Property Strategy
London Borough of Ealing Property Strategy 2010
EXECUTIVE SUMMARY

This strategy provides recommendations on how the Council can develop its operational and non-operational property portfolio to:

- Support the Council’s corporate and spatial planning objectives, consistent with the local development framework infrastructure development plan

- Provide a portfolio that is fit for purpose and which is capable of supporting service delivery objectives.

- Rationalise the portfolio to reduce annual rental liability from £1.14m per annum to £370k per annum plus an associated reduction in operating costs of £1.3m by 2015. This is largely as a result of moving out of Westgate House in 2013

- Reduce annual operating and maintenance costs on Council owned buildings by £11.74m over the next 20 years through the disposal of surplus accommodation.

- Realise £20.73 million of capital receipts from disposal over the next 5 years, with £8.71 million reinvested into new service accommodation and the balance made available for other projects. (There will be a requirement for some borrowing to cover cashflow for new and replacement buildings until existing assets can be released – see appendix 5)

- Provide a flexible approach to both relinquishing surplus accommodation and enabling new civic development which can accommodate changing market conditions

- Ensure all new accommodation will be service driven and supported in each instance by a robust business case that, wherever possible, maximises opportunities to share facilities with other Public Sector organisations, particularly the Primary Care Trust.

- Reduce the Council’s carbon footprint in line with its sustainability commitment.

- Improve service delivery across all relevant portfolios in line with the Council’s objectives and customer needs.

- Deliver structural savings of at least £250,000 per annum.

We have identified that the Council has thirteen sites and buildings where front line staff working predominantly with vulnerable adults, families and children are in conditions that are not fit for purpose and which will be disposed of in implementing this strategy. These are:

- Acton Town Hall
- Acton Library, Acton
- Priory Community Centre, Acton
- Adult Training Centre, Stirling Road, Acton
- Roslin Road Car Park, Acton
- Learning Curve, Roslin Road, Acton
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- Carlton Road Day Centre, Acton
- 62-64 Green Lane, Hanwell
- 133 Windmill Lane, Greenford
- Greenford Lodge, Cowgate Road, Greenford
- Albert Dane Centre, 19-21 Western Road, Southall
- Resource Centre, Southall
- Land Adjacent to Resource Centre, Southall

Accommodation for staff currently using these facilities will need to be provided through new Service Centres before these assets can be released for disposal.

Photographs of these and other buildings are provided from page 54 onwards.

We have also found that there are three buildings where conditions are adequate for service delivery but by relocating staff and users working from these buildings capital value can be released through asset disposal. These are:

- West Acton Community Centre, Churchill Gardens, Acton
- 301 Ruislip Road, Greenford
- Northolt Grange Community Centre, Northolt

A further eleven buildings/sites may no longer be required and can be taken to market subject to further review and agreement in order to release value. These are:

- Churchfield Road Car Park, Acton
- Land and buildings at Southfield Recreation Ground, Acton
- Surface Car Park, South Ealing Road, Ealing
- George Street Car Park, Hanwell*
- Former Depot, 90 Studley Grange Road, Hanwell
- David Cousins Centre, 131 Windmill Lane, Greenford
- Dovehouse Court, Kittiwake Road, Northolt**
- Former Mandevelle School Site, Northolt
- Former Disraeli Day Nursery, Hamborough Road, Southall
- Car Park, Tentelow Lane, Verona Terrace, Southall

*Subject to reprovision of stop and shop car parking as part of Greys Garage scheme
**The receipt from the disposal of Dovehouse Court has been dedicated to housing regeneration projects.

Disposal of the above listed assets will result in anticipated capital receipts of circa £20.73 million (this figure excludes the part of the Acton Town Hall, the Priory Community Centre and the Acton Library which are allocated to the Acton Town Hall Scheme).

The review of all buildings is provided in Appendix 1.

It is recommended that funds that are released from the above be reinvested into three major interlinking initiatives, described below, which will have a beneficial impact on how the Council is able to deliver improved services at reduced costs.

Projects are interlinked because most of the staff that operate remotely from Perceval House work for the Childrens and Adults Division, and Ealing Homes.

- The intensification of occupation at Perceval House as the Council's headquarters building which currently has 1840 workstations servicing 1900 staff but can accommodate 2,200 workstations and 2,500 staff.
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Perceval House will operate as a hot desking building. The full benefit of this approach has not been realised to date and most teams are allocating desks to staff. The Council must urgently adopt hot desking and flexible working practices and it is recommended that Directors be given specific space saving targets to optimise utilisation. This strategy requires that 114 staff be relocated from buildings identified for disposal. In addition, the recent decision to bring Ealing Homes staff back in-house means that up to a further 200 staff will need to be accommodated when the lease on Westgate House expires in May 2012. It is anticipated that budget cuts will result in a reduction in staffing levels within Perceval House which will reduce the space pressure of an additional 314 staff. At the time of preparing this strategy this figure is not known. There will also be cost implications arising from any restacking of the building and at this stage it is not possible to calculate with certainty the cost or level of work required.

- **Creation of 3 Satellite Service Centres** to support the Council’s front line service delivery at a cost of £8.71 million. This will entail the provision of new buildings in Southall and Greenford and, in the case of Acton, the addition of space within the remodelled Acton Town Hall scheme. These spaces will accommodate those staff who need to be close to their clients. The new and reworked spaces will reduce the burden of high maintenance and running costs associated with current accommodation. They will also be significantly more energy efficient, reducing the Council’s CO2 footprint.

- **Delivery of new facilities on the Acton Town Hall site** to reprovide a 25m swimming pool, training pool, fitness suite, community facilities, library, daycare facilities and satellite office space. Enabling development will take place on the site of the Priory Centre, the existing library site and within the curtilage of the Town Hall building in order to contribute towards the costs of new provision. Capital funding has been set aside at £12 million for this project, although further contribution of £1.21m is required through savings arising on budget as a consequence of cost savings through commended provision of the new Acton satellite service centre as part of this project.

These projects are described in detail in Section 2 of this strategy.

There is then a range of other smaller scale projects that the Council is also recommended to deliver and these are described in Section 3 on a service by service basis.

The remaining balance between the anticipated capital receipts of £20.73 million and the cost of building satellite day care and office space in Southall (£4.8m) and Greenford (£2.7m) and the contribution to the Acton Town Hall scheme (£1.21m) is £12.02 million. This will not be sufficient to fund all of the projects recommended in section 3 of this strategy. Members will need to consider the merits of each against their strategic objectives in order to determine priority. Further work will be necessary to fully cost all of these proposals.

Some of the more significant changes recommended are summarised below:

- **Greenford Depot** - The options for releasing value and/or delivering improved services by establishing alternative uses at Greenford Depot have been investigated and it has been established that owing to the high levels of contamination resulting from the previous use of the site as an infill site the most viable use of the site is to continue as the Council’s principle depot but with a more space efficient layout.
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In the long term the site has been identified as having the potential to contribute to proposals by the West London Waste Authority to provide a proposed cross-borough facility, but its role in this is not yet clear.

- Perivale Park - The creation of a Sports Hub in Perivale Park incorporating the athletics field and existing pitches with a new golf range and Junior Golf Development Centre. The Gurnell Pool is scheduled to be replaced in 2018 with a new 50m facility. Over the next four years it is proposed that space modelling be undertaken.

- Community Use - Rationalising provision of community centres where there are HRA and non-HRA buildings in close proximity, with the Council taking a more pro-active role in assisting fund raising and ensuring increased use by the community through promotion and a standardised pricing policy. This approach will contribute to promoting active, cohesive communities. The most significant projects in the next four years will be: Hanwell Community Centre – Development of the building to provide two wings of housing that can be used to cross subsidise running costs of the centre should this be necessary and the potential provision of decant space for Housing Regeneration activity on Copley Close; Greenford Hall – improved facilities to increase opportunities for live performance; and Ealing Town Hall - to improve public access for arts and cultural activity.

- Manor House in Southall will be developed for community uses and with the Chamber of Commerce being offered alternative space at Southall Town Hall

- Southall Library - to be replaced with an extension to the Dominion Community Centre or on a floor of Phoenix House, a vacant office building in Southall.

- Children's Centres - Three existing children's centres at Pitshanger Park, Lammas Park and Dormers Wells need to be rebuilt.
SECTION 1  INTRODUCTION

Approach to the development of the Strategy

In 2006 the Council produced a Property Strategy identifying Perceval House as the core hub civic headquarters building with satellite offices in Acton, Greenford and Southall to act as local centres for the delivery of front line services.

The Council commissioned Lambert Smith Hampton to conduct a further performance assessment of all buildings in late 2008 to establish the evolving needs of individual services and to revise the Property Strategy in the context of the Infrastructure Delivery Plan (IDP) which is a core document within the Council's local development framework.

The performance assessment confirmed that the principle components of the 2006 Property Strategy remained valid, based on a need for an accessible and efficient executive and administration facility supported by 'back office' space in Perceval House and with certain front-line delivery staff located close to target user groups in three new service centres in the key locations of Acton, Greenford and Southall.

This work has since been reviewed by the Council's incoming property advisers, EC Harris, and by their sub-contractors Cushman and Wakefield, as part of their due diligence in taking over from Lambert Smith Hampton. They have concluded that the approach recommended in this strategy is appropriate.

Whilst the property market has fluctuated over recent years this report outlines how the Council can nevertheless address the challenge of delivering the Property Strategy under current market conditions.

(Note. It should be noted, that, except where specifically noted, the construction cost estimates relied upon herein are derived from previous work by LSH and LB Ealing may consider it appropriate to review these figures)

Review Process

The Lambert Smith Hampton assessment measured the performance of each property in meeting service needs against the background of property market trends in the borough. This involved the following process:

- Consultation with service departments and strategic partners to establish the role of individual properties in meeting the Council's service objectives and priorities, their suitability and opportunities for improvement in support of other corporate strategies and plans

- Categorisation of each property with reference to 'fitness for purpose', which was largely informed by this consultation.

- Assessment of the physical condition, sustainability and commercial development/regeneration prospects of each property.

- Factoring-in the carbon footprint of each building in order to improve the overall performance of the Council's portfolio in line with the zero carbon objectives.

- Establishing the current and alternative value of property holdings and opportunities whereby the Council might release capital value from the existing operational portfolio without prejudicing service delivery.
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- Consideration of the options for delivering initiatives and alternative procurement strategies.

The results of this exercise are set out in the tables contained in Appendix 1. Operational holdings are listed according to the service use and categorised into one of the following groups according to fitness for purpose, relevance to service provision and market value, taking into account the potential to release value from alternative uses.

