

Appendices:

- 1 – Communications Plan
- 2 – New vs Old Map
- 3 – Individual Property Appraisal
- 4 – Overall Usage Chart

AGENDA ITEM: Report to EMT

For: Approval

Date: May 2019

Title: NPH Community Hub Review

Report of: – Area Manager

Telephone / Email:

1 Executive Summary

This report asks EMT to consider the use of the 16 NPH community hubs and will present a case to reduce these to 13 hubs.

The proposal is to renovate the remaining 13 hubs into more effective resource centres and the 3 hubs no longer required to be redeveloped into residential accommodation for new tenants.

The renovation of the remaining 13 hubs would allow for improved tenant engagement as the facilities will be fit for purpose and more attractive therefore increasing tenant engagement.

The 3 hubs proposed for redevelopment are

George Nutt Court,

Blackberry Lane,

Hinton Road

Montague Crescent has already been considered for redevelopment. The existing building will be demolished, and a new community hub built within a new development of older persons housing.

There is currently no income being generated from the community hubs, which are free to use, it is proposed that once the hubs are renovated that a charge can be made.

The proposal supports Strategic Objective 5 of the Housing Service Plan - Be an Open, Inclusive, Effectively Managed and Trusted Organisation and 5.2 Manage resources appropriately.

The community hubs review has been agreed as a priority task and this project has been discussed and outstanding for a considerable amount of time.

2 Reasons

This project is required because:

a) Legislative There are no legislative issues to be concerned with.

b) Service Improvement (efficiency)

The amount of use between all the 16 hubs fluctuates significantly. With a reduction in number of hubs more effective management of these buildings can take place.

The facilities are managed by the Resident Involvement Team, with support from Housing Management officers. Historically these spaces are seen as an extension to a tenant's property due to the locality to the hubs. Some tenants are voluntary key holders / caretakers which has created problems with them being seen as gate keepers. The proposal for re branding the hubs as resource centres will allow for NPH to take back control of these and reduce the 'gate keeper' type mentality.

Many of the hubs have had little investment for many years and are currently very dated. There are varying repairs and modernisation works required to the hubs and some of the work required would come under a major works programme. Although the general repairs are regularly logged the jobs are overlooked as they are not seen as a priority.

To support the notion of redevelopment of 3 of the hubs it is evident that they are poorly located and unevenly distributed across the town, with several hubs being located in close proximity to one another.

Current distribution

Cleaning of the hubs are now completed by Norse, an external contractor, with a yearly cost of £11,500 (exc vat), but this is included in the available budget.

With a reduction in the number of community hubs overall running costs would reduce

d) Cost Avoidance

On going repairs will reduce once the remaining hubs have been renovated

There would be a reduction in the staff time required to manage the hubs. Officer's mileage claims can be higher due to the time spent travelling from one hub to another to undertake site checks.

e) Income generation

There is currently no income from outside users of the hubs, in particular the Market Street hub. The main users - the Fruitful Abundance Company have shown a willingness to pay but there have been difficulties in raising invoices.

Once the remaining hubs are renovated and are more attractive a tariff can be agreed, and the hubs could be rented out and income generated. Local companies and non NPH residents have requested to rent the facilities on numerous occasions

3 Objectives

To renovate 13 of the existing community hubs creating a number of well-equipped and attractive resource centres.

To redevelop 3 of the existing community hubs into tenanted accommodation

To redevelopment Montague Crescent hub which would require demolition of the existing building and then replacing it with residential accommodation to include an interrogated community hub within the building

Keep in Customer Engagement	Pass for re development
1. James Lewis Court	1. George Nutt Court
2. Arlbury Road	2. Blackberry
3. Cardigan Close	3. Hinton Road
4. Bouverie	

5. Parsons Mead	
6. Leicester Street	
7. Liburd	
8. Spring Boroughs	
9. Market Street	
10. Montague (new site)	
11. Eden Close	
12. Goldcrest Court	
13. Eastfield Close	

4 Method Statement and Timescales

Full consultation will take place with all local Cllrs and local tenants this would be a 28-day consultation period.

