

10th April 2013**REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITY DEVELOPMENT****PROPOSED RE- LOCATION OF THE AMINGTON AND STONYDELPH LOCALITY
WORKING COMMUNITY HUBS****EXEMPT INFORMATION**

N/A

PURPOSE

- To inform Cabinet of issues relating to Locality Working hub use to date and the business case supporting the need to move from the present hub locations.
- To seek approval to implement the proposed moves for the Amington and Stonydelph Locality Working hubs from their current locations.
- To reflect on and update the role of a community hub within the Locality Working (LW) model.

RECOMMENDATIONS**That Cabinet:**

- 1. Endorse the report as attached and progress to date;**
- 2. Approve the proposed move of the Stonydelph hub from the Craven location to St. Martins Church (subject to final agreement with the Church).**
- 3. Approve the proposed move of the Amington Hub from the Kerria shop unit to the Kerria Youth Centre building (subject to final agreement from partner agencies)**

EXECUTIVE SUMMARY

The following report outlines the:

- objectives of Locality Working;
- need for a locality hub;
- review of the premises;
- obstacles faced and the plan ahead.

Supported by an independent report, the review of the Locality Working premises recommends the relocation of the hubs from TBC managed offices (Crowden Road and Kerria Centre) into premises operated by partners within their respective localities (St Martins Church and Kerria Youth Centre). These proposals respond to the need to deliver effective locality working while maintaining a more sustainable budget. These moves are also compatible with the aims of locality working to contribute to multi-agency joint working through best use of resources. The moves will build on joint work with partners in both localities, maximising the use of premises and further building strong relationships in communities.

There is precedent for shared premises within localities. The Community Development Officer (CDO) for Glascote has always been based in Glascote Library, and the Belgrave CDO moved into the Belgrave Community Fire Station in 2011. This has proven successful as the CDO's can focus on the Locality Working initiative with less resource spent on building responsibilities.

The use of St Martins Church and Kerria Youth Centre will be cost effective in that the associated costs indicated in initial discussions are at a level that will be more sustainable in future years and will save officer time as the buildings will be managed by St. Martin's staff / committee (Stonydelph) and the Community Together CIC (Amington).

St Martins Church and Kerria Youth Centre allow better access to services and provide opportunities to deliver more services as the buildings:

- Are open more hours in a day and also weekends and evenings;
- Are larger buildings with more rooms, larger rooms and additional facilities (café, halls, kitchen...);
- The additional capacity will allow more services to be delivered at one time;
- Both are located in the shopping precinct at the centre of the locality area, which has greater footfall.

A range of possible negative impacts of the move include loss of a visible building in the west of Pennine Way (Stonydelph), possible reduction in the momentum developed at the existing hubs. Potential impact on new Stonydelph partner agencies/customers who may perceive a church as an unsuitable place to access services.

These impacts have been reviewed and although they remain a possibility it is felt that the positive benefits of shared premises, along with the financial constraints which preclude ongoing independent hubs outweigh the limited risk. There is also confidence that the successful momentum developed through locality working in both Stonydelph and Amington will be sustained at new premises as was the case in Belgrave.

The option to move the Stonydelph and Amington Hubs from their present locations to shared premises will:

- Reduce the costs of building / overheads;
- Reduce the officer time spent on building management;
- Support an increase in joint working in the both localities.

RESOURCE IMPLICATIONS

Financial:

The Stonydelph building currently costs £8,000 and the Amington £5,000 per annum for overheads and maintenance. The costs of premise overheads and maintenance have to date been resourced through external funds managed by TBC. This external funding ended in 2010 and it is only through prudent budget management that sufficient funds to this date have been available.

The move to shared premises in Stonydelph and Amington will relieve pressure on diminishing external funds and will release the present buildings for alternative use. The recommendation to relocate will save £5,000 in Stonydelph and £2,000 in Amington annually on overhead costs alone. Without a move to less expensive

premises in the near future, it will become necessary to find additional resources to sustain the hubs and more difficult to address a forced move due to lack of funds later in the year. Vacating the premises in the near future will enable a small balance of funds to be used to contribute to overhead costs at St. Martins and Kerria.

Human:

There are no human resources issues arising from this report.

Property:

This move will make available two TBC assets, which have benefited from refurbishment and improvements over the last three (Stonydelph) and nine (Amington) years.

LEGAL/RISK IMPLICATIONS BACKGROUND

A service level agreement will need to be in place in both cases. The operational risks associated with Locality Working are managed via the risk assessment process. The recommendations identified in the report will be used to manage the strategic risks associated with Locality Working.

SUSTAINABILITY IMPLICATIONS

The recommendation will provide greater financial stability as it will reduce the costs involved in delivering the Locality Working initiative. The CDO will not be distracted by building management issues and able to focus on Locality Working, creating stronger partnerships and delivering more services in the area thus supporting a positive social change.