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<table>
<thead>
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<tbody>
<tr>
<td>1.</td>
<td>Green</td>
<td>Core Holdings which perform well and are essential in supporting the long-term service needs and aims of the Council. <strong>No change proposed</strong></td>
</tr>
<tr>
<td>2.</td>
<td>Blue</td>
<td>Non-Core Holdings which satisfactorily meet the long-term service needs and aims of the Council but where re-provision or upgrading would lead to an improvement in service delivery. <strong>Change proposed to improve service delivery</strong></td>
</tr>
<tr>
<td>3.</td>
<td>Purple</td>
<td>Non-Core Holdings which satisfactorily meet the long term service needs and aims of the Council but where re-provision would enable the Council to realise development or alternative use value. <strong>Change proposed to release value</strong></td>
</tr>
<tr>
<td>4.</td>
<td>Red</td>
<td>Non-Core Holdings, which do not meet the current or long term service needs and aims of the Council by virtue of location, age, design or condition and should be re-provided. <strong>Straightforward disposal</strong></td>
</tr>
<tr>
<td>5.</td>
<td>Uncoloured</td>
<td>Non-Core Holdings, which are benign in nature such as, open space, highways land and sub-stations. This list is included for completeness. The properties have been considered but do not influence the delivery of this strategy and are therefore not mentioned further.</td>
</tr>
</tbody>
</table>

This process has enabled us to devise a property strategy that:

- Supports the Council’s corporate and spatial planning objectives
- Provides a portfolio that is fit for purpose and supports service delivery
- Maximises the service benefits from co-location of both Council services and service providers
- Identifies the potential to add value to the Council’s Operational Portfolio
- Reduces the long term maintenance and renewal cost of the portfolio
- Provides a capital receipt to fund the capital programme
- Reduces the Council’s carbon footprint

Section 2 of this report set out the major initiatives which will have the greatest impact on how the Council organises the delivery of services to the community and which have significant capital requirements in their implementation. In each case the costs of
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provision are set out along with how the Council is able to meet this cost from the release and disposal of surplus properties.

Appendix 10 of this report shows those disposals that are linked to the need for reprovision and those that can be disposed of without reprovision.

Section 3 provides a summary of all other Council property initiatives on a service specific basis. Not all of the proposals for change can be funded through the disposal of surplus assets. It will be necessary for Members to prioritise investment to match their strategic objectives.

Section 4 looks at the Council’s investment and other land and property holdings and makes recommendations on how best to develop this part of the portfolio. A range of potential acquisitions have been identified as a result of undertaking this review and these are described in Section 5 of this document.

Section 6 considers how the Council can best apply its staff to the delivery of these projects.
SECTION 2 MAJOR CAPITAL PROJECTS

This section of the report outlines the three major priority initiatives, which have the highest potential impact on service delivery and/or significant capital requirements in their implementation. These are:

- Perceval House - The intensification of the use of Perceval House as the Council’s headquarters building.

- Service Centres - The development of two new build Service Centres in Southall and Greenford.

- Acton Town Hall Redevelopment scheme - A development in the centre of Acton to provide a new 25m swimming pool, training pool and leisure centre, replacement library and community space and the Acton Service Centre located on the Acton Town Hall site.

In each instance a description of the project, supported by details of how the project will be achieved is outlined on the following pages. The section concludes with consideration of how the schemes can be funded.
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Intensification of Perceval House

An options report for relocating the activities carried on in Perceval House was commissioned in January 2010. The full report is provided at appendix 2.

In summary, the report evaluated the following options:

- Perceval House being retained as the Council’s Headquarters subject to the Council entering into a sale and leaseback of the property to a private investor with a leaseback to the Council at a rental of £3m per annum exclusive (based on £18 per sq ft). Assuming the Council enters into a lease term of 25 years with a mechanism to provide fixed future growth (e.g. by minimum rent reviews linked to RPI or a set percentage) and an investment yield of 6%, the Council could anticipate receiving a capital sum of circa £47m.

- Perceval House retained as the Council’s Headquarters building as an owner-occupied asset against which the Council could, if it chooses, raise a mortgage once all borrowing associated with the original purchase is cleared. If the Council raised an equivalent £47m, at prudential borrowing rates of 4.5%, it would expect to pay in the order of £3,169,000 per annum in capital and interest repayments.

- Relocation from Perceval House. The only property within the Council’s ownership with the potential to provide alternative accommodation is Greenford Depot. This has been eliminated as an option on account of adverse ground conditions and contamination. An appraisal of a new 26,000 sq ft office development produced a negative land value (i.e. a net loss).

- Even though deals can be negotiated in this market, if the Council were to procure a replacement building from the private sector it is expected that the initial rent would be similar to that applicable to Perceval House and factoring in the costs of relocation (i.e. acquisition, fit-out, etc) and the cost of voids/incentives to secure a tenant (or tenants) for Perceval House, the proposition is unviable.

The report concluded that there is no current financial or service gain to the Council from moving out of Perceval House at this time. For the foreseeable future it should, therefore, remain as the Council’s hub headquarters, accommodating the corporate functions and central office staff attached to each service line. At this stage there is no need to undertake any form of refinancing using Perceval House as security.

Implementation of the property strategy will result in the potential for an increase in the number of staff accommodated in Perceval House, with an estimated 114 persons being relocated to the building from other properties marked for disposal, namely Acton Town Hall and 301 Ruislip Road.

In addition, the recent decision to bring Ealing Homes staff back in-house means that up to a further 200 staff will need to be accommodated when the lease on Westgate House expires in May 2012. At the time of preparing this report it is not clear what the implications are on staffing numbers of reduced funding but is anticipated to go a long way towards balancing out the numbers of staff needing to be accommodated at Perceval House.

Any net increase can be absorbed by encouraging and if necessary enforcing flexible working practices. In theory, even without the anticipated reduction in staffing numbers, the additional 314 staff should be capable of being accommodated within the building based on the accepted workstation to employee floor space ratio (Perceval House can accommodate 2,200 workstations capable of supporting up to 2,500 staff).
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At present, Directors do not have to give any consideration to costs associated with the space that they occupy. It is recommended that Directors be given financial accountability for office space used to run their services and credit for savings that they make through adopting best practice.

It is likely that the intensification of Perceval House will require some re-stacking of the building. At the point of preparing this strategy the degree of re-stacking that will be necessary cannot be planned with accuracy. It is anticipated that the Council will have a better understanding of staffing numbers in November 2010 and it is recommended that the Facilities Team be commissioned to undertake and action this work once there is clarity. A revenue budget will need to be established for this purpose.

In the event that changes in occupancy patterns release more space than there is demand from within the Council, areas should be offered on a sub-let basis to the Council's strategic partners, consultants or contractors. However, it needs to be recognised that the prospect of lettings to commercial occupiers in the present economic climate is remote and there is intense competition in Ealing town centre with several buildings available offering space at highly competitive rates and with management regimes geared to multi-occupation.

The longer term future of Perceval House will need to be reconsidered in light of the various development proposals for the centre of Ealing which are expected to be realised over the next ten years. These schemes, which encompass most of the area between Ealing Broadway Station and Perceval House, will change the existing pattern of commercial uses in the town centre and may increase the strategic importance of Perceval House, bringing opportunities for the Council to benefit from an increase in capital value or from alternative use. The position should be reviewed in five years.
Acton, Greenford and Southall Service Centres

The 2006 Property Strategy concluded that the Council could improve Adults and Childrens & Families service delivery in line with the objectives of the Community Strategy by replacing existing unfit buildings with joint service centres in Acton, Greenford and Southall. Subsequent consultation between the Council and Ealing Primary Care Trust (PCT) and West London Mental Health Trust (WLMHT) established that further service benefits could be realised if larger Joint Service Centres are established in Acton and Southall with a Council only building in Greenford.

The original plan was for the buildings in Acton and Southall to be developed jointly with Ealing PCT to provide GP surgeries, clinic facilities and mental health facilities in conjoined buildings, on the understanding that the PCT meet the construction and associated costs.

The Council has worked closely with the PCT over the last two years to agree principles for these centres and the PCT’s Estates Strategy currently reflects this aspiration. The new Government has, however, revisited the way in which Health provision is commissioned. A White Paper was published in July 2010 confirming that Primary Care Trusts will be phased out and that General Practitioners will be given more say in the way local services are commissioned.

It must, therefore, be concluded that such a fundamental change in arrangements means that it will not be possible for the Council to deliver the joint service centre model. All costings contained in appendices 5, 6 and 7 now reflect the Council going forward independently of the PCT.

There remains a Council requirement to deliver greater access to an integrated Adults and Childrens & Family Service delivered from modern facilities which are strategically placed to address local needs.

Sites for the location of the Southall and Greenford Service Centres have been identified from within the Council’s ownership - adding an extension onto the back of the Dominion Centre and at Ravenor Farm respectively.

In the case of Acton, a site search was commissioned to identify and evaluate sites offering the potential to accommodate the proposed Joint Service Centre. A report is available on request but has not been included in this report as events have overtaken the conclusions and recommendations.

The options investigated included sites in Council ownership, namely Acton Town Hall, the Priory Community Centre and Salisbury Street Car Park; the site of the existing Acton Health Centre in Church Road, owned by Ealing PCT; and vacant office space available to rent at Villiers House, above Ealing Broadway Station and Westgate House, at Hanger Lane, where the Council is already a tenant.

The study concluded that:

- The Priory Community Centre was unviable on-account of the resultant loss of its high value as a residential site. The site is also under consideration by the Education Service as a potential site for a primary school.

- Salisbury Road Car Park was eliminated because of the high additional cost of replacing the car parking, either within the site as part of a scheme or elsewhere in Acton.
Ealing PCT advised that Acton Town Hall was entirely unsuited to meet the needs of a modern healthcare service being modular and highly inflexible.

The buildings available to let were eliminated on account of their inaccessibility to the service’s target population in South Acton and their unsuitability for day care provision. It was also viewed that the Council should be taking the opportunity to create value within its own portfolio.

The site of the existing Acton Health Centre, owned by the PCT, together with the adjacent Council owned car park, was the optimum site for a Joint Service Centre.

Given the change to the PCT’s remit, the best way forward for the Council is to create new space within the Acton Town Hall Scheme to accommodate the Council’s requirements.

A draft viability study carried out by Cushman and Wakefield previously identified a shortfall of £12 million attached to the Town Hall Scheme, confirming work done previously by DTZ and against which a budget was established. The impact of including the service centre within the scheme is to increase this deficit to £13.21m. In order to address this additional shortfall a contribution of £1.21m will need to be made into the scheme from the receipts raised from the disposals resulting from the implementation of the Service Centre scheme.

Space requirements have been revised and the total cost of providing the three Service Centres, including the contribution to the Acton Town Hall scheme, is now £8.71m. This will deliver ready for occupation turn-key buildings in each location.

The Council will deliver a similar combination of Adults and Childrens & Families services from each service centre together with replacement day care facilities in Acton and Southall.

The Council’s revised requirement for space in each location is as follows:

<table>
<thead>
<tr>
<th>Service Centre</th>
<th>15,000 sq ft</th>
<th>1,390 sq m</th>
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<tbody>
<tr>
<td>Greenford Service Centre</td>
<td>8,200 sq ft</td>
<td>760 sq m</td>
</tr>
<tr>
<td>Southall Service Centre</td>
<td>17,000 sq ft</td>
<td>1,580 sq m</td>
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The total cost of delivering the three service centres has been calculated as follows:

<table>
<thead>
<tr>
<th>Service Centre</th>
<th>Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton Service Centre (provisional contribution)</td>
<td>£1.21m</td>
</tr>
<tr>
<td>Greenford Service Centre</td>
<td>£2.7m</td>
</tr>
<tr>
<td>Southall Service Centre</td>
<td>£4.8m</td>
</tr>
<tr>
<td>Total</td>
<td>£8.71m</td>
</tr>
</tbody>
</table>

The proposal is to procure construction contracts for the Greenford and Southall Service Centres separate from the Acton Town Hall Scheme in order to reduce the risk of delays in any one scheme impacting across all of the principle initiatives in the property strategy.