The use of the NPH bus will support this consultation process

Continuation of the proposed redevelopment of Montague Crescent

Once a programme for redevelopment is agreed, the proposal would be in the following order:

1. George Nutt Court
2. Blackberry Lane
3. Hinton Road

This process to be completed within a 24-month timeframe.

5 Expected Outcomes, Benefits and Dis-benefits

An initial site appraisal has been conducted on the 4 community hubs proposed for redevelopment with the following results

George Nutt Court – it was agreed this site would suit re development with the proposal for 2 two bed maisonettes

Blackberry Lane – it was agreed this site would suit re development, the initial proposal would be for the building to be reverted back into 1 Older Persons bungalow, there would be minimal disturbance.

Hinton Road - it was agreed this site would suit re development, the proposal would be to develop into 2 older person’s bungalows

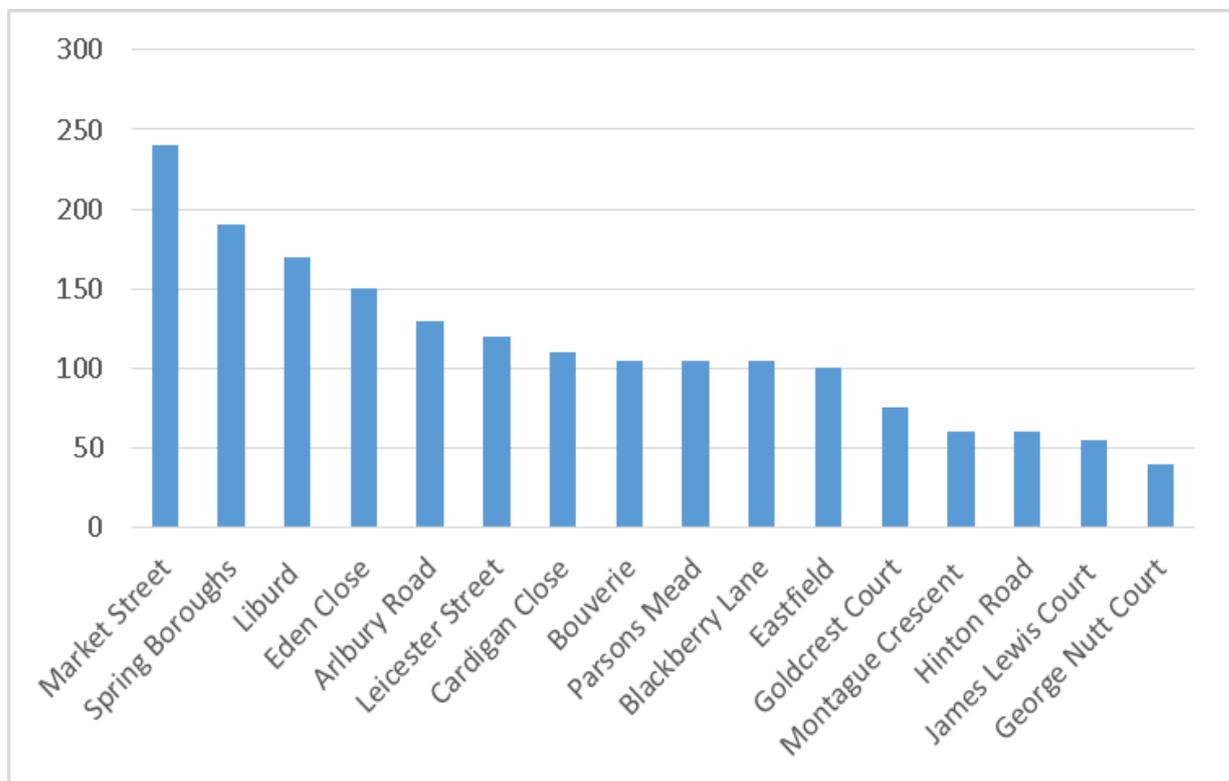
Montague Crescent – it was agreed this would suit re development due to the footprint and additional land this hub sits on, with a new community hub being built on the site.

