

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th July 2017

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WARD(S): All

PORTFOLIO: Councillor Munawar, Cabinet Member for Finance & Strategy.

PART I **KEY DECISION**

ACCOMMODATION & HUB STRATEGY 2017 - 2020

1 Purpose of Report

The purpose of this report is to share with Cabinet the councils proposed Accommodation & Hub Strategy 2017 - 2020. We seek approval to proceed with the implementation of this strategy, on the basis that each capital investment required to deliver this strategy will go to Capital Strategy Board for approval, with a full business case prior to proceeding with any financial investment.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Accommodation & Hub Strategy as set out in Appendix A be approved.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

This report supports the 5 Year Plan through support to all local communities of all ages while maximising the council's asset base and providing an income stream that can be used to contribute towards the provision of front line services. It supports the One Public Estate programme, which will contribute in providing more integrated and efficient health and social care services.

3a. Slough Joint Wellbeing Strategy Priorities

The Accommodation & Hub Strategy will review the requirements of all services across the council, including those that aim to protect vulnerable children. This will help us to establish asset requirements that would support these teams to work more efficiently and effectively in delivering their services.

The Strategy will provide staff, visitors and residents access to 'fit for purpose' buildings, incorporating a 'One Public Estate' approach where feasible, and

enhancing wellbeing requirements. The Hub approach will support accommodation for Housing & Neighbourhood staff, enabling them to offer more accessible local services to their clients.

3b **Five Year Plan Outcomes**

The effective and efficient use and investment in our assets while working with our partners to provide integrated services out of our buildings, will enable us to put people first and support delivery of all outcomes in the Five Year Plan, particularly Outcomes 3 and 5. Enhancing the look, use and service provision out of our assets will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents. Slough will be an attractive place where people choose to live, work and visit.

This Strategy encourages us to listen to, and work with our communities, customers and partners. It supports us to work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources. We will use digital technology to provide smarter services for people and businesses.

4 **Other Implications**

(a) Financial

There will be financial implications in implementing this Strategy. At this stage the precise costs are not yet known. Once cabinet approval is received, officers will undertake a due diligence exercise to work with partners, customers, services and suppliers to undertake more detailed analysis to establish requirements, local community need and assessment, financial evaluation, planning consent where applicable and timescales for delivery. It is proposed that each proposal for investment will come to the Council's Capital Strategy Board for approval, before any commitment to invest is made.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	No risks identified.	N/A
Property	No risks identified.	Enhance our Assets.
Human Rights	No risks identified.	N/A
Health and Safety	No risks identified.	Enhance compliance of our assets through investment, therefore reduce risk.
Employment Issues	No risks identified.	Create jobs for people to serve the communities out of these assets.
Equalities Issues	No risks identified.	N/A
Community Support	No risks identified.	Deliver local needs.
Communications	No risks identified.	N/A
Community Safety	No risks identified.	Providing community

		activities out of our assets will enhance community safety.
Financial	No risks identified.	This strategy will support income generation.
Timetable for delivery	No risks identified.	N/A
Project Capacity	No risks identified.	N/A
Other	No risks identified.	N/A

(c) Human Rights Act and Other Legal Implications

The report does not have any legal or human rights act implications

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA at this stage.

(e) Property

This report supports the Corporate Asset Management Strategy as detailed in the Accommodation & Hub Strategy document.

(f) Carbon Emissions and Energy Costs

This report supports reduction in carbon emissions as detailed in the Accommodation & Hub Strategy.

5 **Supporting Information**

As detailed in the Accommodation & Hub Strategy.

6 **Comments of Other Committees**

There are no comments from other committees.

7 **Conclusion**

The Accommodation & Hub Strategy is a key work stream within the Asset Master Plan Board Programme. It is also directly linked to several outcomes within the 5 Year Plan, with particular emphasis on outcomes 3 and 5.

If embraced, it will reduce the Council's operating costs and provide scope to generate income while ensuring that the retained estate is energy efficient and making best use of space while maximising revenue.

The Accommodation & Hub Strategy will interlink with various other strategies and projects across the council including the closure of Landmark Place, therefore it is paramount that this Strategy is embraced and implemented promptly.

8 **Appendices Attached**

'A' - Accommodation & Hub Strategy

9 **Background Papers**

None.

Slough Borough Council

Accommodation & Hub Strategy

2017 to 2020

**Produced by Head of Facilities Management
Charan Dhillon**

April 2017

Growing a place of opportunity and ambition

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1. Introduction

Slough Borough Council is fortunate in having retained community and corporate assets across the borough. They differ in their size, physical condition and services offered from each site.

Following the implementation of the Accommodation Strategy Phase 1, we are now moving to Phase 2, which aims to reduce property costs by implementing a reduced desk ratio in our corporate buildings, supports income generation and empowers our staff to deliver services closer to our customers through use of technology and flexible assets. We are also implementing an energy efficiency and optimisation programme called Re-Fit, which aims to ensure that our assets are energy efficient.

At the Asset Master Plan Board Meeting in February 2017, it was agreed that the Head of Facilities Management would lead the implementation of the Accommodation and Hub Programme, which focuses on Agile Working and the Council's Hub Strategy.

This strategy is designed to map out the future plans for our corporate and community assets, supporting digital transformation and our staff in adjusting to smarter ways of working, while providing our residents with accessible services and facilities. Providing good quality neighbourhood facilities supports the Review of the Local Plan, aiming to promote 'living locally'.