The construction of the three service centres will release £10.28m from the disposal of buildings which are vacated as a direct result of the project. A surplus of £1.57 million over the cost of provision.

The design and planning process for the Southall and Greenford service centres will commence in quarter 3 of 2010 with delivery of the two centres by quarter 3 of 2014 based on a build and fit out period of two years.
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It should be noted that the site of the Greenford Service centre has also been identified as a relief car park for Greenford Town Centre during the period of construction of the new food store and decked car park at Oldfield Lane South. Any delays by Tesco will impact on the construction timetable of the service centre.

A cash flow forecast for this element of the property strategy is at appendix 5 and shows that the Council will need to fund circa £6million for up to a 2 year period before being able to release for disposal those buildings that are currently occupied by staff who will move into the service centres.
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Acton Town Hall Scheme

The Council is proposing a scheme to regenerate the Acton Town Hall site in the centre of Acton..

The scheme will provide:

- A new 25m swimming pool, training pool and leisure centre to replace the existing Acton Pool, which is now beyond economical repair/maintenance.

- 15,000 sq ft of library/community space to replace the existing library, which is no longer, fit for purpose. This will be located in part of the Town Hall including the assembly hall which will be refurbished and fitted out with a mezzanine floor.

- Daycare facilities and office space to accommodate the Adults Service and the Childrens and Families Service, estimated at circa 15,000 sq ft.

The combined facilities will provide a total of 20,000 sq ft of flexible space available for hire by the community ranging in size from small rooms to the dance studio in the leisure centre.

It is proposed that separate contracts be procured for:

1. The construction of the new building, comprising the swimming pool, gym and the Adults/Childrens and Families accommodation,

2. The construction of the library and community space in the former town hall complex.

In each case the Council will secure a detailed planning consent prior to procuring contracts on a Best Price Tender under the Restricted OJEU Route.

The remaining assets in the scheme, namely part of the Town Hall, the Priory Community Centre, subject to requirement for Education provision for a primary school and the Library, will be sold on a subject to planning basis as enabling development. The Capital receipts from these disposals will be used to top up the capital funding of £12m already allocated to this scheme.

The anticipated delivery date of the new leisure, library/community space and day care facilities is quarter 1, 2014.

Adults and Childrens & Families Services staff located in the Town Hall offices will be relocated to Perceval House and to the new service centres detailed above. In the case of Acton, a proportion of the staff will transfer into Perceval House whilst essential frontline staff will remain in Acton to ensure continuity.
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Funding these Proposals

Whilst some elements of the strategy have already secured part funding (Acton Town Hall), the implementation of the service centre proposal will require funding which is only available from the following other sources:

- Ring-fencing receipts from disposal of properties from the Operational Portfolio that are either currently surplus to need or have redevelopment or alternative use value that can be realised in the short term. It is anticipated that capital receipts of around £8.15m (as of the date of this report) will be generated from the disposal of surplus properties.

- Ring fenced receipts from the disposal of properties from the Operational Portfolio which will become surplus as a direct result of the implementation of initiatives contained in the property strategy. It is anticipated that capital receipts of around £12.58m (as of the date of this report) will be generated from the disposal of properties released by providing new service centres. See appendix 10.

- Revenue savings from exiting lease liabilities. See appendix 10.

- Revenue savings from the disposal of obsolete and inefficient buildings.

- Mortgaging or sale and leaseback of Core Holdings in order to raise finance for development.

One of the objectives of the property strategy is to deliver property solutions at no additional cost to the Council, either in capital or revenue terms.

In calculating Estimated Receipts it has been assumed that the Council will secure the most beneficial alternative planning consent for each site. In most cases this is private residential development subject to the provision of affordable housing above the threshold of 10 units.

Appendix 5 provides a summary cashflow forecast based on anticipated disposals and build costs for the Greenford and Southall Service Centres and the Acton Town Hall scheme. This shows that the early capital release from disposals will offset the need for the Council to provide funding during the early stages of construction of the new buildings, with additional funding required in the mid-term of the contract, and following the eventual disposal of vacated properties bringing the project back into surplus.

Impact on revenue costs of delivering the major schemes

In Appendix 6 we have provided a ten-year rent projection together with a forecast estimate of savings in rent, rates and service charges that result from implementing the strategy for the three major schemes.

This forecast shows that in the first five years the Council’s liability in terms of rent will reduce from £1.14m to £371,000 per annum together with savings in rates and service charges of £1.3m over the same period.
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Impact on operating costs of delivering the major schemes

To be prudent, we have modelled the cost of occupying the three modern service centres and the new Acton Library/community space, based on an equivalent standard of accommodation in Perceval House, and this produces an estimated cost of circa £14m over a twenty-year period.

In Appendix 7 we have forecast, from existing data and benchmarking, that the equivalent lifecycle costs of those buildings which will become surplus and which will be disposed of as a result of implementation of the property strategy will be £25.74m.

This represents a forecast saving of circa £11.74m over a 20 year period.

Further work will be undertaken at the design stage with the Developer chosen following the OJEU process to explore the use of modern building technology to avoid the use of air-conditioning. It is anticipated that this will result in the Council being able to occupy the new space at even greater reduced cost.
SECTION 3  OPERATIONAL PROPERTY STRATEGY BY SERVICE

In Appendix B we have provided a breakdown of the existing Operational Portfolio using as a reference the definitions in the Infrastructure Development Plan so that the two documents can be read together.

This section describes actions and changes that are recommended to the balance of the property portfolio.

The three major projects identified in section 2 can be funded from ring-fenced receipts and capital already allocated to the Acton Town Hall scheme. However, it will be necessary to prioritise other proposals listed below and to implement either those initiatives for which funding is available, or those which themselves generate significant receipts. The remaining schemes will need to be put on hold until funds become available or it is deemed appropriate to use prudential borrowing to cover project development costs.

Corporate Property

The Council has reduced the number of its corporate office buildings since 2006 through the disposal of the Town Hall Annex together with the Old Fire Station and the Stables as part of the Dickens Yard Development, 22/24 Uxbridge Road and 9 Longfield Road; and with the expiry of the lease of Dawley House on the Uxbridge Road.

The Council has acquired one building, Carmelita House, which is held on a lease of 15 years and shared with Ealing PCT delivering the joint ESCAN service (see Health – Adult Services).

The following buildings are currently used to provide operational office space:

- Percaval House, Ealing
- Ealing Town Hall, Ealing
- Acton Town Hall and Kings Rooms, Acton
- 301 Ruislip Road, Greenford
- Westgate House Ealing
- 27-29 South Road, Southall

As outlined in section 2, Percaval House will continue as the Council’s headquarters building and will accommodate the central administrative functions and non-front-line staff for each service.

Further, the relocation of front-line staff to the new Acton, Greenford and Southall Service Centres will enable the Council to vacate the following buildings:

- 301 Ruislip Road, Greenford, a 1980s office building which offers greater alternative use value as a residential redevelopment site;
- Streamlining of office space in Acton Town Hall and The King’s Rooms, a Victorian purpose-built town hall that does not meet the requirements of a modern office building;
- In addition, it is recommended that the restructured Housing management service be relocated to Percaval House which will release Westgate House, Ealing, which
LONDON BOROUGH OF EALING PROPERTY STRATEGY

was taken on to accommodate Ealing Homes. The Council has a ten-year lease at a rent of £316,050 per annum with a break clause exercisable in May 2012. It is proposed that former Ealing Homes staff will vacate by March 2011. Following this, and until the lease expires, the building will be available for use as decant space in connection with other projects.

It is recommended that the Council consider alternative uses for parts of Ealing Town Hall. There is potential for the development of Arts and Cultural uses within the building.

27-29 South Road, Southall is leased-in by the Council for a term which expires in August 2012. The Council directly holds a lease of the first floor, which is vacant. The Council has sought to surrender the lease without success and the lease will not be renewed. Until the lease surrender date the Council will need to continue to market the space.

The Youth and Connexions Service, which occupies the ground floor, has also relocated to the Southall Youth Centre in 2010 and the ground floor will become vacant. The Council does not hold the lease of the ground floor.

The former Southall Town Hall has been transformed (with the assistance of grant funding from the London Development Agency) into incubator space to accommodate small businesses and start-ups. Its position will be strengthened if agreement can be reached for the transfer of the Chamber of Commerce and businesses from the Manor House in Southall into the centre. This building cannot be used for any other purpose for a period of three years which was a condition of the London Development Agency funding. It has also been assessed as unsuitable for use as a service centre because it is too small to accommodate adults and childrens services.

Funding has been allocated for repairs to Southall Manor House which will be used as a community facility, accommodating local voluntary groups.

The shop property at 16-20 New Broadway was acquired for occupation by Ealing Homes who have now vacated. The lease expires in June 2011 but may be brought to an end earlier by negotiation to enable a letting to one of the businesses whose premises are being compulsorily purchased as part of the Dickens Yard scheme. This, however, has so far proved to be an unattractive option to those businesses. Difficulties associated with changing the façade of the building mean that this will be a difficult unit to let and the Council should make budget provision on the basis that the space will remain vacant through to lease expiry.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Education

Schools

The Borough contains 13 secondary schools, 66 primary schools and 6 special schools. Not all of these sites are within Council ownership as the schedule includes Foundation, Voluntary Aided and Academy schools.

The quality of school buildings, particularly in the north of the borough, has been significantly improved over the past nine years with more improvements planned alongside essential primary school expansions. Through a combination of mainstream capital funding, central government grants, Private Finance Initiative, Section 106 Planning Obligation funds, and private investment 18 schools will have been newly constructed or rebuilt between 2000 and 2009, as follows:

Primary Schools (built since 2000)
- Willow Tree Primary, Northolt
- John Chilton (Special) Northolt
- Northolt Primary (part of West London City Academy)
- Downe Manor Primary, Northolt
- Gifford Primary, Northolt
- Horsenden Primary, Greenford
- Ravenor Primary, Greenford
- Featherstone Primary, Southall
- Mandeville Primary (Special), Northolt
- St. John Fisher RC, Perivale
- John Perryn Primary
- Perivale Primary
- Grange Primary, Ealing

High Schools (built since 2000)
- Elthorne High, Ealing
- Breslside High, Greenford
- West London City Academy, Northolt
- Greenford High
- Acton High

Primary School (construction stage)
- Khalsi Primary, Southall

Under the Primary Capital Programme significant works will be carried out at a number of primary sector sites from 2008-2023. Ealing’s Primary Estate Strategy is set out in the Primary Strategy for Change approved by Department for Education. The early investment for the programme has been targeted at providing additional school places in response to pupil population projections anticipating that on a central forecast sixteen permanent and nine temporary additional forms of entry would be required in the Borough by 2012. The schemes currently approved by Cabinet are as follows:
<table>
<thead>
<tr>
<th>Approved</th>
<th>Scheme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>07 April 2009</td>
<td>Fielding Primary expansion phase one from 3FE to 4FE and retain the Nursery as 100 PTE places.</td>
<td>New extensions and refurbishment to the existing buildings, and the replacement of existing hutted accommodation with permanent accommodation. The expansion is in 2 phases.</td>
</tr>
<tr>
<td>07 April 2009</td>
<td>Little Ealing Primary Expansion from 2 to 3FE and retain 78 PTE nursery.</td>
<td>Extension, refurbishment and new build including new kitchen and dining area, along with demolition works to some existing satellite buildings.</td>
</tr>
<tr>
<td>07 April 2009</td>
<td>North Ealing Primary School expansion from 2FE to 3FE and increase the Nursery from 50 to 100 PTE places.</td>
<td>Demolish the existing Nursery and Reception buildings and add a new, larger building to the West of the site providing a new hall and classrooms, along with alterations to the existing main buildings and works to bring more external play area into use.</td>
</tr>
<tr>
<td>07 April 2009</td>
<td>Oldfield Primary School expansion phase one from 1.5FE to 2FE and retain the nursery as 50 PTE.</td>
<td>New build, alterations and refurbishment along with demolishing some existing satellite buildings. The expansion is in 2 phases.</td>
</tr>
<tr>
<td>07 April 2009</td>
<td>Selborne Primary School expansion phase one from 2FE to 3FE and retain the nursery as 50 PTE.</td>
<td>New build extension and refurbishment to the existing main building along with external works, including works to the car park and play areas. The expansion is in 2 phases.</td>
</tr>
<tr>
<td>07 April 2009</td>
<td>Wood End Infant School from 3FE to 4FE and retain the nursery as 100 PTE.</td>
<td>New build extensions, internal remodelling and refurbishment to the existing main building along with external works.</td>
</tr>
</tbody>
</table>

Recent projections show that births have continued to rise and in addition to the 16 permanent and 9 temporary form of entry for 2012, the Council will need to plan for further provision in order to meet both short and longer term demand.