Demand for the use of the current 12 community hubs varies significantly and despite the best efforts of the current customer engagement team tenants are still reluctant to utilise these facilities.

From speaking to tenants, the prevailing reason for poor usage is that often these community hubs are seen as unattractive. New tenants are not made aware of these spaces during the sign-up process and these facilities are not advertised.

Tenants have also expressed that currently the hubs have little to offer them, with the proposal to change these into resource centres, this would provide more attractive activities which would encourage to utilise these facilities.

Overall usage Chart



6 Resources

Customer engagement officers

Asset management officers

Local Cllrs

NPH Communications team

Housing Management Officers

Estimation of the time and resource required would be scoped out if the full project is approved.

7 Budget and Costs

A full schedule of costs will follow if project is approved, but the Community hubs already has a budget and any redevelopment works would be funded from the capital budgets.

8 Major Risks

The Risk (<i>there is a risk that</i>)	Risk Impact (<i>which may result in</i>)	Risk Level <i>High</i> <i>Medium</i> <i>Low</i>	Mitigation Actions and controls
Local tenants' reaction to the redevelopment of the hub, and the impact of the works on the nearby tenants.	Negative publicity	Low	Full consultation taking into account the learning from the previous 2 sites.
Local Cllr reactions to redevelopment of the spaces, currently 2 Cllrs	NBC and Cllrs will have report and pre-meetings	Low	Learning from the previous 2 sites limited impact will be had from

use these spaces however we would want the Cllrs support on this project to ensure a smooth consultation	Full consultation once approved		the Cllrs reaction
Community reaction for the reduction in community hubs this could cause negative publicity of NPH.	Negative publicity if consultation is not thorough	Low	Have previously undertaken one 2 sites with limited impact from publicity and community reaction Less negative publicity as limited impact from current users as alternative facilities will be offered
To do nothing with these facilities would continue to underutilisation of them, with the current demand for housing it could be seen as a poor use of assets	Underutilisation of Facilities	Medium	Costly to the current resident involvement service Less negative publicity as limited impact from current users as alternative facilities will be offered
The resident involvement role will be diluted if the facilities are not developed,	Dilution of current resident involvement role	Medium	Officers can continue to undertake this role

<p>often this role is to react to issues rather than proactively encourage and attract further tenant engagement with NPH.</p>			<p>Time will be spent taking bookings, reporting repairs, liaising with security managing cleaning contract – rather than improved customer engagement with tenants</p>
<p>Cost would be a factor to consider as the renovation and redevelopment would be a significant cost, however due to the current pressures from the housing register these would seem a valuable expense.</p>	<p>Planned investment costs for development of existing as well as change of use for dwellings.</p>	<p>Low</p>	<p>Release current pressure from the Housing Register</p> <p>Savings on adaptation budget due to all properties being bungalow styles currently</p>