New technologies are making it easier to access information remotely, work from a variety of locations and to find more flexible and efficient ways to offer services. Slough Borough Council recognises the importance of modern working practices in enabling our employees to maximise their performance in the delivery of our vision to be an enabling and entrepreneurial council.

The effective and efficient use and investment in our assets will enable us to put people first and support delivery of all outcomes in the Five Year Plan, particularly Outcomes 3 and 5:

- ***Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.***
- ***Slough will be an attractive place where people choose to live, work and visit***

We will make this happen by:-

- We will listen to, and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses

2. Background

Phase 1 of the Accommodation Strategy which was completed in 2016 saw the councils head office St Martins Place transformed, creating a more flexible open plan working environment, introducing contemporary furniture and facilities including a Business Suite for quiet working and contemporary informal meeting furniture. We also introduced more private meeting space to support our staff and services, telephone PODs to enable staff to take private calls away from the office space and we transformed our Reception area to improve security and safety.

The enhanced use of space through more modern designs and furniture enabled the council to free up space at St Martin Place, allowing us to move other services out of buildings where investment projects were due to commence or where we were paying private landlords for space. We have also been able to lease space to our partners, therefore supporting us to generate income from this asset, enabling the council's head office at St Martins Place to be an inexpensive freehold asset.

We decanted and decommissioned The Centre, Farnham Road, transferring staff to St Martins Place and Landmark place, freeing up The Centre to enable the build of the new leisure centre to commence. We also decommissioned the main Slough Library and introduced the council's flagship The Curve building in September 2016, bringing library, registrars, adult and community learning into one venue, supported by museum pods and a new multi-purpose space Venue and Gallery, available for exhibitions.

The new Arbour Park Community Sports Facility partially opened in August 2016 introducing a FIFA accredited 3G pitch and football stands. The second phase of the construction is nearing completion and will provide further room for spectators and disabled fans, as well as hospitality facilities in the main stand.

The council has shown commitment to develop its Hub Strategy, aiming to bring a range of services together at a neighbourhood level, delivered by the council, other public sector partners and the community and voluntary sector to meet individual, family and community needs in a joined up way.

As we look to the future, the councils growing need to utilise its assets to support income generation and make us a growing place of opportunity and ambition, we recognise the need to now further develop the Accommodation and Hub programmes and therefore set out a clear strategy to demonstrate what, how and when we aim to achieve the next steps, taking into account other dependencies and projects including the One Public Estate (OPE) initiative.

The Cabinet Office has, through its Government Property Unit, a programme called the One Public Estate. The programme is now in its fourth round of funding applications and Slough, as part of a pan Berkshire bid agreed to participate. Slough Borough Council has been represented on the cross Berkshire Working Group by the Assistant Director – Assets, Infrastructure & Regeneration. The Berkshire Property Partnership comprises all the Berkshire Unitary Authorities plus representatives from Health, the Police and the Royal Berkshire Fire and Rescue Service. Slough's participation in the OPE programme will allow the Council to rationalise its assets and deliver long term savings that will reduce revenue costs thereby reducing the impact of cuts in central government funding and safeguard frontline services that contribute to wider strategic priorities.

3. Strategy objectives

The objectives of the Accommodation and Hub Strategy are summarised below:-

Corporate

- To support delivery of the Five Year plan and to meet elected Members' ambitions.
- To coordinate delivery of services with public sector partners, the community and voluntary sector to meet communities' needs.
- To help communities to do more for themselves.
- To support the transition to 'smart ways of working' helping our staff to be more agile in their working practices.
- To enhance the Council's image with its staff and the community.
- To respond to the loss of car parking facilities at Montem Leisure Centre and therefore reduce the need for officers to drive to St Martins Place, while also using the green travel plan to reduce car usage and be more sustainable.
- To increase the energy efficiency and sustainability of Council assets as well as the Council's energy self-sufficiency.

Customers

- To listen to, and work with our communities, customers and partners in helping to deliver local needs.
- Create more resilient communities.
- Enable better outcomes for our communities and residents, reducing demand on public services.
- Developing better ways of working with our communities.
- Enhance the one council approach bringing together a range of services, at a community level, to meet needs in a joined up way.
- Provide multiple public sector services for our Customers at a single site closer to their home, saving journey times and enabling easy access to services.
- Empowering and enabling our staff to deliver services closer to our customers through use of equipment, technology and flexible assets.
- In giving up traditional expectations about how we work there will be more opportunities to lead balanced, healthy lives whilst creating a more responsive, efficient and effective organisation, which will ultimately improve business performance and increase customer satisfaction. This will also make us a more attractive employer in terms of recruiting and retaining staff.

Financial

- Reduce our property costs by using IT solutions to implement a reduced desk ratio of 5:10 in our corporate buildings, freeing up space to optimise income opportunities.
- Avoid major future costs across an aging community estate.
- Provide a higher value estate more suitable to the future service delivery needs of the council.
- Aim to free up at least 700 sq. metres at SMP and completely vacate LMP.

Operational

- Improve efficient use of office space while ensuring it is 'fit for purpose'.
- Facilitate important changes to working practices.
- Introduce a new CAFM (Computer Aided Facility Management System), to improve the way we book rooms, desks and other facilities in our assets, as well as enhancing building maintenance management, overall offering greater efficiency.
- Agile working is changing the way we think about work and work places. Office space will be allocated to activities, not individuals. Managing staff performance will focus on results rather than presence.