Based on the plan outlining the Council’s priorities and vision for primary school provision Ealing was chosen as a pathfinder authority under the Primary Capital Programme. As a pathfinder, the Council received £6.5m towards rebuilding John Perryn Primary School and the rebuilt school opened in April 2009. The project has been accepted as a demonstration project with Constructing Excellence, the body charged with improving industry performance in the areas of Collaborative Working and Sustainability.

The new Mandeville School opened in September 2008 and was named London’s Best Educational Project by London District Surveyors Association at their Building Excellence Awards 2009. The new Mandeville School project was also highly commended for its innovative design which included features such as sun pipes, wind catchers and renewable energy heat pumps that also earned the school a highly commended award in the sustainability category.

The Council is supporting the construction of a new Sikh School, the Khalsi Primary, at Norwood Green. The Department is funding this from Department for Education Fund and with a contribution from the Trustees. The school opened in September 2009 and is operating from temporary units until the new school building opens in September 2010.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Improved primary school provision in Southall would be needed from the planned redevelopment of the 30 hectare Southall Gas Works incorporating a substantial number of new homes. As part of this development there will be a new Primary School built however, there may be some short term pressure resulting from early phases of development.

There is a particular need to increase places for students across all sectors with special educational needs. This need was also intrinsically linked to the BSF programme for secondary SEN and all through SEN provision.

Under the Building Schools for the Future (BSF) programme, significant works were due to be carried out at 17 of Ealing’s secondary schools from 2010-15 plus a new school was to be provided in Greenford. The announcement of 5 July 2010 to end BSF nationally has curtailed the Council's immediate plans for capital investment in its secondary schools.

Following a period of review, the Department for Education has confirmed that the two ‘sample’ school projects; The Cardinal Wiseman School and Dormers Wells High School, will now be funded along with an extension to the West London Academy, for which the borough is supporting the procurement of a contractor. All other planned investment through BSF has been stopped. The programme status is as follows:

<table>
<thead>
<tr>
<th>Phase</th>
<th>School</th>
<th>Scheme</th>
<th>DfE Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample</td>
<td>Dormers Wells High</td>
<td>Complete rebuild on existing site plus ICT investments</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td>Cardinal Wiseman High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Approved</td>
</tr>
<tr>
<td>1</td>
<td>West London Academy</td>
<td>New build extension</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td>Northolt High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Villiers High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Featherstone High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>E12thorne Park High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Acton High</td>
<td>Sixth form and ICT upgrade</td>
<td>Stopped</td>
</tr>
<tr>
<td>2</td>
<td>The Ellen Wilkinson High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Drayton Manor High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Twyford High</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>St Anns</td>
<td>New build and remodelling plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td>3</td>
<td>Belvue</td>
<td>Rebuild on existing site plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>New School</td>
<td>New build</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>PRU</td>
<td>New extension plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Springhallow</td>
<td>Rebuild and refurbishment plus ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Brentside High</td>
<td>ICT investment</td>
<td>Stopped</td>
</tr>
<tr>
<td></td>
<td>Greenford High</td>
<td>ICT investment</td>
<td>Stopped</td>
</tr>
</tbody>
</table>

In addition the West London Academy extension will include a 1FE expansion of primary sector provision.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

A new High School serving the North of the Borough was to be established on the former GlaxoSmithKline sports and social club ground on Oldfield Lane North in Greenford, subject to planning consent.

Three College sites in Acton, Ealing and Southall and in the most High Schools currently provide post-16 provision. It was anticipated that all high schools have or would have 6th Form provision.

The Council is now working with its preferred bidder, Balfour Beatty Education, to deliver the works at the two sample schools schemes as originally envisaged and it anticipated that financial close will be achieved by the end of the year.

The government has commissioned a comprehensive review of all capital investment in secondary schools. The review will inform spending plans for 2011-2015 and will recommend future levels of investment and the methods by which this should be allocated. The preliminary results of this review are due to be announced in September, with full recommendations to the Commons in December. The council will be contributing to this review through a written submission.

The Council has predicted the need to provide an additional 3,000 places (approx) for 11-18 students by 2019 and the strategy for addressing this need had been intrinsically linked to BSF. The two approved BSF projects will offer an additional 450 11-16 places through expansion, though this will only partially address the projected capacity requirement. The Secretary of State has indicated that future capital spending will be prioritised towards areas of population growth. The increasing needs for pupils with Special Educational Needs was also linked to the BSF programme. There will be a need for the council to closely review its capacity to provide statutory education and explore possible methods of funding expansion to meet demand.

Youth Centres and Connexions Service

The Council has a statutory requirement to provide a youth service for young people reflecting an increasing focus nationally on youth provision and the activities of young people, and the increasing external demands for the service to expand. The national benchmark is for Youth Services to engage 25% of the youth population (13-19 year olds). With an increasing number of young people in the borough (approximately 26,000) this means providing a service to approximately 6,500 young people for at least two hours per week. The Council estimates it is currently serving around 5,000 young people.

The service operates the following buildings as Youth Centres:

- Bollo Brook Youth Centre, South Acton
- W13 Youth and Connexions Centre, West Ealing
- Ken Acock Youth and Community Centre, Northolt
- Phoenix Social Club, Dormers Wells Youth Centre, Southall
- Young Adults Centre, Southall
- Visions Youth Centre, Southall

The Bollo Brook Youth Centre is due to be demolished as a result of the South Acton Estate regeneration and is likely to be reprovided in the new scheme.

The service has secured £2m grant funding for the refurbishment of the W13 Social club for Young People in Ealing in 2010.

The Ken Acock Centre in Northolt is a modern purpose built property in good condition but it is not suitably located in terms of the target groups and is not adequately laid out
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Internally, comprising a series of small rooms. The service wishes to extend the centre to provide larger spaces and to facilitate a wider range of services including music studio, fitness centre and a kitchen to teach cooking skills.

The Phoenix Centre, located at Dormers Wells Leisure Centre is operated by voluntary organisations and supported by the Council. The centre, which comprises a comlex of portacabins is located in an area of particular service need. We recommend that a better facility be provided on the site to accommodate an expanded service offer.

The Southall Adults Centre is a well-used facility. The use is being intensified with the transfer of the Connexions service from their leased-in premises on the ground floor of 27/29 South Road, Southall. No change is necessary to facilitate this.

The Visions Youth Club is located on the site of the Featherstone High School.

The Youth Project Base is located at the Cornucopia Centre in Southall on the edge of Spikesbridge Park. The building is the boroughs base for the Duke of Edinburgh Awards scheme and is used for storage and training. As a borough wide service it would be better placed centrally located but the existing building is sufficient in terms of design. The low site value would not result in a release of sufficient value to justify a move unless surplus accommodation could be identified elsewhere. Active Ealing are supporting the rebuilding of the former pavilion in the park with match funding and this could provide a suitable alternative. The building is also occupied in part by the Travellers Education Programme operated by the Education Service. We recommend that this building continue in its existing form for the time being.

The Connexions service is provided under contract by the Confederation of British Teachers, which shares accommodation at the Kings Rooms in the Acton Town Hall complex and operates from two other locations at The Mall in Ealing at South Road in Southall, privately owned properties which they lease direct. The Connexions Service will need to source alternative accommodation independently.

The Ealing Youth Counselling and Information Service (EYCIS) operate jointly with the voluntary sector from the King’s Rooms, Acton. This service will be relocated to Perceval House as part of the Acton Town Hall regeneration scheme.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Children's Centres and Nurseries

The Children's Centre programme is a national programme for children aged under 5 and their families operating across England through the Sure Start Unit of the Department for Education. It has been in existence since 2004 and is now entering its third phase.

Joint working with other organisations has enabled new services to be delivered over and above the core requirement set out by government including:

- I CAN early intervention support for children with speech and language difficulties which is provided in each of the four quadrants of the borough
- Specialist provision for children with autism and severe learning difficulties provided in three centres
- An Early Bird programme to support families who have a child with autism
- Full-time early years teachers employed in Children's Centres childcare settings (over and above the Sure Start minimum specification which is for half a post)
- An early years educational psychology service covering the whole borough
- A Children's Centre's clinical psychology service in Southall and Sure Start South Northolt
- An early years Looked After Children teacher post covering the borough
- An Early Support Team providing specialist outreach service for very young children with disabilities across the borough
- Specialist health visiting and other family support across the borough through ESCAN
- Individual and Group Counselling for parents in each Children's Centre quadrant
- An increasing number of adult learning and accredited training opportunities for parents in each Children's Centre quadrant
- A range of support for women with children under 5 affected by Domestic Violence, including support for women in Ealing's two Refuges

The capital programme is nearing completion and the service now has 25 children centres and play centres across the borough at:

- Acton Park Childrens Centre, East Acton Lane, Acton
- Maples Childrens Centre, East Acton Road, Acton
- South Acton Childrens Centre, Osborne Road, Acton
- John Perryn Childrens Centre, John Perrin School, Acton
- Grange Primary School, Ealing
- Lammas Park Play Centre, Elers Road, Ealing
- North Ealing Primary School, Ealing
- St Johns Jubilee Hall, Green Man Lane, West Ealing
- Copley Close Children's Centre, 363 Copley Close, Hanwell
- Hanwell Nursery, 25A Laurel Gardens, Hanwell
- Horsenden Children’s Centre, Horsenden Primary School, Perivale
- Windmill Road Childrens Centre, Windmill Road, Greenford
- Cedar Cabin, Academy Gardens, Parkfield Drive, Northolt
- Islip Manor Childrens Centre, Eastcote Lane, Northolt
- Lime Trees Childrens Centre, Thordike Avenue, Northolt
- Northolt Park Play Centre, Off Newmarket Avenue, Northolt
- Pett's Hill Childrens Centre, Pett's Hill Primary School, Northolt
- Ealing Hospital Community Nursery, Southall
- Dormers Wells Play Centre, Longridge Lane, Southall
- Glete Nursery School, Western Road, Southall
- Greenfields Childrens Centre, Recreation Road, Southall
- Grove House Childrens Centre, North Road, Southall
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Southall Park Childrens Centre, Green Drive, Southall
- Southall Opportunity Nursery, Spikesbridge Road, Southall
- Dormers Wells Childrens Centre, Dormers Wells Lane, Southall

In addition planning consent is being sought on three new centres at West Twyford Primary School and Hathaway Primary School and construction is under way at Perivale Infants School. A planning application has also been submitted for a new joint facility at Wood End Library to provide an integrated service with the library.