4 APPENDIX 1 – COMMUNICATIONS PLAN

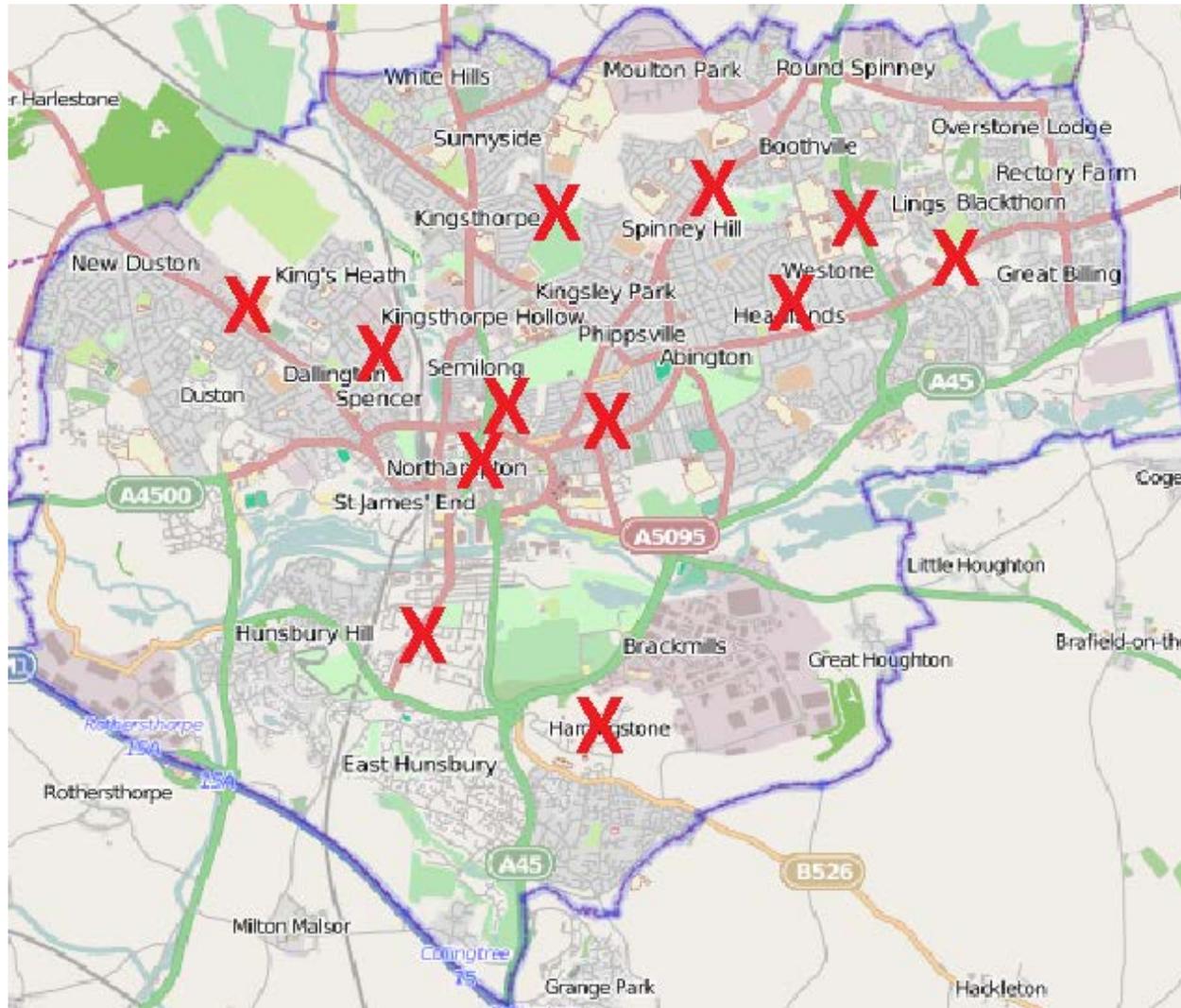
Project	Business lead	Stakeholders
Community Hub Review		Tenants Councillors Community Groups

Message	By when	Channels	Dependencies	Risks
Consultation of redevelopment for Site 1 Montague Crescent	July 2019	Website Localised Leaflet Drop Intranet	None	Reputation – need to be clear on reasons why, the needs of the area and the current housing pressures faced
First resource centre works to commence at James Lewis Court	July 2019	Localised leaflet drop Website Intranet NPH Voice	Availability of contractors	Financial availability

5 APPENDIX 2 – CURRENT HUBS



New Proposal



6 APPENDIX 3- INDIVIDUAL APPRAISAL OF ALL 16 CURRENT HUBS

1. Market Street



- This is the most utilised community hub
- However holds the least amount of customer engagement potential for NPH
- Fruitful Abundance hold the majority of the bookings at this hub booking the hub from 9am – 4pm Monday – Friday, 9:30am – 12:30pm Saturday, 10am – 3pm Sundays weekly

2. Spring Boroughs Hub

- This is the 2nd most utilised community hub
- The hub lends itself well for customer engaged due to its locality within Spring Boroughs
- The hub does have issues around the amount of time one group are utilising the hub for, therefore reducing other residents feasibility for using the hub
- The hub itself is smaller than the others however location here is key for customer engagement
- As this hub is newly built it is utilised by more groups of tenants and utilised far better within the locality.