Environmental

- We will endeavour to build to an energy efficiency standard above building regulations and/or incorporate low or zero carbon energy. Additional capital investment costs will be recouped over time through reduced running costs.
- To maximise the sustainability agenda throughout the delivery of the project.
- Develop asset infrastructure that is sustainable, cost effective and supports optimum service delivery.
- Support the Fleet Challenge Programme enabling delivery of the Carbon Management Plan by reducing carbon emissions from all Council Fleet operation, including grey fleet usage.
- Support the Re-fit Programme to enable greater energy efficiency and energy self-reliance across the Council's estate.

4. Strategy Dependencies

The Accommodation and Hub Strategy will interlink with various other strategies and projects, therefore it is paramount that the programme clearly illustrates dependencies and demonstrates how each will compliment the other, ensuring deadlines are met. This relationship is illustrated below:-



Other corporate strategies and plans supported by this Strategy include:

- Community Development Strategy
- Leisure Strategy
- Asset Management Strategy (including One Public Estate)
- Housing Strategy
- Health and Adult Social Care integration
- Slough Joint Wellbeing Strategy and any key partner strategies, particularly health
- Delivery of MTFs/Outcome based budgeting savings (including the asset challenge to reduce property costs).
- Customer Service Strategy

- Carbon Management Plan
- Local Plan

The Council is developing a Community Development Strategy, which will ensure we have a consistent and coordinated approach to working with our communities. For this to be successful the accommodation and hubs strategy will work in parallel to the community development work and ensure we continue to support and develop work in response to the following drivers:

- More resilient communities
- Better outcomes for our communities and residents
- Reducing demand on public services
- Developing better ways of working with our communities

The following key works strands within the community development agenda compliment the hubs strategy:

- ✚ One Council approach - To bring together a range of services, on a thematic or at a community level, to meet needs in a joined up way.
- ✚ Central Intelligence hub – enabling us to prioritise recourse by effectively using an evidentially needs led approach.

We will also use our various evidence bases to determine the need for a hub and the services to be delivered at the hub, these will include the Joint Strategic Needs Assessment and the Slough Story.

5. Accommodation Planning & Culture Change

The Council agenda will entail significant changes to the working environment, the behaviours and work styles of staff. In this sense, accommodation planning is about more than efficiency savings: it is about culture, and enabling work processes and service delivery to become agile and more effective.

The HR team are leading the culture transition element of this project, supporting officers and management teams in adapting to this change. This work has already begun with a Smart Working Policy being drafted and shared with Senior Officers to gain input and make necessary amendments. The HR service will introduce initiatives to support the culture change including Workshops and E-Learning Training programmes.

This strategy will aim to support officers in thinking smartly in their approach to working hours, location and methods that enable them to perform to a high level and to provide excellent customer service. Working styles to be adopted by the council are summarised below:

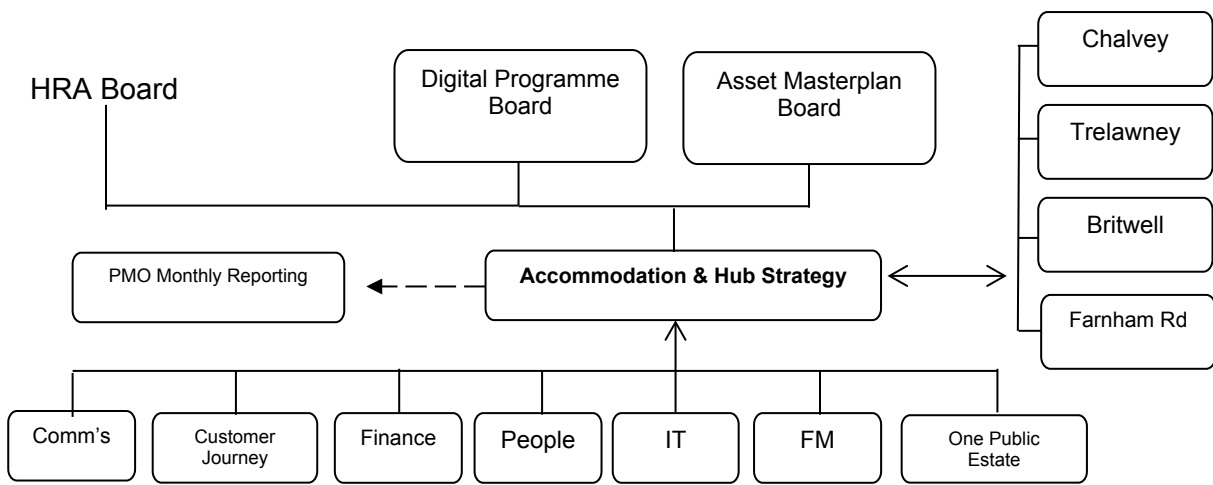
Working style	Definition
Home worker	Employees have an arrangement where their home is either their main place of work or where they work from home on a regular and established basis (e.g. part of the week, most weeks is spent working from home).
Mobile worker	Employees spend the majority of their working day based off site, perhaps on site or visiting customers at external locations. Employees may work from hot desk/hub locations and/or from home around their work commitments.
Smart worker	Employees have greater flexibility in where they work (e.g. at home, in the office or from an alternative building) due to the nature of their position and responsibilities. Work location is determined based upon the most effective location and work time.
Office based worker	The nature of the work undertaken dictates that employees must carry out their work (or the majority of their work) at council premises. This may apply to some face to face and front of house positions.