An opportunity has been identified to develop a new facility at Bramley Recreation Ground in Northfields. Phase 2 of this project will link with the children’s centre to the Northfields Library and will accommodate the adjacent Log Cabin play centre and the scouts who lease a building on the adjacent site.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Health

The property estate should be aligned to services so that it minimises health inequality and promotes well-being and independence.

The Council’s health related services, Adults Service and the Children & Families Service, are all impacted by the development of the three service centres in Acton, Greenford and Southall.

Adults Service

Offices

Office staff are accommodated at Perceval House, Acton Town Hall and 301 Ruislip Road, Greenford. Central administrative staff will be relocated from Acton Town Hall and 301 Ruislip Road to Perceval House with front-line delivery staff being accommodated in the new Acton and Southall Service Centres and in a smaller centre in Greenford.

Day Centres

The Council provides day care for adults with learning and/or physical disabilities from six day centres:

- Carlton Road Day Centre, Acton
- Stirling Road Day Centre, Acton
- Michael Flanders Centre, Acton
- David Cousins Centre, Greenford
- Cowgate Centre, Greenford
- Albert Dane Centre, Southall

The Council also supports the provision of day care services provided by private sector voluntary organisations at two locations which are leased out to the private sector:

- Bayham Road, Ealing
- MILAP Day Centre, Southall

A large number of these daycare centres are no longer fit for purpose and the strategy is to replace these building with new facilities in the Acton and Southall service centres.

- The Stirling Road and Carlton Road Day Centres both provide services for adults with learning disabilities. Carlton Road Daycentre was opened in 2005 and the service for adults with more severe learning disabilities was transferred. However, on-account of space constraints, the service for adults with less severe learning disabilities remained in Sterling Road. Stirling Road, in particular is no longer fit for purpose on-account of its location in the heart of the industrial estate and its age and condition. The service will combine the services in the new service centres in Acton and Southall with the light industrial training function moving to Greenford Depot.

- The Impact Outreach Network were relocated from Hanwell Community Centre on a temporary basis to facilitate refurbishment works. The organisation provides a valuable service to the community and the Council is keen to identify suitable alternative accommodation within the borough. Three potential locations have been identified at Brent Lodge Barn in Hanwell, the Rangers Lodge at Horsenden Hill and Lord Halsbury Playing Fields in Islip Manor.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- The Learning Curve Disabled Work Centre is located in an industrial building on the South Acton Industrial Estate. The administrative function will be transferred to the new Acton Service Centre with the kitchen training facility being relocated to the new Acton Library/leisure centre to provide café facilities to library users.

- In 2009 Age Concern Ealing transferred their operation from the Former Fire Station in Acton to co-locate with the Council's older persons service at the Michael Flanders Centre in Acton, which was refurbished. The Fire Station has been disposed of. The Council should not contemplate further investment into this centre.

- The David Cousins Centre in Greenford is vacant and not fit for purpose. It is recommended that this site be disposed of in the early stages of strategy implementation.

- 133 Windmill Lane, Greenford, is a small two storey former dwelling house which is occupied in part by the Mental Health LINKS Project and which is unsuitable for the needs of this service. It is recommended that the building be disposed of at the same time as the adjacent David Cousins Centre.

- Greenford Lodge in Greenford is a single storey building adjacent to the Cowgate Daycentre. It is held on a long lease from the NHS. The building is vacant and it is recommended that the building be marketed in the early stages of implementation. In the meantime the space will be used as temporary accommodation for Adults Services staff.

- The Albert Dane Centre in Southall provides day care for adults with physical and sensory disabilities. The building is not well suited to its use and increased provision by the voluntary sector will reduce the total space requirement. A new fit for purpose facility will be provided in the Southall Service Centre.

- The MILAP Day Centre is located in a building which no longer meets the club's needs and which has limited life expectancy, however it is in a location that is accessible to users. The Council will need to investigate re-provision on the existing site with Catalyst Housing which operates the centre. In order for a scheme to be viable it is anticipated that some residential enabling development will be necessary.

- The Bayham Road centre is a modern facility on the ground floor of a residential block of flats and is leased-in on a long lease from Notting Hill Housing Trust. The accommodation is occupied by Ealing Centre for Independent Living, which supports the Adults service. It is recommended that this facility be retained for its current purpose.

- 239a/b High Street Acton is a small single storey building that is occupied by Community Activities Project Ealing (CAPE), an outreach and day service for individuals who experience mental health problems, some of whom are considered ‘hard to engage’. It is recommended that this facility be retained for its current purpose.

- The Shortbreaks service provides residential respite care for adults with disabilities at the centre in 62/64 Green Lane, Hanwell, providing ten beds. The service occupies the building alongside the Community Team for People with Learning Disabilities as office users. The building is not fit for purpose.

The Shortbreaks service is likely to be provided by the third sector in future, through individual budgets and this part of the service will cease to require the
accommodation. The Community Team for People with Learning Disabilities service is under review and this part of the service may cease to require this accommodation. This building will become vacant and will be surplus to requirements and should be added to the disposals list in due course.

- The South Ealing Carers Centre is located at 44/48 South Ealing Road in a leased-in building. It was originally intended that this operation would relocate to the Daniels Centre in West Ealing alongside services provided by Ealing PCT. The PCT has now withdrawn from the Daniels acquisition and the service will continue to occupy this building. The lease runs until December 2015 at £35,000 per annum but can be terminated annually on the anniversary of its completion, on giving three months notice.

- There are two older persons mental health integrated day centres located in PFI schemes at Elm Lodge in Greenford (IDS West) and at Sycamore Lodge (IDS East). These will be retained.
Residential Care Units

Four new purpose-designed care homes have been completed under PFI schemes at:

- Elm Lodge, Greenford
- Chestnut Lodge, Ealing
- Sycamore Lodge, Acton
- Martin House, Southall

The service also holds the following properties which are run as Mental Health Group Homes in partnership with the West London Mental Health Trust:

- 23 Sunnyside Road, Ealing
- 125 Ethorne Avenue, Hanwell
- 164 Boston Road, Hanwell
- 57 Oaklands Road, Hanwell
- 69 Studley Grange Road, Hanwell
- 3 Bancroft Court, Northolt

In addition, 58 Bowmans Close, Ealing is part leased out to London Cyrenians, 50 Community Road, Ealing is run as a mental health residential hostel and 82 Oaklands Road is leased to Ealing Family Housing Trust.

No changes are currently proposed to these arrangements.

In late 2009, 376 Uxbridge Road was transferred back into the service to provide residential accommodation for four adults with learning disabilities. The service is preparing proposals for the refurbishment and adaptation of the building to suit the new use.
Childrens Services

In 2008 the Council acquired Carmelita House in Ealing and have established the ESCAN service (Ealing Service for Children with Additional Needs) in partnership with Ealing PCT.

The following services are located across Perceval House, Acton Town Hall and 301 Ruislip Road, with some central administration in Perceval House.

- Children in Need  Acton Town Hall & 301 Ruislip Road
- Leaving Care  301 Ruislip Road
- Looked after Children  Acton Town Hall & 301 Ruislip Road
- Referral and assessment  301 Ruislip Road
- Child Protection  Acton Town Hall
- Children’s Housing Support Team  Acton Town Hall
- Homeless Support Team  Acton Town Hall
- Safe [0-12] Team  Acton Town Hall
- Adolescent Service  Perceval House and Acton Town Hall
- EYCIS  Perceval House and Acton Town Hall
- Unaccompanied Minors 16/17 yrs  Acton Town Hall

The front-line parts of these services will be located in the new service centres in Acton, Greenford and Southall. Other administrative staff will be relocated centrally to Perceval House.

Cheltenham Place, Acton, is a former children’s home, currently occupied by the Youth Offending Team. It is recognised that this building is unsuitable for the needs of this service and that relocation to more suitable premises would improve the efficiency and quality of the service, but co-location is not appropriate. A suitable location needs to be identified whereupon the existing building will either be sold or returned to the Council’s housing stock.

The home sits on a large site and there is sufficient room to construct a replacement facility providing compliant accommodation. A modern building within a reconfigured site may release space for a small residential development, the receipt from which will help to fund the project. A detailed feasibility needs to be carried out to establish the viability of this scheme.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Open Space

Allotments

The Council currently holds and runs 46 allotments, all of which are Statutory Allotments.

In 2009 the Council’s lease of Bilet Hart Allotment was terminated by the landlord and is no longer operated by the Council.

Whilst all of the Council’s allotments are statutory a number comprise small areas that are not actually used as allotments but comprise small areas of land. The Council should consider alternative uses for these holdings such as community gardens or disposal, albeit recognising that this may prove difficult because of existing legislation.

The Council has also agreed a surrender of the lease of Popesfield Sports Ground in Acton which has been disused for a number of years and when completed it is proposed that approximately one third of the area will be designated as allotments, in part as a replacement for the loss of the small areas of land described above.

Cemeteries

The only cemetery in the borough with further land for expansion is Greenford Cemetery, which has just 10 – 20 years capacity. Southall has been identified as an area of particular need where there is no community burial space for the Muslim community.

It is recommended that the service develop a 100-year burial strategy to identify and deliver capacity. Once this exercise is complete it will be possible to provide a detailed proposal to meet the requirement.

Sports fields

Active Ealing are proposing establishing a Sports Hub in Perivale Park including the Perivale Athletics Field (a National Throw Centre), a new outdoor gym, a Golf Range and Junior Gold Development Centre, tennis courts, new multi-use games areas (MUGA) and dedicated pitches for football and rugby. The centre will link to the Gurnell Swimming Pool, which will be replaced in 2018 with a new facility housing the Borough’s 50m pool.

Dairy Meadow Artificial Pitch, Southall has been refurbished to provide a third generation artificial sports pitch with four team and two officials changing rooms and two MUGA’s. The improvements were part paid for with Football Foundation funding.

New sports pitches and a MUGA have been secured at the former Liverpool Victoria Sports Ground in Acton, which are being transferred to the Council under a Section 106 agreement attached to residential development on the site.

New dual use outdoor floodlit sports facilities on school sites have been provided as part of the High Schools rebuilding programme at Acton, Brentside and Greenford High Schools and West London City Academy. There are also proposals for improved facilities at Northolt High School.

The main focus is now on the following sports fields:

- Rectory Park Playing Fields, Northolt – The Council is keen to establish a centre of football excellence in the park and to replace the changing facilities. New temporary changing facilities will be provided.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Ealing Central Sports Ground, Perivale – Replacement or refurbishment of the pavilion and changing rooms.

- Spikesbridge Park, Southall – the site of the former pavilion is to be leased out to the Tigers and the Southall Community Alliance who are proposing to develop a new pavilion incorporating community uses and possibly replacement accommodation for the Cornucopia Centre on the edge of the park. The estimated cost of the project is £1m and the Council has allocated £200,000 of match funding to the project.

