At a meeting of the Cabinet held on Tuesday, 19 July 2016 at 6:00pm at the Committee Room 1, Civic Centre, Lampton Road, Hounslow.

Present:
Councillor Steve Curran (Chair)
Councillors Tom Bruce, Theo Dennison, Katherine Dunne, Richard Foote, Amritpal Mann, Ed Mayne, Sue Sampson and Corinna Smart

Apologies for Absence
There were no apologies for absence.

1. Apologies for absence, declarations of interest or any other communications from Members

Councillor Katherine Dunne declared in respect of Item 4 that she was the Corporate Trustee for the David Henry Waring Home and therefore she would not be taking part in the vote for that item.

Councillor Sue Sampson declared in respect of Item 4 that she was a Trustee appointed to the David Henry Waring Trust Management Committee and that she also would not take part in the vote for that item.

2. Minutes of the meeting held on 28 June 2016

The minutes of the meeting held on 28 June 2016 were confirmed.

3. REG 420 - Prospective Osterley Neighbourhood Area application

See the report by Councillor Steve Curran, Leader of the Council and Cabinet Member for Corporate Strategy, Planning and Regeneration – Agenda Item 3

The Chair, Councillor Steve Curran introduced the report and advised that the Council had received an application to designate a Neighbourhood Planning Area for Osterley, outlined in Appendix 1 with the boundary outlined in red. The Council proposed that the designated area be approved as in Appendix 2 of the report.

The Chair had given permission for Councillor Louki to speak on this item for five minutes.

The Chair advised that at Cabinet briefing it had been agreed that he would meet with Councillor Louki to discuss the proposed designated area in more detail. Subsequent to that meeting some changes to the designated area had been made.

Councillor Louki referred to Appendix 1 which outlined the original area proposed for the Neighbourhood Planning Area for Osterley. He expressed concern that the changes made to the proposed designated area had resulted in the omission of Osterley Park. Councillor Louki urged Cabinet Members to refuse the report and he expressed concern that the amended area was not well thought out and could be subject to legal challenge.
Councillor Curran advised that it was for the Local Authority to designate the area and that the timeframe within which the area should be considered was 13 weeks. He advised that it was nearing the end of the 13 week timeframe and that residents had been consulted about the proposed area. Councillor Curran moved the recommendations of the report. These were seconded by Councillor Theo Dennison.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet approved the recommendations of the report to approve an appropriate area to be designated as a Neighbourhood Area for Osterley.

ii. That Cabinet refused the application to designate the Neighbourhood Area shown on Plan 1 in Appendix 1

iii. That Cabinet formally designated the area shown on Plan 2 in Appendix 2

iv. Cabinet agreed that the designated area shown in Appendix 2 would be known as the Osterley Neighbourhood Planning Area.

4. CHAS 503 - Safeguarding the future use of David Henry Waring Home

See the report by Councillor Steve Curran, Leader of the Council and Cabinet Member for Corporate Strategy, Planning and Regeneration – Agenda Item 4.

The Chair, Councillor Steve Curran introduced the report which identified a suitable regeneration option for the David Henry Waring Home that would enable the Home to continue to operate and be maintained in perpetuity. Cabinet had been advised that the Home was currently operating at a significant deficit and some of its accommodation was substandard and without intervention eventually the charity would be forced to cease operation. Councillor Curran moved the recommendations of the report. These were seconded by Councillor Theo Dennison.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed.

Resolved:

i. That Cabinet agreed that the Council, in its capacity of Corporate Trustee, clarifies and establishes the governance arrangements for the David Henry Waring Trust, including the formal appointment of a named Cabinet Member charged with the responsibilities of the Corporate Trustee and re-affirming the roles and responsibilities of the Corporate Trustee and those of the Trust Committee, at the DHW AGM on 18th July 2016.

ii. That Cabinet agreed that the Council, in its capacity as a registered provider of social housing, develop proposals for regenerating the DHW home in order to safeguard the objectives of the Trust in perpetuity. This would involve:

   a. transferring the site via lease agreement to the HRA;
b. planning for regeneration of the DHW home under the umbrella of the HRA;
c. putting in place plans for on-going maintenance via the HRA; and
d. adopting future arrangements for the management of the home jointly involving
   the Council as Corporate Trustee and the Trust Committee.

iii. That Cabinet agreed that subject to agreement of recommendation (2) above, that the
   proposals are further elaborated and referred to the Corporate Trustee to consult with
   the Trust Committee, and seek the agreement of the Charities Commission.

iv. That Cabinet agreed that a further report would be presented to Cabinet for approval for
   the final proposal including detailed regeneration plans and costs.

5. CHAS 504 - Future Delivery of Housing Planned Maintenance and Major Works Services

See the report by Councillor Katherine Dunne, Cabinet Member for Housing, Equalities and
Inclusion – Agenda Item 5.