We will strive to make our buildings and officers more permeable and accessible by the community. Opportunities for co-location and shared work space for members of the public, partners and mutual organisations will form part of this strategy, with the aim to support the One Public Estate model.

It is clear that the fundamental principle of the Accommodation and Hub Strategy must be flexibility. The buildings themselves, how they are organised internally, how they connect with the community and our customers, and how they are managed must all provide the Council with flexibility.

A key factor in determining the size of the future core accommodation is driven by the demand for space required to accommodate council staff, services and partners so they can provide services to the local community.

The illustration below captures the controls of the accommodation and hub strategy programme:-



6. Strategy Requirements

Customers – We will listen and respond to the views of our communities, residents, and customers to help inform the implementation of the strategy while also delivering council outcome priorities and making our assets cost effective. Community engagement work has already started to help inform us of community needs in the Manor Park area and therefore support design of the Hub. We will work with our services to analyse community research data that will help inform local needs.

Agile Working - The Council does have some arrangements for flexible working across services, however this is not imbedded consistently across the organisation. Going forward a more flexible and consistent approach will provide both key opportunities for the Council and our customers. It is paramount that our future Hubs and office buildings offer flexible working space for staff, so they are able to work more efficiently, closer to their customers and with the right tools, especially IT.

Considerations about workplace environment and geographic location are required to conform to Equalities Act; Health and Safety Acts and modern business continuity expectations.

Desk sharing ratios - It is agreed that the Council will aim to introduce a desk share ratio of 5 desks to 10 staff (5:10) where feasible for each service area. It should be emphasised that this ratio is average across all roles in all departments. In some areas of the Council, the ratio will be higher or lower depending upon work process and job function. The ratio will be demand driven, reflecting functional requirements rather than an over-simplified single target.

The successful implementation of flexible working will require senior management support and sufficient resources across ICT, HR and Facilities Management (FM) to successfully plan and implement the roll out. The workforce being prepared and ready to embrace the new working styles required in the future is a critical success factor to the project.

Information Communication Technology - Successful delivery of the accommodation plan and flexible working requires the adoption of innovative technology solutions to enable distributed working, whereby work is undertaken in a far more fluid manner. ICT will be a key enabler of the Accommodation and Hub Strategy and of a modern, efficient and effective occupation of the core office and hub buildings.

Equalities Impact Assessment - A full Equalities Impact Assessment has been produced and discussions will be held with the Disability Forum. The project will ensure that any new or refurbished building will be fully DDA compliant. There will be ongoing review and evaluation of the Equalities Impact Assessment as the programme develops and through project implementation.

Environmental - A key objective of the project is to have beneficial impact both on the external environment and in terms of sustainability and building performance. The Accommodation and Hub Strategy will reduce the office accommodation that the Council occupies and also the need for travel by staff and thereby reducing the council's carbon footprint. Along side this project we will introduce the Fleet Challenge Programme and Car Parking Strategy, which will support the Green Travel Plan. Therefore all will compliment each other, with the key aim being to reduce need for travel using fuel cars and improve the energy efficiency and sustainability of our estate.

Energy specifications will form part of the early planning stage to ensure the council is designing its assets to an energy efficient and sustainable standard, using BREEAM (Building Research Establishment Environmental Assessment Method) to set the standards for best practice in sustainable design, so far as possible trying to achieve at least a 'Good' rating. We will use BREEAM to evaluate energy and water use, health and wellbeing, pollution, transport, materials, waste, ecology and management processes, to help us design sustainable assets.

The Digital Mail Room – The delivery and success of the digital mailroom will be paramount in delivering this project, as enabling staff to work flexibly needs to be supported by remote electronic accessibility to documents. Arvato and the SBC IT teams will lead this element of the project, with information collated as part of the data gathering exercise providing direction and priority levels.

7. The Hub Model

The Asset Masterplan Board in March 2017 agreed a hubs strategy including:

- We should refer to the buildings as 'hubs' rather than community hubs to reflect the range of services provided.
- The purpose of hubs as previously agreed by CMT should be confirmed (that is):
 - To bring together a range of services, at a neighbourhood level, delivered by the council, other public sector partners and the community and voluntary sector to meet individual, family and community needs in a joined up way.
 - To offer a range of facilities tailored to the evidenced needs of that community rather than a single community hub solution for the borough.
 - To facilitate the council's operating model of entrepreneurial and enabling by providing a facility to enable communities to do more for themselves and progress our preventative and asset based approach, particularly re health and social care.
 - To use council assets in the most effective way consolidating assets and maximising space for community facing services and to share/reduce revenue costs by co-location with other public sector bodies.
 - To rationalise assets and where possible free up sites for housing to meet the requirements of the emergent Local Plan.
 - To deliver the council's accommodation strategy and digital strategy including providing mobile working desk space.
 - To ensure that community hubs are financially viable.
- Hubs offer a range of services.
- There should be no expectation of hub development in all parts of the borough, but that they should be considered on a needs basis, through a combination of evidenced community need and proposed usage, where opportunities arise for shared facilities with other public sector partners, particularly health, and where hubs are agreed to be financially viable.