- Warren Farm – A feasibility study is being carried out to establish how the changing rooms, outdoor sports areas and social facilities can be improved.

- North Acton Sportsground, Acton – The new pavilion is now available for occupation and could accommodate a café or a nursery, amongst other compatible uses.

The disposal of an area of land on the edge of Southfields Recreation Ground to Ealing PCT was agreed but is unlikely to progress. The PCT was to construct a new GP surgery building on the site, which was equivalent in size to a number of redundant buildings which will be demolished and returned to open space so that there was no net loss of parkland. As part of the consideration the PCT were to provide new changing facilities in the park. The GP’s who were involved may consider this option once they are responsible for commissioning, however, this is unlikely to be delivered in the short term.

Golf Courses

Following a review of golf provision service contracts have been awarded to Mytime Active Limited in respect of Brent Valley, Perivale and Horsenden Hill golf courses. This represents a cost to the Council. The contracts are for an initial period of five years during which time the contractor is obliged to formulate a programme of improvements in each case. If the performance of the contractor is satisfactory it is agreed that the service contracts will be converted into 25 year leases which will provide an income to the council.

Proposals include the development of a golf driving range at Perivale Golf Course as part of the new sports hub, a new club house at Brentside Valley Golf Course and the use of part of Horsenden Farm as a replacement clubhouse for the Horsenden Hill Golf Course is under consideration.

Public Parks

The following initiatives are being taken forward:

- The Council has submitted a Parks for People bid of £1.9m to support improvements to Walpole Park, including educational and café facilities in the area previously occupied by the animal park.

- Funding has been allocated for the development of a visitor centre at Northala Park.

- Funding has been allocated for the restoration of the Memorial Water Garden at Conolly Dell in Hanwell.

- The redevelopment of Ealing Broadway Station Ealing will require the reconfiguration of the bus interchange at Haven Green.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Gunnersbury Park is part owned by Ealing Council and in part by the London Borough of Hounslow. L.B. Hounslow deal with the day-to-day management of the park with strategic issues being dealt with by a joint Regeneration Board. Proposals to allow residential development on part of the park in order to fund improvements have been rejected by Ealing Council. No further action is envisaged at this time beyond match funding which has been allocated (match funding will be with London Borough of Hounslow)
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Transport

Car Parking

The Council currently operates 18 public car parks across the borough providing a total of 1,710 parking spaces daily and 1,815 including the use of Perceval House at weekends.

<table>
<thead>
<tr>
<th>Town Centre</th>
<th>Location</th>
<th>Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td>Churchfield Road Car Park</td>
<td>64</td>
</tr>
<tr>
<td>Acton</td>
<td>Salisbury Street Car Park</td>
<td>71</td>
</tr>
<tr>
<td>Acton</td>
<td>Roslin Road Car Park</td>
<td>0</td>
</tr>
<tr>
<td>Ealing</td>
<td>Springbridge Road multi-storey, Ealing</td>
<td>491</td>
</tr>
<tr>
<td></td>
<td>Broadway</td>
<td></td>
</tr>
<tr>
<td>Ealing</td>
<td>Perceval House (weekends only)</td>
<td>165</td>
</tr>
<tr>
<td>Ealing</td>
<td>Arden Road, West Ealing Car Park</td>
<td>32</td>
</tr>
<tr>
<td>West Ealing</td>
<td>Singapore Road multi-storey (not in use)</td>
<td>46</td>
</tr>
<tr>
<td>West Ealing</td>
<td>Singapore Road (surface) Car Park</td>
<td>84</td>
</tr>
<tr>
<td>West Ealing</td>
<td>Witham Road Car Park</td>
<td>13</td>
</tr>
<tr>
<td>West Ealing</td>
<td>Deans Gardens Car Park</td>
<td>50</td>
</tr>
<tr>
<td>South Ealing</td>
<td>South Ealing Road Car Park</td>
<td>35</td>
</tr>
<tr>
<td>Greenford</td>
<td>Greenford Broadway Car Park</td>
<td>159</td>
</tr>
<tr>
<td>Hanwell</td>
<td>George Street Car Park</td>
<td>86</td>
</tr>
<tr>
<td>Perivale</td>
<td>Perivale Station Car Park</td>
<td>107</td>
</tr>
<tr>
<td>Southall</td>
<td>Herbert Road multi-storey Car Park</td>
<td>239</td>
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<tr>
<td>Southall</td>
<td>Featherstone Terrace Car Park</td>
<td>140</td>
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<tr>
<td>Southall</td>
<td>Verona Terrace Car Park</td>
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<tr>
<td>Southall</td>
<td>Norwood Road Car Park</td>
<td>24</td>
</tr>
<tr>
<td>Southall</td>
<td>King Street Car Park</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Total no. of spaces</td>
<td>1,815</td>
</tr>
</tbody>
</table>

The following car parks are seen as central to service provision, being both well located / occupied and providing higher revenues per space:

- Salisbury Street, Acton which serves Acton Town Centre and the Acton Leisure Centre. The site is included in the Acton Town Hall Regeneration Scheme. The Council will need to ensure that development proposals take into account the role of this car park in supporting the wider retail offer.

- Springbridge Road multi-storey car park is a main car park for central Ealing. It spans the railway and is held on a long lease from Network Rail. It would be desirable to see improvement to the passageway that links Dickens Yard to the Springbridge Road. The Council should work with St George, developers for Dickens Yard, to improve this through fare.

- Arden Road, West Ealing is a small car park on the corner of Uxbridge Road and Arden Road. The significance of this car park has increased with the proposed closure of the Singapore Road surface car park as part of the Green Man Estate regeneration proposals.

- Witham Road, West Ealing is just outside the Green Man Estate regeneration area and has similarly increased in significance with the loss of the Singapore Road Surface car park.

- Deans Gardens, West Ealing, is to the south of the Uxbridge Road. The extension of the car park onto the adjacent hard standing, formerly the site of Council garages is being investigated.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Greenford Broadway, Greenford is a large car park serving Greenford town centre. There is a proposal to extend the Tesco supermarket over the car park with replacement spaces, which will be available for an initial 3 hours at no charge. The Council will need to identify adequate temporary car parking during the development phase of the new store and this will require an allocation of funding from the capital receipt. Potential temporary parking sites have been identified at Ravenor Farm, the Lidl food store and at Greenford Depot.

- Herbert Road multi-storey, Southall is an important facility in Southall but where there is a shortage of parking spaces. The feasibility of increasing capacity through the addition of further floors has concluded that for structural reasons it is not possible to add additional floors. The Council should look into the feasibility of demolishing and rebuilding the car park in order to provide additional car parking space.

- Featherstone Terrace, Southall. Whilst the car park does not produce high receipts it has strategic importance as the proposed site of the Southall Service Centre, along with the adjacent Dominion Community Centre.

- Norwood Road, Southall, is a small car park but essential in addressing the undersupply of spaces in Southall. King Street, Southall is important in meeting the undersupply in Southall.

The following car parks are not in good strategic locations, do not return high revenues and have a higher alternative use value. These sites should be brought forward for disposal in the early stages of the implementation of the property strategy:

- Churchfield Road, Acton, has a higher value as a development site either in isolation or in combination with a redevelopment of the adjacent Oaks Shopping Centre. Since 2006 there have been discussions with the Dominion Housing Trust and with the owners of the adjacent Oaks Shopping Centre but no acceptable offer has yet been received. The car park is strategically important in enabling the Council to progress transport initiatives and has been earmarked for the provision of electric Vehicle Charge Points and a disposal will be conditional on re-provision. It is recommended that the Council hold its position until there is clarity over any development of the Oaks shopping centre as the highest receipt for the site will come from marriage value with this scheme.

- Roslin Road, Acton is located on the South Acton Industrial Estate and ceased to be used as a car park in 2005.

- Singapore Road multi-storey car park in West Ealing is closed and is included in the Green Man Estate regeneration scheme. Consequently, there will be no capital receipt.

- South Ealing Road car park offers potential for a small commercial and residential development. During the scrutiny process this car park was identified as being well used and will require further investigation before decisions are made on closure.

- George Street car park, Hanwell offers the potential for infill residential development on the site. Lidl now offer two hours free car parking in Hanwell and this car park is therefore surplus to requirements. Disposal of this site is dependent on re-provision of stop and shop facilities that may arise as part of a redevelopment of the Greys Garage site.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Verona Terrace, Southall is a small car park producing no income but offers the opportunity for infill residential development. It is used primarily by a number of local residents and disposal will be resisted locally.

Since 2006 the Dickens Yard car park has been disposed of which will result in the temporary loss of 300 spaces until the developer provides replacement spaces.

The Council has encouraged redevelopment of the Horse Market site and the use of land at Glade Lane as enabling development for the release of land in Southall Town Centre for car parking. Both are important projects in helping to increase parking provision without putting additional pressure on the Council’s own landholdings for the provision of relatively low value car parking space. It is anticipated that in the region of 250 new car parking spaces can be delivered through these schemes.

The Council has served Notice to terminate the lease of the car pound at Brent Crescent. The lease will expire on 27 June 2010 and will reduce the Council’s rent roll by £259,140 per annum. The landlord has served a schedule of dilapidations which is close to being agreed within the service’s current funding provision.

Parking Services

The Council’s Civil Enforcement Officers service currently occupies ground floor offices at 58 Uxbridge Road. The space is leased in for a term expiring November 2013 at a rent of £64,000 per annum. A new service contract was awarded in March 2010 and the ongoing liabilities have been passed to the service contractor.

There are no other property considerations for this team.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Waste

Reuse and Recycling

Greenford Depot is the Council’s main depot and has two functions:

- The main re-use and recycling depot where all materials collected are taken for bulking-up.
- The remainder is occupied largely by contractors delivering services to the Council under service agreements, such as highways maintenance, street lighting and facilities management.

An investigation of the site has revealed high levels of contaminants and it has been concluded that the redevelopment of the site as residential or council office accommodation is not currently viable. The depot should therefore continue as the Council’s main facility. A copy of the report is contained in Appendix 9.

The Council’s immediate priority should be to rationalise the occupancies on the site to ensure that it maintains the flexibility to provide accommodation to contractors whilst maximising income. The existence of two long term leases on the site means that with increasing demand for space the Council may need to split the use onto other sites, acquire additional premises to accommodate all future requirements or forgo the income from the bus operating company on the site.

The Depot will therefore continue to accommodate the reuse and recycling facility and the Council’s contractors. The allocation of space and leasing arrangements will be reviewed so that the depot will operate on a more commercial basis and become a significant source of revenue by achieving third party lettings of surplus areas.

Significant progress has already been made in formalising current occupancies and introducing flexibility and further proposals include the creation of more clearly defined areas, which can be rented on a conventional basis to Council contractors or to commercial tenants and a conventional service charge regime.

In the long term the site has been identified as having the potential to contribute to proposals by the West London Waste Authority to provide a proposed cross-borough facility, but its role in this is not yet clear. This is some years away, but the flexibility secured now will ensure the Council is able to secure possession of those areas of the site when needed and meet improved service delivery from the site.

In addition to Greenford Depot the Council operates two further re-use and recycling sites at Stirling Road, Acton and Adelaide Road, Southall with a larger number of neighbourhood-based recycling sites.