Councillor Katherine Dunne, Cabinet Member for Housing, Equalities and Inclusion,
introduced the report which recommended that Cabinet agreed to transfer the delivery of the
planned maintenance and major works services to Facilities Management 360 Ltd, a
subsidiary of Lampton 360, with effect from January 2017. Councillor Dunne moved the
recommendations of the report. These were seconded by Councillor Steve Curran.

The recommendations had been moved and seconded. Members considered the report and
all the issues and options contained therein and in conclusion the recommendations were
agreed.

Resolved:

i). That Cabinet agreed to award the contract for managing the delivery of the housing
planned maintenance and major works services through Lampton 360 Ltd with effect from
1 January 2017, subject to its establishment of its subsidiary, Facilities Management 360
Ltd, and submission of a full business delivery plan demonstrating how it proposes to
deliver the requirements of the Hounslow Housing draft service contract and
specifications.

ii). That Cabinet agreed the preparatory transfer arrangements, set out at paragraph 3.16 of
this report, ahead of awarding the contract on 1 January.

iii). That Cabinet delegated authority to the Director of Housing to amend the Hounslow
Housing draft Service Contract and Specifications, as necessary, having regard to the
final governance, operating arrangements and delivery plans of Facilities Management
360 Ltd.

iv). That Cabinet delegated to the Director of Housing, in consultation with the Lead Member
for Housing, authority to agree the Facilities Management 360 Delivery Plan, carry out
preparatory work and to commence transfer arrangements.

6. CHAS 505 - Blenheim Extra Care Scheme

See the report by Councillor Steve Curran, Leader of the Council and Cabinet Member for
Corporate Strategy, Planning and Regeneration– Agenda Item 6.

The Chair, Councillor Steve Curran introduced the report which dealt with a proposal to
redevelop the former Ex-Servicemen’s site with a 94 unit extra care development for entirely affordable housing tenure. Councillor Curran moved the recommendations of the report. These were seconded by Councillor Theo Dennison.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

That Cabinet approved, subject to obtaining planning consent, the:

i. Total budget for the redevelopment of the Feltham Ex-Servicemen’s site for the provision of 94 units of extra care housing. To be funded as set out in the confidential appendix 1 of this report;

ii. Delegation of Authority to the Director of Housing in consultation with the Cabinet Member for Corporate Strategy, Planning and Regeneration to accept the tender offer for the new build construction contract;

iii. Appropriation of the Site edged red in Appendix 2 and delegation of authority to the Head of Governance to take all steps necessary for the appropriation of the land for planning purposes;

iv. Delegation of authority to the Director of Finance to authorise payment of compensation where the land is appropriated for planning purposes in reliance of s237 of the Town and Country Planning Act 1990 to override any covenants if necessary.

The Cabinet also approved the:

v. Delegation of Authority to the Director of Housing in consultation with the Cabinet Member for Corporate Strategy, Planning and Regeneration to accept the tender offer for the enabling works package

7. REG 413 - Property 360 Business Plan

See the report by Councillor Steve Curran, Leader of the Council and Cabinet Member for Corporate Strategy, Planning and Regeneration – Agenda Item 7.

The Chair, Councillor Steve Curran introduced the report which dealt with the collective land and assets that currently sat in the general fund and were considered to be surplus to requirements or no longer fit for purpose in their current use. The report identified each site, and the potential number of new homes that could be created subject to planning approval and site constraints. Councillor Curran moved the recommendations of the report. These were seconded by Councillor Amrit Mann.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

I. Cabinet agreed that the Shareholding Board approve the Business Plan for Property 360, which incorporated, Lampton Development 360 LLP and Lampton Investment 360 Ltd.

II. That delegated authority be given to the Board of Lampton 360 to approve individual schemes in the overall programme backed by an Investment Report on a site by site basis, in accordance with the parameters and hurdle rates outlined in the business plan, and at
section 5b of this report.

III. That delegated authority be given to Managing Director of Property & Development, for capital spend on individual schemes budgets currently identified at appendix 3, which are held within the General Fund, once approved by Lampton Board.

IV. Cabinet agreed that such sites be released for the purposes of residential development, subject to planning permission, supported by a RICS red book residual land valuation. Setting the value of the land to be paid by Lampton to LBH, taking into account the tenure mix achieved at planning.

V. Cabinet agreed that the shareholding Board approve the recruitment of a staffing structure to support this activity as identified at appendix 1 and 2, along with a loan of working capital to cover the costs.

VI. Cabinet agreed to authorise Lampton Development 360 LLP to progress the above development programme, on the basis of 40% affordable homes, (24% social rent and 16% Intermediate), 40% private sale homes, and 20% private rented homes, subject to a full investment report demonstrating the financial position of each site, which must be approved by the Lampton 360 Board, and meet the parameters and hurdle rates contained in the Business Plan.