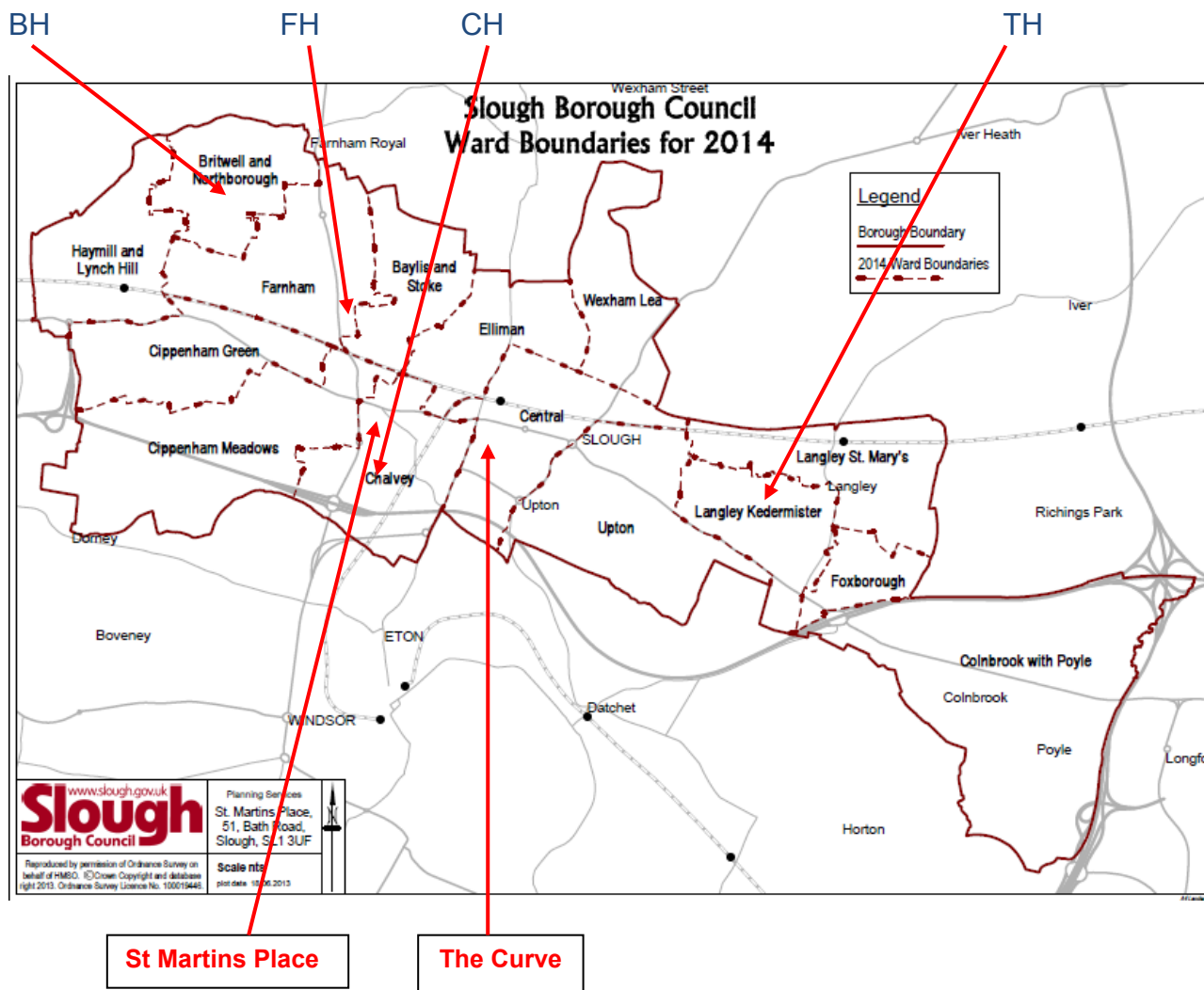
- Although hubs should mostly be places where staff touchdown for short periods of time, to meet customers or to work between appointments, some staff will be based in them, notably housing neighbourhood staff, which facilitates vacation of LMP.
- Initial proposals for hubs should be brought to the Asset Masterplan Board, via the Accommodation Programme Group, for early consideration before the development of a business case.

It is recognised that 'one size does not fit all'. Therefore what one hub may look like in Langley another Hub may look different in Britwell due to the demographics of the area and local community needs. However a typical model will commonly offer the following (as shown in **Appendix 1**):-

- Bookable Community Space for varying community activities.
- Space for partners offering community services ie NHS, CCG, Police, Fire Services etc.
- Open community space – accessing reading material, computer access and other self-service library facilities.
- Hot desk facilities for SBC staff
- Desk space for some SBC services wishing to operate out of hubs to be closer to their customer
- One to one meeting rooms for use by Ward Councillors, Services with their customers or staff one to ones etc.
- Self-Service payment machines, for council tax and other council bills to be paid.
- Future proofed space that enables us to easily extend capacity and retrofit sustainable technologies, adapt space to meet the needs of growth, changing community and council needs or development of the One Public Estate. It is recognised that as a council we are well on the journey to deliver our Hub Strategy, however unfortunately our partners are delayed by various uncontrollable factors. As the council has an appetite to progress and deliver its Hub Strategy, by creating future proofed space that will easily allow us to extend, we can still support the One Public Estate initiative as well as future changing needs.