- The re-use and recycling depot at Stirling Road, Acton will continue.
- The Adelaide Road site suffers from problems with access along a narrow residential street and it is proposed that this site be discontinued. The Mayor of London plays a major strategic role in setting London's overall Waste Management Strategy and consent is needed to discontinue the use of a site. An application has been submitted and the outcome is awaited. This is recommended for early disposal. The adjacent former depot was disposed of in 2008 for residential development and the land is suitable for residential development.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Other Depots

The former Council depot at 90 Studley Grange Road, Hanwell, has been disused for some years and has been identified for disposal.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Culture Sports and Leisure

Swimming Pools

There are currently three Council operated swimming pools in the borough at Acton Baths, Gurnell Swimming Pool in West Ealing and at the Northolt Leisure Centre.

- The Northolt Leisure Centre is a new leisure centre built on the site of the former Northolt Swimarama on Eastcote Road. It comprises a new 25m pool and learner pool, gym, library, community centre and neighbourhood police station.

- Acton Baths is an Edwardian swimming pool and no longer meets current requirements. It is proposed that a new 25m pool be provided together with sports facilities, a replacement library and community space as part of the Acton Town Hall regeneration scheme. See section 2

- Gurrell Pool is also nearing the end of its expected physical and economic life. It is recommended that this be the location of a 50m pool in the borough and that proposals be worked up for the replacement of the facility in 2018.

In addition there is a 20m pool at the dual-run sports centre at Dormers Wells School.

Active Ealing has identified service gaps in Central Ealing and in Southall. A site has not been identified in Ealing, which is capable of accommodating a development of any size, and in Southall the potential of the Featherstone High School site, which was included in the Building Schools for the Future Programme, is being considered. In both locations the service is also seeking to identify sites which could accommodate a temporary swimming pool. The Council is not currently in a position to afford new provision in these locations.

Sports Centres

The Council owns the following sports centres, the majority of which are in dual use by schools during the day and by the general public at other times.

- Twyford Sports Centre. Dual use and operated by the Council for the school.
- Reynolds Sports Centre. Dual use. Developed under PFI
- Elthorne Sports Centre. Dual use.
- Greenford Sports Centre. Dual use. Recently rebuilt under PFI.
- Dormers Wells sports centre and swimming pool, Southall. Dual use and recently refurbished.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Library Service

The current benchmark standard for library provision is that every resident in the Borough will either live within one mile of a library or be served at least once a week by a mobile library within ¼ mile of their residence. The Borough satisfies this requirement to 99% of the population with some areas of overlap. West Twyford and Park Royal is the only part of the borough that is more than a mile from a library although the mobile library serves some of these residents.

There are currently thirteen libraries which provide the target level of coverage:

- Acton Library
- Central Library, Ealing Broadway (leased)
- West Ealing Library
- Northfields Library, Ealing
- Pitshanger Library, Ealing (leased)
- Hanwell Library
- Greenford Library
- Perivale Library
- Northolt Library
- Northolt Leisure Centre, Northolt
- Wood End Library, Northolt
- Southall Library
- Jubilee Gardens Library, Southall

Three libraries are leased-in. Ealing Central is held on a long lease at a peppercorn rent; Pitshanger Library is held on a lease to 2018 at a rent of £26,000 per annum; and Jubilee Gardens is contracted to be on a new 25-year sub-lease from Ealing PCT.

The library at Jubilee Gardens in Southall has been redeveloped in partnership with Ealing PCT to provide a new GP practice and clinic together with a new library. The new library was procured under a Local Improvement Finance Trust (LIFT).

Since 2006 one additional library has been opened as part of the Northolt Leisure Centre development:

In addition, the following libraries have been refurbished.

- Ealing Central Library
- West Ealing Library
- Northfields Library
- Northolt Library
- Greenford Library

The service is keen to see libraries provide a community focus with space for children and adult learning and to function as a point from which the public can interact with other Council services.

- Acton Library is a Victorian purpose-built library, which is unsuitable by current standards of provision and is in poor condition. A replacement library will be provided as part of the Acton Town Centre proposals – see section 2.

- The initial increase in usage that occurred following the refurbishment of the Ealing Central Library has not been sustained which may be due to its lack of presence in the Broadway Shopping Centre and partly due to a fall in shopper numbers. In the longer term, ideally an alternative more prominent location needs
LONDON BOROUGH OF EALING PROPERTY STRATEGY

To be identified possibly in one of the development schemes in Ealing Town Centre but it must be recognised that this will be difficult to deliver given the costs involved in a developer foregoing a higher yield from an alternative user.

- Northfields Library, together with the adjacent former hall and the 'Log Cabin' playcentre for children with disabilities has potential for future redevelopment and a proposal to construct a new childrens centre as an extension to the library, along with a replacement 'Log Cabin' and a sensory garden is progressing.
- Hanwell Library is poor performing. Part of the building is let to the Pre-School Learning Alliance.
- Perivale Library is in a poor state of repair and is the Council’s worst performing library. Options are being investigated for relocation including an extension to the Perivale Community Centre, a new building at Ealing Central Sports Ground utilising the footprint of the Library Support Centre and disused hard surfaced area or a shop front.
- Wood End Library is being refurbished as a joint library and Childrens Centre.
- Pitshanger Library is the Council's best performing library and no changes are proposed.
- Southall Library is in a poor location and previous proposals to relocate the facility to Phoenix House as a planning condition for residential development appear to have fallen through with the collapse of the residential housing market. It is now proposed to relocate the library into an extension to the Dominion Community Centre should progress prove not to be possible at Phoenix House.
- The Library Support Centre, currently located in a temporary building at Ealing Central Sports Ground, has been relocated to West Ealing Library.

Community Centres

Community Centres should contribute to the core values of balancing community interests and reducing inequalities.

There are currently a total of 23 neighbourhood community centres serving the borough, 10 of which are located on social housing estates and are funded by the Housing Revenue Account (HRA).

New community space was provided in the Northolt Leisure Centre redevelopment in 2010.

The Southall Community Centre was sold in 2008.

The HRA community centres at Tintern Court on the Green Man Estate and the Copley Close Hall will both be closed down as part of major estate regeneration projects.

Non-HRA Community Centres

The non-HRA Community Centres are:

- Priory Community Centre.
- West Acton Community Centre.
- Northfields Community Centre, Ealing.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Hanwell Community Centre, Hanwell.
- Greenford Community Centre, Greenford.
- Ravenor Farm Community Centre, Greenford.
- Perivale Community Centre, Perivale.
- Islip Manor Community Centre, Northolt.
- Northolt Village Community Centre, Northolt.
- Northolt Grange Community Centre, Northolt.
- Viking Community Centre, Northolt.
- Northolt Leisure Centre, Northolt
- Dominion Arts and Cultural Centre, Southall.

The Council owns the freehold interest in all but one community centre, the Dominion Centre in Southall, which is held by the Council on a long lease from the Indian Workers Association at a nominal rent.

The Council operates two community centres itself at The Priory, Acton and The Dominion Centre, Southall. All others are rented to community associations either on a year-to-year basis on short leases.

The exception is Ravenor Park Depot, part of which was leased to the Ravenor Farm Community Association in 2010 on a 30-year term to enable them to apply for grant funding.

The rents charged under the leases are generally nominal or subsidised and most continue from year to year on terms agreed over 20 years ago. In most cases the Council has responsibility for the upkeep of the buildings.

On the whole community centres are in poor condition and significant investment is required either to bring them up to an acceptable standard of repair and health and safety compliance or to replace them with more suitable centres.

Cultural Services are in the process of carrying out a Value for Money Review of all community centres across the Borough. In the case of key centres the Council will consider granting longer leases which will provide sufficient security of tenure to support applications for external funding.

Hand in hand with this proposal the Council will increase its level of participation in the running of centres to encourage greater use of the available facilities and to establish a consistent pricing structure across the Borough.

As a first step towards this, the Council has already committed £3.9m of capital expenditure at Hanwell Community Centre to bring the fabric of the Grade II Listed building back into repair. This commitment is coupled with a redrafting of Hanwell Community Centre’s constitution to give the Council representation on the management board with more control over the commerciality of the centre and, subject to the management board being established, the grant of a 30-year lease to support the centre in applying for external funding.

It is proposed that the Hanwell Community Centre be developed by the reinstatement of the wings to the building as residential development if it proves necessary to provide an additional income stream to support the ongoing development of the centre. Such a development could also provide valuable residential decant space to enable the regeneration of Copley Close Housing Estate.

A number of community centres are under utilised and a review is in-hand within the Service to establish whether investment in fewer, better-used centres would result in an overall increase in usage. Taking each in turn:
LONDON BOROUGH OF EALING PROPERTY STRATEGY

- Priory Community Centre in Acton is a former Victorian school. Poorly arranged, inflexible accommodation means that it operates inefficiently. The site is included in the package of properties that makes up the Acton Town Hall Scheme and replacement, fit for purpose space will be provided in a new facility that will release the residential value in the site as enabling development. The Education Service is also appraising the existing school building for use as an infant’s school, which will also be dependant on the reprovision of the community space.

- West Acton Community Centre is being considered by the Education Service to expand West Acton Primary school to three-form entry. This will require the use of part of the site only and the remainder has a high value as residential development. Replacement of the lost community space will be allowed for in the creation of new space at Acton Town Hall.

- Northfields Community Centre in Ealing is well used and if external funding can be secured the Council will grant a long lease to enable the centre to expand.

- Greenford Community Centre requires capital investment in maintenance and DDA compliance costs. Again, if external funding can be secured the Council will grant a long lease and will take a greater role in the running of the centre.

- Ravenor Farm Community Centre comprises former farm buildings. The site has been leased to the Ravenor Farm Community Association on two leases. The land to the south which houses the motorbike museum is let on a 30 year lease which will enable the association to apply for grant funding. The northern part of the site is let on a 5-year term with an option for the Council to end the lease.

  This is the preferred location for the Greenford Service Centre and in the short term will be used as relief parking during the construction of the Tesco store and the decking of the Oldfield Lane South.

- Perivale Community Centre is a modern purpose-built centre and operates well. No changes are proposed to this property.

- Islip Manor Community Centre in Northolt comprises a collection of temporary buildings. The accommodation was extended in 2009 with the addition of more temporary buildings. The centre is well used and under pressure for more space. This excess demand will be accommodated at Northolt Leisure Centre where new purpose built accommodation has been provided.

- Northolt Village Community Centre is a Victorian house located on a large valuable site in the centre of the village. There is scope for development within the grounds of this property. The building is under utilised and has a higher alternative use value as residential.

  Both Islip Manor and Northolt Village Community Centres are close to the Northolt Leisure Centre and to Northolt High School and the use of classroom space out of school hours should be pursued to ensure that rationalisation does not prejudice the provision of adequate facilities.

- Northolt Grange Community Centre serves a wide area but attendance is decreasing and the centre should be merged with the Viking Community Centre, which occupies former classrooms in Viking Primary School. A site appraisal is required to establish the best location for a merged centre.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Northolt has more community centres than required which in some cases is reflected in diminishing attendance. Rationalisation is recommended to ensure best value from further investment and disposal of Northolt Village Community Centre should be considered.

- The Dominion Centre, Southall, is a 1980’s purpose built centre comprising a main performance hall and a series of smaller rooms. On account of lack of demand for hired space, parts of the centre have been rented on commercial leases that will attract security of tenure. Together with the Featherstone Road Car Park the Centre is the preferred location for the Southall Service Centre development and Southall Library.

