

Business Case

Project: Community Hub Review

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Business Case History

I. Document Location

The source of the document will be found at this location –

ii. Revision History

Date of this revision: 28/08/2019

Date of next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

iii. Approvals

This document requires the following approvals.

Name	Title	Date of Issue	Version
Assistant Director			
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Other?			

iv. Distribution

This document has been distributed to:

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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

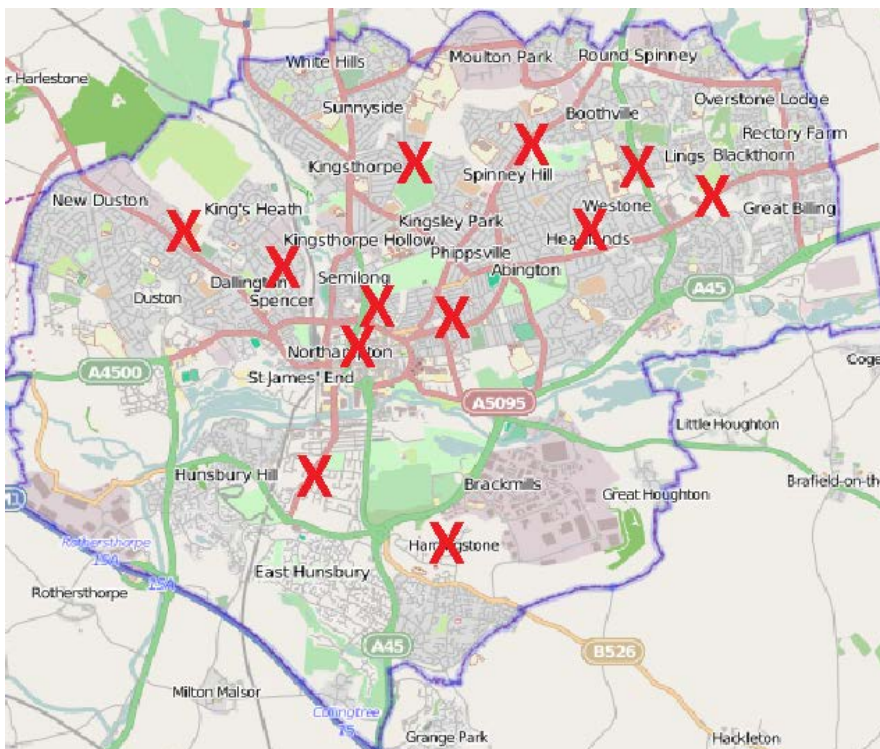
There are varying repairs and modernisation works required to the hubs and some of the work required would come under a major works programme. Although the general repairs are regularly logged the jobs are overlooked as they are not seen as a priority.

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



Proposed Distribution



c) Reduce costs

The budget for running all 16 hubs is £69,500

The majority of these costs relate to utilities, alarms, cleaning, furniture, equipment and repairs.

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

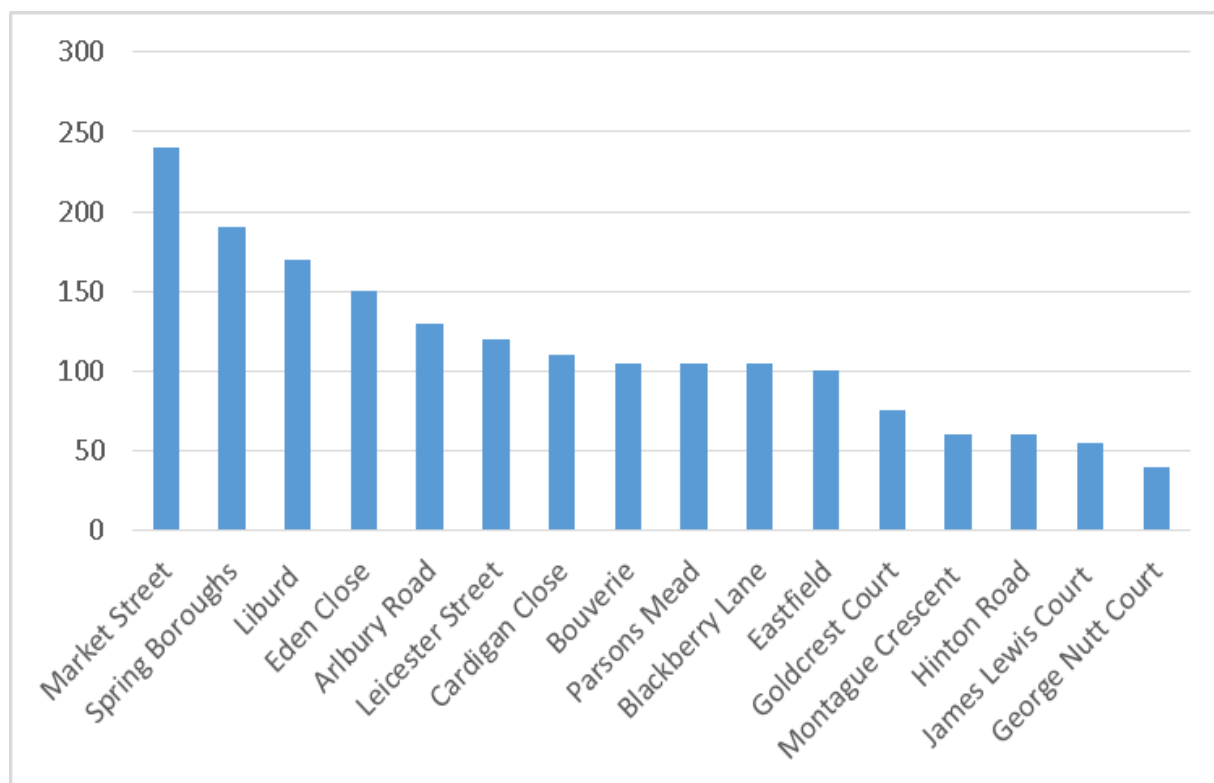
Montague Crescent – it was agreed this would suit re development due to the footprint and additional land this hub sits on, with a new community hub being built on the site.

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</i>	Risk Impact (<i>which</i>	Risk Level	Mitigation Actions
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<i>risk that)</i>	<i>may result in)</i>	<i>High Medium Low</i>	<i>and controls</i>
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 use these spaces however we would want the Cllrs support on this project to ensure a smooth consultation	NBC and Cllrs will have report and pre-meetings Full consultation once approved	Low	Learning from the previous 2 sites limited impact will be had from 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 undertaking 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	Dilution of current resident involvement	Medium	Officers can continue to undertake this role

be diluted if the facilities are not developed, often this role is to react to issues rather than proactively encourage and attract further tenant engagement with NPH.	role		Time will be spent taking bookings, reporting repairs, liaising with security managing cleaning contract – rather than improved customer engagement with tenants
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.	Planned investment costs for development of existing as well as change of use for dwellings.	Low	Release current pressure from the Housing Register Savings on adaptation budget due to all properties being bungalow styles currently