BACKGROUND INFORMATION

The Beginning

Locality Working was a 2007 pilot programme in Amington as part of the county's Learning to Deliver (L2D) programme p16. A multi-agency approach to deliver services in defined locations was agreed as the way forward. The Locality Working initiative was then rolled out into an additional 3 areas of most need based on the Indices of Multiple Deprivation (IMD): Belgrave; Glascote; and Stonydelph.

Locality Working means:

- A stronger understanding of localities
- A more effective and joined up response to people's needs
- A greater engagement with local communities and their representatives
- To focus on local solutions to local problems

Management of hubs also known as ARCHs

There are a number of benefits of managing premises, mainly the flexibility of its use and the control of opportunities for shared working with partners and residents. But with these opportunities, comes responsibilities of management and pressure on budgets. The Belgrave hub moved in 2011 to the new Fire Station which offered larger, new premises at no cost.

There have been many discussions in Amington to move into the youth centre, but

negotiations had not progressed until a recent situation where a community led social enterprise has shown a desire to take on the premise and is keen for the hub to relocate as soon as possible.

The Stonydelph hub is at present based in a large building that has not attracted the number of services and is therefore under-utilised. Despite this the CDO is required to spend a significant amount of time on site and in dealing with management issues of security, overheads, timetabling of services and maintenance. Both moves would free up this management time to enable CDOs to focus on developing joint activity in localities and to encourage and support an increase in service provision.

Review of the Premises

The report (see attached) found that the Stonydelph ARCH had been a busy centre, but due to the floods and staff absence, there has had a lasting impact on services, community engagement and the local community groups. The general lack of footfall in the vicinity makes it a difficult task to re-energise the community and the once emerging community groups. Although there are services being delivered in the ARCH, they are not utilising its capacity nor making best use of resources.

The Amington hub likewise has been a significant element of locality working and provided the basis for the hub model in Tamworth. Given the present financial situation it is felt that the Locality Working hub be located within the proposed new community centre (based in the existing Youth Club) in addition to a children's centre locally was creating a surplus of access points that would benefit from closer integration.

The hubs have been, and in their new format, remain an extremely useful component of LW but have not become a means of attracting service provision from partners at the level first envisaged. The use of an identifiable local base in a central location that can support service delivery and facilitate joint working and the establishment of more effective joint working remains. However the need for a separate building for this purpose has been found to add increased administrative pressure and ongoing costs that cannot be sustained.

Although this report highlights issues relating to the future use of stand alone community hubs, they have been successful in that they have provided agencies with space to provide services for local residents. Those agencies that do use the ARCHs (hubs) have benefited immensely.

Testimonials from partners have highlighted the benefits of the arch:

“To me the whole idea is having a local venue which local people start to see as the key one stop shop to all public sector services. That means that their problems can be seen in the round rather than separated out between different departments.”

“We can't provide as good a service as we once did so locality working is a good way of reducing costs by partnership working.”

“There are a very wide range of activities which would not otherwise have occurred – examples are training for volunteering, murals and art projects with local youths, advice sessions, community tidy ups” (P21 2011 Locality Working review).

There is a real need for facilities in locality areas for the community to utilise. Due to

unforeseen circumstances, the Stonydelph building has not been able to deliver a consistent level of services with irregular buy-in from partners and the Amington hub is located a few yards from a more appropriate premise. Investigation has determined that both communities would be better served from shared premises without a reduction in the benefits gained to date.

In the case of Stonydelph, all efforts to support community organisations to manage the premises have been exhausted and an alternative option needs to be explored. The premises review report suggested the following options (P18):

- a) maintain the ARCH at its current location;
- b) maintain the ARCH at its current location within a broader based community run building;
- c) relocate ARCH services to St Martin's Church; and
- d) relocate ARCH services to the Stonydelph Health Centre.

Reviewing the above, an 'options paper' was prepared which summarised the problems, options and the next steps. The review initially suggested 'option B' as the best option. But after a process of discussion and offering the opportunity to take on the building, two local community groups decided not to take up the offer. This, as a result, required a review of the options given the circumstances.

'Option C' now offers the best opportunity to continue delivering the services we have, with the opportunity of increased capacity to deliver more. Initial discussions with the Rev Ian Murray and the committee, they have expressed an interest in the offer and are happy to explore the options. Partners have been consulted and have not raised any serious concerns about delivering services at St Martins Church.

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LIST OF BACKGROUND PAPERS

Cabinet Paper: Locality Working Mid-term Review - 2nd November 2011
Learning to Deliver
Locality Working Review Report Nov 2011
Locality Working Premises Review 2012
Locality Working Premises Review - Moving Forward on Options 2012

APPENDICES

Enc. 1 - Locality Working Review Report 2011
Enc. 2 - Locality Working Premises Review 2012
Enc. 3 - Locality Working Premises Review - Moving Forward on Options 2013
Enc. 4 - Locality Area Map

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