The Council should seek to purchase the freehold of the site or extend the lease from the Indian Workers Association to support the long-term value of the proposed development on the site.

- Southall Manor House. The Council has allocated funding to carry out repairs and improvements to the Southall Manor House, a Grade II listed building in Manor Park. The Chamber of Commerce, which currently occupies the Manor House together with a number of other small businesses, will be offered space at Southall Town Hall, emphasising its role as the commercial centre in Southall and the Manor House should be offered for use by community and voluntary groups.

HRA Community Centres

HRA community centres are located on housing estates and are operated by Ealing Homes. A number are used by groups on the estate only and are operating at under-capacity. The Council will seek to co-ordinate the use of these centres with those in the non-HRA portfolio to achieve rationalisation.

- Acton Vale Community Centre
- Oak Tree Community Centre, South Acton
- Tintern Court Community Centre, West Ealing
- Gurrell Grove Meeting Hall, West Ealing
- Copley Close Hall, Hanwell
- Allen Court Meeting Hall, Greenford
- Northolt Tenants Hall, Northolt
- Rectory Park Youth and Community Centre, Northolt
- Smiths Farm Estate Hall, Northolt
- Golf Links Community Centre, Southall

Northolt Tenants Hall is a single storey building within a mile of the Northolt Leisure Centre and the community uses could be transferred to the new space. This would release the existing site for residential development.

Assembly Halls

The Council operates 3 hall venues:

- Acton Town Hall
- Ealing Town Hall
- Greenford Hall

The Assembly Hall in Acton Town Hall is currently the largest of the three with a capacity of approximately 700 people. There is no requirement to provide a replacement facility in
the Acton Town Centre proposals as there will be large community spaces in the Town Hall site leisure development.

The eastern third of Ealing Town Hall will be rearranged to provide a self contained administrative centre comprising the Council Chamber and offices. There is potential to convert the western part to use for arts and cultural activities, subject to evidence of demand, with the main assembly rooms available for hire. The Town Hall will ideally offer opportunity to accommodate some of the groups presently in Acton Town Hall and the Priory Centre, such as the Ark Group.

Greenford Hall caters for a maximum of 500 people. Partial funding has been allocated to upgrade the facilities in the hall to accommodate a wider range of arts and leisure type activities with a new café facility.

**Pitshanger Manor and Walpole Park**

A bid for lottery funding has been submitted to fund the provision of educational space and café facilities on the site of the former animal park in Walpole Park. The bid for £1.9m has successfully passed through the first round of the bidding process and the detailed bid is being prepared.

A second bid in the amount of £2.5m to £3m is being prepared to fund the restoration of the manor house and the provision of educational and café facilities in the house. This will be submitted in October 2010.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Emergency Services

Police

The Council has agreed to grant leases of office space in the Springbridge Road and Herbert Road car parks to Transport for London as a base from which small teams of police officers can police the local transport network.

Rape Crisis Centre

The Council has agreed to set up and operate a Rape Crisis Centre which will be operated in partnership with neighbouring boroughs. The Council has made an offer to acquire Trent House, Arden Road, Ealing, for this purpose.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Hostels

The Council has 10 hostels providing a total of 112 rooms.

<table>
<thead>
<tr>
<th>Hostel</th>
<th>Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Burlington Gardens, Acton</td>
<td>7</td>
</tr>
<tr>
<td>Southfields Lodge, Southfields Road, Acton</td>
<td>25</td>
</tr>
<tr>
<td>19 Oldfield Lane, Greenford</td>
<td>6</td>
</tr>
<tr>
<td>64 Hanger Lane, Ealing</td>
<td>12</td>
</tr>
<tr>
<td>48 Gordon Road, Ealing</td>
<td>7</td>
</tr>
<tr>
<td>35 Lynton Road, Ealing</td>
<td>7</td>
</tr>
<tr>
<td>Westfields Lodge, Westfield Road, Ealing</td>
<td>18</td>
</tr>
<tr>
<td>Dame Gertrude Young Hostel, 10 Castlebar Hill, Ealing</td>
<td>23</td>
</tr>
<tr>
<td>The Poplars, 2 Lillian Board Way, Northolt (managed by YMCA)</td>
<td>7</td>
</tr>
<tr>
<td>Dovehouse Court, Northolt</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
</tr>
</tbody>
</table>

On account of significant disrepair, the largest hostel, Dovehouse Court in Northolt, is unusable and vacant and the property has been identified for disposal.
SECTION 4 INVESTMENT PORTFOLIO AND OTHER INTERESTS

Objectives

The Council’s non-operational portfolio comprises a total of 671 interests in the form of individual or blocks of properties and as tenancies within operational buildings. The Council’s Non-Operational Strategy aims to:

- Maximise and provide security of rental income
- Maximise capital value
- Identify and create value by securing more valuable alternative uses, realising marriage value by merging interests and joint disposal.
- Maximise capital receipts on disposal.
- Support the implementation of the Operational Property Strategy.

Portfolio Analysis

We have divided the non-operational portfolio into the following categories:

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>105</td>
<td>£640,513</td>
</tr>
<tr>
<td>2.</td>
<td>23</td>
<td>£113,984</td>
</tr>
<tr>
<td>3.</td>
<td>60</td>
<td>£836,942</td>
</tr>
<tr>
<td>4.</td>
<td>14</td>
<td>£137,750</td>
</tr>
<tr>
<td>5.</td>
<td>468</td>
<td>£51,375</td>
</tr>
<tr>
<td>TOTAL</td>
<td>671</td>
<td>£1,780,564</td>
</tr>
</tbody>
</table>
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Investment properties that are individual or blocks of property which are income producing and capable of disposal.

Of the traditional investment portfolio 81 of the properties are shop premises which produce £484,115 per annum of revenue. The majority of these are located on social housing estates. The average income from these units is below £6,000 per annum, which is a fair reflection of rental value, and there are very limited prospects for income growth.

The average lease length is short and occupiers are largely sole traders. As a consequence turnover of tenants and the cost of voids, some of which are long term, are high.

Whilst these are capable of disposal on a long leasehold basis, in many cases, such as South Acton Estate and Copley Close, regeneration proposals prevent disposal and also limit income growth on account of long-term uncertainty. On other estates the Housing Service wishes to retain these shops.

In the case of long term voids the Council will identify non-commercial tenants to occupy properties at low rents but take on the outgoings to mitigate the Council's void costs.

The other significant income stream is from the letting of the Limes in Southall to West London Mental Health Trust. The building is not fit for purpose and a replacement is being sought which will release the alternative residential value of the estate.

Properties that are leased to the Council's strategic service partners or to voluntary bodies which support the Council in delivering services to the community.

The majority of these are the community centres in the Operational Portfolio that are let on historic and nominal rents to the community groups that manage the centre. The remaining properties are let to a variety of groups supporting the provision of adult daycare or residential care.

Properties which are part of a larger holding which the Council would either not wish to dispose of for practical reasons or would not be capable of disposing of.

The majority of the income in this category is derived from leases at Greenford Depot that produce £641,385 per annum. It has been established that Greenford Depot has no immediate potential for commercial or residential redevelopment on-account of the high levels of contamination on the site and it will remain the Council's main depot for the borough in the short/medium term.

The Council's strategy should be to rationalise occupation on the site and instigate a more commercial property management regime that will result in an increase in income from the site.

The balance of income arises from lettings of cafes and sports facilities in the Council's parks that ultimately need to be in the Council's control.
LONDON BOROUGH OF EALING PROPERTY STRATEGY

Telecoms

Telecoms produce £137,750 per annum, around 8% of income. Most are rooftop aerials that are currently under renegotiation and this figure should increase.

Minor Interests

These comprise access agreements, wayleaves, ground rents and substations, which produce nominal or no rental income. This category represents 70% of the portfolio by number but produces just £51,375 per annum, less than 3% of the income.

Many, such as rights of way are not capable of disposal but there is a market for interests such as substations and as many of these have no connection to Council holdings consideration should be given to selling a package of selected minor interests.

General

The Council’s Non-Operational portfolio has limited potential for either income or capital growth (other than at Greenford Depot) and whilst it is reasonable to anticipate that opportunities will arise to make small gains any major changes in portfolio value can only be driven by the Council utilising it’s investment covenant to underwrite rental incomes.

Only a small proportion of the properties are capable of disposal, without compromising the held estate, the most significant example being the Limes in Southall that may be released as a result of the initiatives in the Operational Property Strategy.

It would not be realistic for the Council to expect increases in income or capital receipts from the Non-Operational portfolio to support the delivery of the Operational Property Strategy in isolation from a holistic approach to both portfolios as a whole.
SECTION 5  NEW ACQUISITIONS

The Council has allocated £2.4m to fund strategic acquisitions of both operational buildings and investment properties where the value of the Council's existing assets can be significantly increased.

Three potential acquisitions have been identified:

- Land and highway at Featherstone Road, Southall. This property is located adjacent to the Featherstone Road car park and comprises a privately owned car park and a section of roadway in separate private ownership. Together the two parcels of land present an opportunity to extend the existing car park. Featherstone Terrace is the proposed site of the Southall service centre and this expansion would assist the Council in maintaining car parking numbers in Southall.

- Petrol Filling Station. The property is strategically located at North Acton Station where there is a strong desire to create open space. The acquisition of this site would assist the Council in kick-starting a programme of private initiatives which would lead to wider improvements to the built environment.

- Land at Jubilee Gardens, Southall. This land was surplus to the scheme to develop the joint clinic and library in Jubilee Gardens. The land is currently in the ownership of Ealing PCT and the Council is entitled to a share of the proceeds above a threshold as and when the land is sold. It was proposed that the land be swapped for the site of the proposed GP development at Southfields Recreation Ground but the PCT are unable to progress this transaction. With the uncertainty surrounding all PCT initiatives the Council should assess the viability of acquiring the land as a development site.
SECTION 6  DELIVERING THE STRATEGY

The Council’s development of land and property is currently devolved to services. Over the years this has led to the delivery and ongoing management of new facilities by each service that are often linked to discrete funding streams, such as the provision of new Children’s Centres.

As a result of this approach, opportunities have been missed to develop shared facilities with other users. The Council’s property development expertise is also spread thinly across services.

The Council has entered into a single contract for professional services and estates and valuations advice with EC Harris. This, coupled with the pressure to reduce operating costs, offers an opportunity to revisit the way in which property development is managed.

It is recommended that the Council use the opportunity of the new contract to restructure the staff identified into a new corporate property development structure. This new unit should move to a model of commissioning support for project management and architectural services rather than retaining these skills in-house.
CHELTENHAM PLACE, ACTON
BRENTHILL HOSTEL, HANWELL
DAVID COUSINS, GREENFORD
ADELAIDE DEPOT, SOUTHALL
NORTHOLT FAMILY CENTRE,
NORTHOLT
ALBERT DANE CENTRE, SOUTHALL
ALBERT DANE CENTRE -
CONDITION OF INTERNAL FABRIC
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ALBERT DANE CENTRE -
CONDITION OF INTERNAL FABRIC
MILAP DAY CENTRE, SOUTHALL
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MILAP DAY CENTRE, SOUTHALL
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MILAP DAY CENTRE, SOUTHALL
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