The councils Asset Master Plan Board have agreed on 7th March 2017 that the following assets will be considered as the council's future leading Hubs (locations shown on the map below). However, it should be noted that at this stage these are proposed and subject to more detailed analysis, local community need assessment, financial evaluation and planning consent:-

1. Chalvey Hub (CH)
2. Britwell Hub (BH)
3. Trelawney Hub (TH)
4. Farnham Road Hub (FH)



8. Hub Services & Cost Analysis

Hub	Present Annual Running Cost	Present Annual Income	SERVICES & ORGANISATIONS TO OPERATE FROM HUB	Estimated Future Running Cost	Estimated Future Income & Sources	Estimated Capital Invest/Build Cost (We will seek to obtain a contribution to the build cost from partners wishing to occupy space).
Britwell Hub	£191,000	£80,000	<ul style="list-style-type: none"> Libraries Council Tax Payment Machines Housing Neighbourhood Teams Children Services Contact Centre Hot Desks for SBC Staff. Recycled Teenagers Community Activity Space and Rooms NHS Doctors Surgery. 	<p>TBC – More detailed analysis to be done following confirmed designs/works .</p> <p>The building is going to increase by roughly 1/3. So at present running costs could increase to £260,000.</p>	<p>TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services.</p> <p>Rental income from GP tbc. The GP will cover running cost for the proportion they occupy.</p>	£3 Million
Chalvey Hub	£130,000	£100,000	<ul style="list-style-type: none"> Self Service Library Facilities Self Service Council Tax Payment Machines Hot Desks for Council Staff Community Activity Space and Rooms Partners – i.e. NHS 	<p>TBC – More detailed analysis to be done following confirmed designs/works .</p> <p>This hub option is at the early stages of discussion with the EFA.</p>	<p>TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services.</p> <p>Income stream from NHS locating services here from Upton Hospital.</p>	<p>£3 Million</p> <p>The EFA will fund a ‘replacement’ community centre. Any additions to existing facilities i:e doctor’s surgery, will need to be funded by the Council.</p>
Trelawney Hub	<p>New Build N/A</p> <p>Cost of Langley Library - £62,000</p>	<p>New Build N/A</p> <p>No Income from Langley Library</p>	<ul style="list-style-type: none"> Self Service Library Facilities Self Service Council Tax Payment Machines Housing Neighbourhood Teams Hot Desks for Council Staff Community Activity Space 	<p>TBC – More detailed analysis to be done following confirmed designs/works</p>	<p>TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services.</p> <p>Dependent on model. Capital</p>	<p>£3 million</p> <p>Dependent on model. Council could develop whole or part site.</p>

			and Rooms • Partners – i.e. NHS		receipt from developer or rental income from NHS/CCG and residential development	
Farnham Road Hub	N/A	N/A	<ul style="list-style-type: none"> • Self Service Library Facilities • Self Service Council Tax Payment Machines • Hot Desks for Council Staff • Community Activity Space and Rooms • Partners – i.e. NHS 	TBC – More detailed analysis to be done following confirmed designs/works	<p>TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services.</p> <p>Income from GP Surgery tbc. Will cover running costs. Scheme likely to have residential element above.</p>	£12 million

8.1 Reason for choosing these Assets

The council intends to retain all other Community Centres and it is proposed that they remain operating as at present as specified below:-

- **Manor Park** – A community consultation was carried out in March 2017, including consultation with existing users. In addition to this engagement with partners such as the CCG, NHS, Police etc. has also been ongoing to promote the One Public Estate programme. The community consultation identified that the community centres are important to the local residents for community use. The community is happy to utilise the existing assets as long as local community activities are offered to them, while the two main groups (the Early Years Nursery and the Ujala Foundation) continue to offer the community the service that they do at present and potentially expanding these activities. The One Public Estate work and liaison with Neighbourhood SBC Services has demonstrated that these services have no desire to be located in the Manor Park area. For this reason, it is recommended that the council do not transform this site into a Hub as this would not be cost effective, however that we refurbish the existing assets to ensure Health & Safety compliance and good use of these assets. This will enable the council to enhance the offer to the local community from these centres.
- **Langley Pavilion, Langley** – We have a long term lease with Sea cadets in this building. The asset is held in a trust which means the council is limited in what we do with this asset. As we are developing a Hub in Trelawney, there would be no justification to also convert the Langley Pavilion into a Hub. The proposed Trelawney site has land which belongs to the council and has interest from the

NHS, Clinical Commissioning Group (CCG) and Thames Valley Police, therefore this is an opportunity for the council to accommodate a Hub facility while also generate income.

- **Upton Lea, Wexham** – This site allows for limited development due to the overhead electric pylon overarching the asset/land. There is also limited scope for expanding the footprint due to the surrounding schools.
- **Westfield, Colnbrook** – This asset occupies little land and is not very accessible.
- **Weekes Drive, Cippenham** – No community or council need has been expressed for a Hub in Cippenham. However with Chalvey Hub in very close vicinity of Weekes Drive, it is unlikely to be beneficial to locate an additional Hub so near by. This site is also linked to the School Expansion Programme, therefore it would not be advisable to allocate this asset as a Hub at this present time.
- **Cippenham Centre, Cippenham** – No demand has been expressed for a Hub in this location. A previous report was produced which evidenced that there was no demand or financial business case to justify locating a Hub on this site. This site is also presently operating with reasonable financial income, covering all building running costs using income from the asset, while offering services including an Early Years Nursery for the local community.

8.2 Selected Hubs Business Case and Progress to Date

8.2.1 Britwell Hub

This Community Centre is presently operating with the greatest loss of more than £100k. The NHS, CCG and HRA have expressed a desire to have a presence in this location. Therefore there is an opportunity for the council to redesign the existing space and expand the asset to support income generation and off set building running costs, while freeing up other local sites for housing regeneration.