VII. Cabinet agreed that a planning statement is established across phase I of the development programme, taking into consideration the merits and benefits of all 11 sites listed in appendix 3.

III. Cabinet approval was given to establish the subsidiary companies, Lampton Development 360 LLP, and Lampton Investment 360 Ltd.

IX. That Cabinet approval was given to establish the bank accounts for the above two subsidiary companies.

X. That Cabinet approval was given to commence the procurement of our JV Development Partner.

XI. That Cabinet approval was given to agree terms for funding for both development and investment activity, by way of an on-lending facility from LBH to Lampton Development 360 LLP and Lampton Investment 360 Ltd.

XII. That Cabinet approval was given for Property 360 to offer and deliver property consultancy services to London Borough of Hounslow, where they are unable to resource this service for themselves, or where we can compete with other external consultants and demonstrate value for money.

8. CEX 114 - Customer Services Strategy & Improvement Plan

See the report by Councillor Ed Mayne, Lead Member for Corporate Performance and Customer Care – Agenda Item 8.

Councillor Ed Mayne introduced the report which set out the current performance of customer services and proposed a Customer Services Strategy to transform the customer services offered. Councillor Mayne moved the recommendations of the report. These were seconded by Councillor Corinna Smart
The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

**Resolved:**

i. That Cabinet noted the improvement plans to tackle the current underperformance in customer services

ii. That Cabinet agreed the approach in the report for transforming customer services over the next 2 years.

iii. That Cabinet agreed the Customer Services Strategy for the Council at Appendix A which outlines this transformation.

iv. That Cabinet delegated the authority for the delivery of this strategy and any related activities and actions to the Director of Customer Services and Communications, in consultation with the Lead Member for Corporate Performance and Customer Care.

v. That Cabinet agreed to receive updates on progress as part of the quarterly performance report presented to and agreed at Cabinet.

9. **CEX 112 - Scrutiny Review of VCSE Savings**

See the report by Councillor John Chatt, Chair of the Overview & Scrutiny Committee – Agenda Item 9.

Councillor Chatt advised that an OSC Task & Finish Group had examined the impact of reductions in funding to the VCSE sector and sought to explore ways of promoting self-financing skills, independence and resilience among VCS organisations. Councillor Curran moved the recommendations of the report. These were seconded by Councillor Richard Foote.

Councillor Foote advised that as the Lead Member for Communities he would respond to the findings and recommendations within the report and report back to Cabinet in September.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

**Resolved:**

i. That Cabinet received the findings and recommendations of the review into the Impact of Voluntary, Community & Social Enterprise (VCSE) sector savings.

ii. That Cabinet agreed to consider and respond to the findings and recommendations within six weeks of receipt.

10. **CEX 113 - Update on use of non-permanent staff (Overview & Scrutiny report 13.04.16)**

See the report by Councillor Richard Foote, Lead Member for Communities – Agenda Item 13.

Councillor Richard Foote introduced the report and advised that the Council relied on staff employed on a variety of contractual arrangements. The different arrangements included
agency workers and contractors and for several years now the Council had set a maximum rate for non-permanent staffing as a corporate target which presented the maximum rate for non-permanent staffing as a corporate target. The target for 2015/16 was 6%, but this target had not yet been met. He advised that there were some areas with very high numbers of non-permanent staff for valid reasons. Councillor Richard Foote moved the recommendations of the report. These were seconded by Councillor Theo Dennison.

Councillor Chatt suggested that OSC could look further into the authorisation process for non-permanent staff.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet noted the current position on the use of non-permanent staff across the Council.

ii. That Cabinet noted the specific reasons for the particularly high usage in five areas (adult safeguarding, social care & health; children’s safeguarding & specialist services; housing; ICT; and strategic planning. economic development & regeneration) and the prospects for reducing these in the short-term.

iii. That Cabinet endorsed the resolution of the Overview and Scrutiny Committee of 13th April 2016 that the principle of “permanent is best” needs to be retained, but agree to continue with a corporate target of 6% rather than moving to different divisional targets, while recognising that at times this target is very difficult to achieve.

iv. That Cabinet endorsed the resolution of the Overview and Scrutiny Committee that future reporting of non-permanent staff roles should include:
   - analysis of where the use of permanent staff creates quality issues
   - a breakdown of different categories of non-permanent staff that reflected differing costs and employment conditions.

11. REG 393 - Schools Capital Maintenance Programme 2016-17

See the report by Councillor Tom Bruce, Cabinet Member for Education & Children’s Services—Agenda Item 11.

