make Ealing a more prosperous borough, but also align well with the broader set of objectives in the Corporate Plan which are designed to make Ealing a better place to live. The suggestion for establishing the WLEPB came about through meetings of the WLA Leaders Group. It is possible that all WLA boroughs will choose to participate in due course. The proposal is that the establishment of the WLEPB to ensure appropriate, effective and formal governance is in place for the purposes of: delivering the West London Vision for Growth and advancing participating authorities' aspirations for greater economic prosperity in West London "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.

The Local Democracy, Economic Development and Construction Act ("the 2009 Act") enables, outside of London, the establishment of combined authorities and economic prosperity boards, facilitates the collaboration and joint working between local authorities to improve economic development, regeneration and transport in functional economic areas, thus promoting economic growth. Economic prosperity boards have functions in relation to economic development and regeneration only. The 2009 Act contains a number of conditions which need to be met before the Secretary of State can make an order, subject to Parliament's approval, establishing a proposed combined authority or economic prosperity board. The 2009 Act does not permit the establishment of Economic Prosperity Boards within London, which is why it is proposed that the WL EPB will take the form of a Joint Committee. The WLEPB does not require approval by the Secretary of State.

This approach is also designed to support joint applications for funding such as the European Social Fund (ESF). The GLA has agreed with ESF co-funders to recognise the WLA boroughs, collectively, as a functional economic area for the purposes of commissioning ESF programmes 2014 – 2020. Sub-regional approaches to securing and governing such funds are increasingly more likely than individual borough funding bids to be successful.

In addition to specific functions relating to the delivery of the Vision for Growth, the Board will lead West London's engagement with London Councils, the GLA, the LEP and

*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.*

government departments in relation to the economic prosperity agenda; and pursue opportunities for devolution in relation to economic growth on the behalf of West London boroughs.

## 26. Dine in Southall

### Resolved:

That Cabinet

- i) notes progress on the development of the Dine in Southall (DISH) project and the timetable for the implementation of the governance arrangements and the capital programme.
- ii) agrees in principle that the Council consider entering into a partnership agreement with Ealing Hammersmith and West London College in relation to the governance and management of Dine in Southall.
- iii) authorises the Executive Director of Regeneration and Housing, following consultation with the Director of Legal and Democratic Services, to negotiate and agree the terms of a partnership agreement between the Council and Ealing Hammersmith and West London College on the basis of terms set out in a Memorandum of Understanding.
- iv) agrees in principle that a social enterprise to manage and operate the DISH project be established and,
- v) authorises the Executive Director of Regeneration and Housing, following consultation with the Director of Legal and Democratic Services, to progress the establishment of a social enterprise and prepare detailed governance recommendations to be brought to cabinet for approval in October 2015.
- vi) notes that Ealing Hammersmith and West London College has submitted an application for capital programme funds for Dine in Southall to the LEP FE Capital Investment Fund.
- vii) notes that a report will be brought to Cabinet in October 2015 for final approval of a governance model and company form for the future management and operation of the Dine in Southall project.

### Reason for Decision and Options Considered

The Dine in Southall (DISH) project forms part of a wider set of regeneration plans and projects focused on the Southall area. The Southall Big Plan regeneration programme is a key priority for the Council and entails a number of complementary investments, which focus on community benefits, investing in the town centre, highways and public realm, and delivering a number of key transformational projects, one of which is DISH.

DISH will be based at Southall Manor House (SMH). SMH is located on The Green, 500 metres south of Southall station. The Council owns and manages the SMH building and site which includes; the Manor House (a listed building - Grade II\*), a Victorian lodge house and a public park.

The Council has been developing the DISH project plans since 2011 as a project that has the potential to fulfil its statutory duty to formulate a strategy, which will assure the sustainability, upkeep and maintenance of the listed building. Central to these plans is the principle of developing financially viable activities which will generate enough income to sustain services and maintain the buildings, for the benefit of the community and local economy for years to come.

The December 2014 Cabinet report on DISH described the project, its capital programme and funding, and granted delegated authority to test and explore options for the most appropriate governance structure for the operational phase of DISH.

*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.*

**27. Date of Next meeting**

**Resolved**

The next meeting of Cabinet will be held on 15 September 2015 at 7pm.

**Councillor Julian Bell, Chair**

**Date**

The meeting concluded at 8:15pm 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.*