Proposal – To extend the existing building to accommodate the GP and Clinic currently based on the opposite side of Wentworth Avenue. The extension will be in 2 Phases. The 1st phase will see the creation of a new Children's Trust wing, to the rear of current wing. The 2nd Phase will be an extension of the southern wing and refurbishment of the former Children's Services wing to create a doctors surgery.

Services – GP/Health clinic. It is envisaged that all existing services will continue (Children's Services, Library, My Council and community hire space). As part of this work, a review will be undertaken to redesign existing space to enable SBC services to also use space in this building as required i.e. Neighbourhood Services.

Timescale – It is anticipated that construction will complete March 2020. The current hurdle is getting the GP/Clinic sign off so a rent can be set on the GP Space. Once this has been set we will know if we have a business case.

Income/Cost – Income is yet to be set from the GP. Current project estimate is just under £3m plus SUR fees. However we will seek to obtain 50% funding from partners wishing to occupy this space.

Car Parking – Parking to be discussed with planning. On site parking will be utilised by staff where possible. Subject to planning, overflow and clients may be required to use on street parking.

8.2.2 Trelawney Avenue Hub

The council is fortunate to own the former Merrymakers Public House, Garages, a Car Park and Housing Units 313 – 323. This combined space offers a good opportunity for partners to utilise space with the council to offer a hub facility to the local community.

Proposal/Services – To create a Health led Hub. To relocate the GPs currently based at Willow Parade, High Street Langley to Trelawney Avenue. The hub will be in 2 parts. One part will be the doctor's surgery, dentist, and pharmacy with flats above. The second part will be SBC Community Hub.

The land for the health hub will be sold to and developed by the current landlord of the GP. The GP is tied into a circa 20 year lease and the CCG will not support another GP in the area.

The Community Hub will be retained by SBC and will contain a community hall, Neighbourhood Services, Adult Social Care, Library and Police Services.

The proposal will see the vacating of the current Langley Library.

Timescale – Construction completed by December 2019

Income/Cost – The income/cost of the Community Hub are not yet known. However the proposal will require the acquisition of the site from HRA (£2.2M for the health hub and £500k for the community hub).

The SUR have been instructed to begin working on a Plan B. The developer of the Health Hub is having difficulties with the feasibility, which has led him to add more flats onto his area of site. The Planners have already expressed concern that we are trying to get too much on site and there is a high risk that the pre application advice might prove this to be unworkable. The SUR brief is to look at a similar scheme as above, but with general clinical space as opposed to a GP.

Car Parking – Will be planning requirement.

8.2.3 Farnham Road Hub

The NHS and CCG are interested in building a medical led hub on the Rotunda site, which is owned by the council. This will consolidate various GP practices, offer services from Upton Hospital and offer SBC Services. At present this site is leased to Haybrook College, therefore to progress this hub the council would need to provide alternative accommodation for these occupants.

Proposal – The CCG are keen to progress this site as a priority. They see this as the main means of freeing space at Upton and have stated that they looking at the potential of a 30,000 sq. ft. facility that will combine up to five GP practices and NHS Services. The

SUR will be asked to assess feasibility of this site. The creation of a hub on this site is dependent on getting the Rotunda vacated. This requires construction of new facility. Need to explore putting residential accommodation above part of the new building.

Services - GP Surgery and Council services TBC

Timescale – Construction to be completed January 2021.

Income/Cost – Not yet known

Car Parking – Will be planning requirement.

8.2.4 Chalvey Hub

The Education Funding Agency has expressed a desire to build a, all through school on this site. Therefore there is an opportunity for the council to enhance the present facility while meet the needs of the local community through offering additional school places and consolidating services from Upton Hospital, supporting the One Public Estate Strategy.

Proposal – The existing community centre will be demolished to make way for SASH2 (school). As part of the agreement with EFA, the EFA will build a new centre on site. The EFA will only build like for like. The CCG have expressed interest in relocating NHS services into the new Chalvey Hub (most likely to be paediatric services), but will not include GP services. If the Council wishes to include accommodation for partners, residential, etc., then it will have to cover the development costs for this additional space itself.

Sash 2, is greatly dependent upon overcoming flood risk issues via the Planning process.

Services – Services are likely to be replicated, however a review of options for relocating some health services from Upton Hospital, residential homes for keyworkers along with space for Housing Services will be undertaken.

Timescale – It is anticipated that this is delivered by September 2020.

Income/Cost – The EFA will fund up to what is already on site. The Council will need to cover costs for any new/additional facilities. Potential income is not yet known.

Car Parking – Will be planning requirement.

9. Data Gathering – Due Diligence

As part of the due diligence and in order to inform the strategy of key requirements by services and customers, a data gathering exercise will be lead by the Head of Facilities Management with the support of Arvato and SBC IT.