3. The Liburd



- This is the 3rd most utilised community hub
- The hub lends itself well for customer engaged due to its locality and size
- The hub is surrounded by large and high density amounts of NPH tenanted properties
- The hub does require modernisation however has the potential to continue to be highly utilised hub

4. Eden Close



- This is the 4th most utilised community hub
- Despite being close to Lakeview House the hub remains popular with local tenants
- The location of this hub is key as no other hub are close by

5. Arlbury Road



- This is the 5th most utilised community hub
- The hub is located well, being close to a high population of NPH tenant in Blackthorn.
- The hub requires minimal modernisation works
- It is a prime hub to become a resource centre due to its location

6. Leicester Street



- This is the 6th most utilised community hub
- The hub is located well, being close to a high population of NPH tenants within Semilong and the Town Centre
- The hub also backs onto the Racecourse meaning has the ability to be utilised for green space customer engagement
- The hub is a good usable size with all amenities
- Parking is limited outside the hub, still the majority of current engaged tenants do not drive so would not cause significant issue.

7. Cardigan Close



- This is the 7th most utilised community hub
- The hub has a strong location surrounded by large amounts of NPH tenants
- The hub has good amounts of parking available and is easily accessible
- The hub does require modernisation and has recently had ground works completed to make the garden space more usable
- The hub stands alone from tenants properties

8. Bouverie House



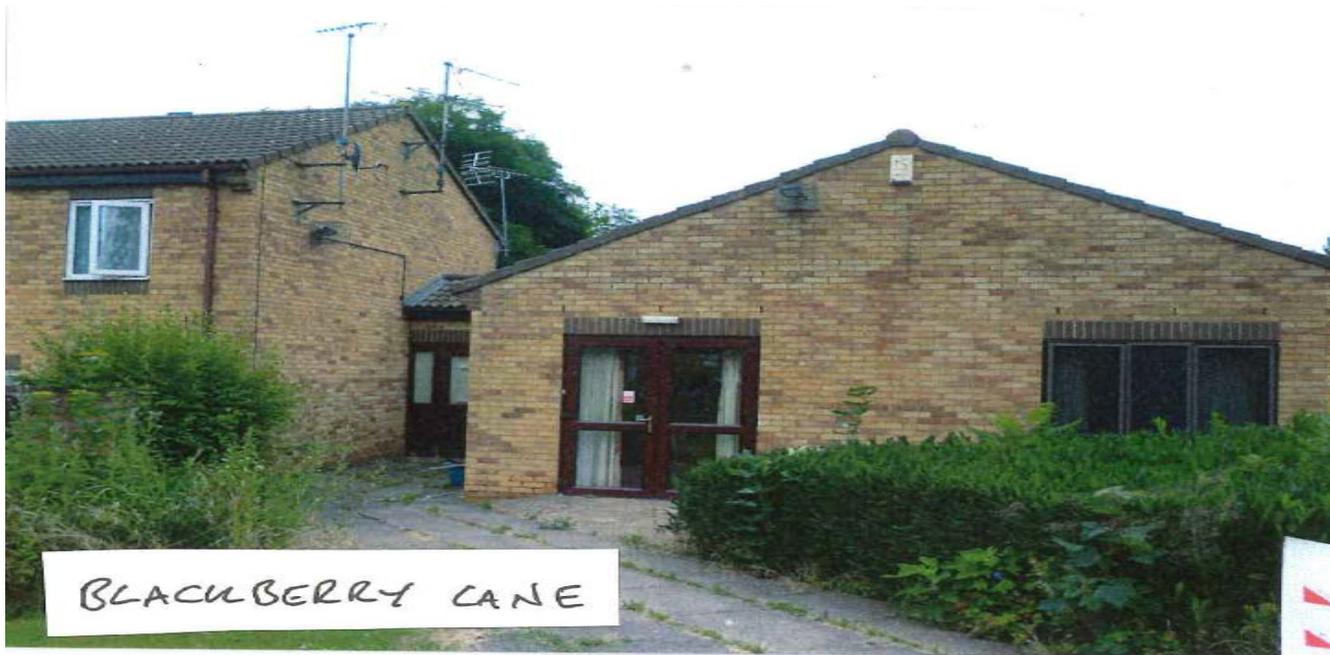
- This is the 8th most utilised community hub
- The hub is mainly utilised by the local NPH community surrounding the hub
- With the recent closure of Hardy Drive Hub it would not be recommended that this hub is released from customer engagement
- The hub requires no modernisation and limited works to be carried out
- This hub can be set aside from the review process and continuation of management from customer engagement is appropriate.