Councillor Tom Bruce introduced the report which sought Member approval of the Schools Capital Maintenance Programme 2016-2017 as outlined in Appendix A of the report. Councillor Tom Bruce moved the recommendations of the report. These were seconded by Councillor Steve Curran.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet approved the Schools Capital Maintenance Programme 2016-17 as outlined in Appendix A.
ii. That Cabinet agreed to include all listed items on the Council Annual Procurement Plan as Appendix A items (where decisions are delegated to the Director of the Service Area).

iii. That Cabinet agreed to delegate authority to the Executive Director of Regeneration Economic Development and Environment or such officer authorised to act on his behalf to modify the schemes and budgets if necessary following site investigations and to agree the addition of emergency priority projects identified in future condition surveys or site investigations. If projects were changed, the overall budget would not be exceeded.

iv. That Cabinet agreed that all future reports for approving Schools Maintenance Programmes are made as Single Member Decisions by the Cabinet Member for Education & Children’s Services.

12. REG 417 - New initiatives to tackle the housing crisis, regenerate the borough and conserve heritage assets

See the report by Councillor Theo Dennison, Cabinet Member for Finance and Citizen Engagement – Agenda Item 12.

Councillor Theo Dennison introduced the report which proposed changes to the teams dealing with Planning Policy, Conservation and Design, Environmental Strategy, Economic Development and Regeneration to strengthen the Council’s capacity to deliver new corporate priorities across the full range of their responsibilities.

Councillor Corinna Smart advised that as the Heritage Champion she wished to be involved in the review of locally listed heritage assets. Councillor Dennison agreed that Councillor Smart’s input would be very beneficial. Councillor Theo Dennison moved the recommendations of the report. These were seconded by Councillor Steve Curran.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet approved in principle a new staffing structure for the Regeneration, Spatial Planning, Business and Environmental Strategy service and agreement to proceed to consulting staff on its implementation.

ii. That Cabinet approved the delegation of authority to the Executive Director of Regeneration in consultation with the Director of Finance to draw funds from the Planning Development Grant reserve in support of these proposals.

iii. That Cabinet approved the allocation of £86,000 from the Administration element of the Community Infrastructure Levy in 2016/17 to support improvements to the delivery of s106/CIL projects.

iv. That Cabinet approved the allocation of up to £524,000 from the New Initiatives fund in 2016/17 to meet any shortfall in the funding necessary for the purposes outlined in this report.

13. CEX 111 - Quarterly Performance Report (Q4 2015-16) (including annual review of Business Plan Performance Indicators)
See the report by Councillor Ed Mayne, Lead Member for Corporate Performance and Customer Care – Agenda Item 13.

Councillor Ed Mayne introduced the report which presented the quarter four performance data, covering the period from January to March 2016. The report covered performance for all of the Business Plan performance indicators (BPIs) and milestones (BPMs), under the seven themes of the 2014/16 Business Plan. Councillor Mayne moved the recommendations of the report. These were seconded by Councillor Steve Curran.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet noted and discussed the report on quarter 4/end of year 2015/16 performance data.
ii. That Cabinet noted the London-wide LAPS performance data for Q3 2015/16 (retrospective).
iii. That Cabinet agreed the revisions to the performance indicators as set out in Annex E.

For appendix E containing the Business Plan, Cabinet agreed the content of the draft Business Plan 2016/17 for publication, including the following:

- Final suite of indicators and milestones, with targets for 2016/17
- Revised indicators
- New indicators
- Deleted indicators

14. CEX 125 - Monthly Financial Monitoring

See the report by Councillor Theo Dennison, Lead Member Finance & Citizen Engagement - Agenda Item 4.

Councillor Theo Dennison introduced the report and moved the recommendations. These were seconded by Councillor Steve Curran.

The recommendations had been moved and seconded. Members considered the report and all the issues and options contained therein and in conclusion the recommendations were agreed unanimously.

Resolved:

i. That Cabinet noted the allocation of £4m inflation funding as detailed in paragraph 4.2. This included
   - £2.6m pay related inflationary costs
   - £1.4m of contractual uplifts
ii. That Cabinet noted the update on the Council’s performance against the key corporate financial indicators
iii. That Cabinet noted the summary of write offs awaiting approval.
15. **Urgent Business**

There was no urgent business.

16. **REG 413 - Property 360 Business Plan**

The confidential appendix, exempt from publication, was taken into account when Cabinet considered the item in the public part of the meeting.

17. **CHAS 505 - Blenheim Extra Care Scheme (Confidential Appendix 1)**

The confidential appendix, Appendix 1, exempt from publication, was taken into account when Cabinet considered the item in the public part of the meeting.

18. **Date of next meeting: Tuesday 20 September 2016**

The date of the next meeting was noted as Tuesday 20 September 2016.

The meeting finished at 6:55 pm.