The aim of this exercise will be as follows:-

- Agree relocation of services out of Landmark Place. To date the following is known:-

- Presently Housing & Neighbourhood teams occupy about 155 desks at LMP.
 - 40 Neighbourhood staff will move out of LMP in December 2017 and move to the new RMI providers' offices in Slough.
 - The Neighbourhood Service has expressed a desire to develop HRA assets to temporarily meet the hub need. These will accommodate staff from LMP. Facilities Management is presently working with the Neighbourhood Team to deliver these developments.
 - Neighbourhood teams have expressed a desire to have a presence in Britwell Hub and Trelawney Hub.
 - Housing Services would like space at SMP.
 - Council Tax Payment can be made via self service terminals at the Hubs, online or on the phone. However the Council needs to agree if a retail presence is required in the Town Centre and if so size of potential space, therefore enabling us to assess available options.
 - The Licensing Team currently based at LMP have six desks for their officers. They also use an additional three tables for their 3 printers and a scanner. They have a large amount of storage (7 tall cabinets and 2 small cabinets). The service has a requirement for a dedicated interview room due to the number of clients they meet and they require visitor parking for their mini cab drivers. It is also a desire for the service to be centrally located where it is easily accessible for customers and where cash pay in facilities are available. Some options to explore with this service include the Digital Mail Room and the support of the digital transformation strategy to enable easier payment processes for their customers. However it is appreciated that this would require effective communication and support in changing culture with their clients.
 - There is high demand for the IT training room presently located at LMP, to be relocated after LMP closes. There is already an IT training room in The Curve, which is used for Adult Learning. There is also an option to design an IT training room into the Britwell Hub design. In addition to this, a majority of our main buildings have Wi-Fi installed in them, therefore there is an option to undertake IT training using laptops in any meeting room in all buildings fitted with Wi-Fi. This will be explored in greater detail during the data gathering exercise, ensuring that the most effective solution is delivered.
- Agree the requirements of the One Public Estate (demand from our partners who may wish to utilise the Hub Strategy to co-locate with the council, to offer multiple services to the local community out of our assets). There is an objective to transfer NHS services out of Upton Hospital into the local community. Therefore there is an opportunity to work with the NHS to support this initiative. Work has already commenced and is being lead by the Director of Adult Social Care and the Assistant Director, Assets, Infrastructure and Regeneration. This project will feed necessary data into the Accommodation and Hub Strategy.

- There will be opportunity to explore how the council may wish to utilise St Martins Place to generate income, as the transformation to a smarter working culture enables our staff to be more agile and occupy less fixed desk space and therefore free up valuable space. Once the data gathering exercise has been completed and we move further into the project to confirm exactly how much space will be freed up, a detailed analysis will be undertaken to confirm income. However to date the following is known:-

Advantages -

- SMP is within walking distance of the town centre
- The merits of SMP wings is that we are able to offer open plan accommodation on a single floor with flexibility to include existing furniture in the agreement
- On this basis, and that of the competition, agents have recommended quoting a headline rent of **£17.50psf exclusive**.
- We would anticipate that we will need to consider a rental void of at least 6-12 months and a tenant package that would need to reflect a rent free period of up to 12 months for every 5 years of tenancy (without break).
- Therefore on this basis £17.50 on a term of 5 years with 12 months rent free the rate psf equates to say £14 psf.
- The above represents part floor only – generally the larger the space the less the rate per sq. ft. is achieved.
- If the vacant space is not let privately, the council could review transferring other services from satellite buildings to create savings from expenditure on assets. There is also likely to be a requirement to accommodate some Housing staff and Licensing from LMP, therefore the saving from not having to procure additional assets to accommodate these services will naturally generate savings from LMP.
- There will be opportunity to let space to our partners, who may welcome being located in offices with the council, therefore commercial letting may not be required. The CCG have expressed a desire to occupy one full wing at SMP, therefore this will off-set further building running costs while generate income for the council.

Disadvantages

- The council offices may not be an attractive let to private organisation taking into account some of the challenging customers that visit the council offices.
 - Competition from other local offices waiting to be let will pose a risk.
 - The above package is only likely to be attractive if car parking is offered. However with the council aiming to reduce demand on car parking due to future plans with the Montem site, this may not be possible.
- The data gathering exercise will entail meetings with each service area to establish the following:-
 - IT Requirements – Service needs in order to work more smartly and aim to reduce desk occupancy to 5:10. What kit is required? This exercise will be used to demonstrate different types of kit that can be offered and therefore we will aim to encourage agreement on solutions i.e. Laptops, IPads, Phones etc.
 - Digital Mail Room Requirements – what amount and type of documents are still being stored in hard copy and why. Enabling services to store documents electronically will enable more flexible working, as officers will be able to access documents from whichever location they work.

- If services would like to utilise the Hubs to meet with customers or work out of the assets. What type of space can services benefit from in the Hubs and how will this support a reduction on desk space demand at St Martins Place. This in return will support space planning of each Hub. For example, to date we are aware that Adult Social Care would like facilities to operate out of Trelawney, Britwell and Farnham Road Hubs. The precise requirement once received, will be built into the design of these assets as well as cost and income analysis.
 - Potential services that can be offered from the Hubs and benefits to the local community i.e. at Manor Park there is a demand for Early Years nursery, therefore extending the present provision will benefit the local community while offering the council increased income.
 - What training and support services teams would like to help transform the way they work and adapt to the new culture.
 - Physical Storage and Locker requirements.
- Establish the needs of our partners i.e. The Children's Trust.
- Establish the requirements of the Council's Customer Service Strategy, so the needs of customer are built into the design of each asset.
- Review Desk Usage data at SMP and LMP.
- Review the requirements of the Health & Safety at Work Act and consult with our H&S colleagues to ensure full requirements are met in designing space, provision of ICT and equipment in any place of work including the hubs, people's homes and offices.
- Consult with our Planning and Building Control colleagues as required in assessing options appraisals for each hub. Also take into account the Fire Safety requirements.
- Confirm the revenue expenditure, income and capital expenditure of each Hub.

APPENDIX 1 - The Hub Model