9. Parsons Mead



- This is the 9th most utilised community hub
- As stated above within the section for Blackberry Lane this hub is better located and more appropriate for 'true' customer engagement.
- The hubs utilisation will increase once Blackberry Lane has been closed with the space allowing itself well for NPH tenants to utilise.
- Various community groups currently utilise this space on a weekly basis

10. Blackberry Lane



- This is the 10th most utilised community hub
- The hub is poorly located within Briar Hill
- The hub is also closely located to Parsons Mead Hub
- Due to its poor location and the proximity to Parson's Mead hub this hub is proposed for redevelopment into tenants accommodation
- The hub lacks space
- One of the main users for this hub is PH Jones utilising the hub for a 'tool box talk' they can be moved to Parsons Mead hub without issue.

11. Eastfield



- This is the 11th most utilised community hub
- The hub is poorly located with minimal NPH tenants within proximity to the hub.
- The hub requires large amounts of works in order for it effectively be used for customer engagement
- The hub stands on a large footprint and is surrounded mainly by bungalows.
- Customer engagement opportunities with this hub would be limited and not favourable.
- The hub is of close proximity to Montague crescent and would favour being re developed back into tenants accommodation

12. Goldcrest



- This is the 12th most utilised community hub
- The hub one of the only space within the locality
- The hub does require modernisation

13. Montague Crescent

- This is the 13th most utilised community hub
- The hub in its current state requires significant modernisation
- The main users of the hub use it for a coffee morning however only 3-4 NPH tenant utilise this opportunity.
- The hub sits on a large footprint with a large car park to the side of it.
- Redevelopment opportunity for this hub are strong due to the footprint and the surrounding blocks of flats to the hub.
- We a new community hub (similar to spring boroughs) being built we should see vastly increased tenant utilisation

14. Hinton Road

- This is the 14th most utilised community hub
- The hub is often forgotten about as appears to be in the back garden of a row of bungalows.
- This is one of the hubs that often has nobody enter into
- The hub sits on a large footprint
- As the hub is situated within close proximity to The Liburd hub the 3rd most utilised hub all affected user groups could be easily displaced into this hub with minimal impact upon NPH.

15. James Lewis Court



- This is the 15th most utilised community hub
- Despite the current poor usage of the hub it is proposed this hub stays
- The hub is surrounded by large and high density amounts of NPH tenanted properties
- The hub does require modernisation however has the potential to continue to be highly utilised hub
- It is proposed that this is the first hub to undertake works to becoming a resource centre.
- Despite the immediate NPH accommodation of Older Persons accommodation surrounding the hub it is also close proximity to all tenancy property types NPH currently holds.

16. George Nutt Court



- This is the 16th and poorest utilised community hub
- The hub is significantly hindered by its location and size
- The hub is positioned on the side of a steep hill
- The hub is surrounded by Older Persons Accommodation and thus in terms of 'true' customer engagement would only be limited this tenant type.
- Parking is limited for the hub and often customer engagement receive complaints from local residents if the hub it utilised due to the lack of parking spaces.
- It is proposed that this site is redeveloped into tenants accommodation
- Due to the poor utilisation of the hub little impact would be had on NPH is the hub was to close

APPENDIX 4 - OVERALL USAGE CHART

