

<b>Report To:</b>	<b>STRATEGIC PLANNING AND CAPITAL MONITORING PANEL</b>
<b>Date:</b>	27 November 2017
<b>Reporting Officer:</b>	Sandra Whitehead – Assistant Director, Adults
<b>Subject:</b>	<b>4C COMMUNITY CENTRE ASHTON - CAPITAL INVESTMENT PROGRAMME</b>
<b>Report Summary:</b>	Further to the resource allocation decision made at Strategic Planning and Capital Monitoring Panel on 9 October 2017, this report provides an overview of the developments and plans in relation to the delivery of the new community development in Ashton, working in partnership with Christ Church Community Developments Charitable Organisation (CCCD). The £150,000 investment programme, together with the £50,000 match funding by CCCD, will provide a high quality community facility in the centre of Ashton.
<b>Recommendations:</b>	<p>That Strategic Planning and Capital Monitoring Panel :</p> <ul style="list-style-type: none"> <li>(a) notes the content of this report;</li> <li>(b) supports and recommends the capital funding of £150,000 to the Christ Church Community Developments Charitable Organisation.</li> </ul>
<b>Links to Community Strategy:</b>	<p>The Corporate Plan 2013-18 outlines the priorities for improving the Borough of Tameside.</p> <p>This proposal directly links to the Tameside Corporate Plan priorities for both People and Place.</p>
<b>Policy Implications:</b>	This proposal supports the Tameside Health and Wellbeing Strategy.
<b>Financial Implications:</b> <b>(Authorised by the Section 151 Officer)</b>	<p>The proposal outlined in this report supports the Councils vision of developing an asset based community approach to reduce reliance on formal social care and health services.</p> <p>The evidence base of the Grafton Centre model which has been operational for a number of years suggest a ROI of £2.19 for every £1 of investment across the health and social care economy. This return arises from reduced need for homecare packages, reduction in formal day services for older people and reduced GP visits as a result of improved social inclusion.</p> <p>It should also be noted that the role of the 3rd sector in continuing to provide community based capacity is a critical factor which underpins the Neighbourhood working models across the Care Together Programme.</p>
<b>Legal Implications:</b> <b>(Authorised by the Borough Solicitor)</b>	The report is very brief and does not provide a compelling argument for giving the grant. In order for comprehensive legal comments to be given more detail is required, including a clear business case.

Whilst the Council has power to give the grant Members must still be satisfied that giving of the grant provides best value for the Council, and that in doing so it does not open itself up to successful challenge from others who may equally and legitimately have a call on the Council's monies. The Council should have a policy setting out criteria on which to base requests for grants and loans in such cases. At best Members can indicate a desire to pursue this further subject to a more detailed report.

**Risk Management:**

Risk management is considered in section 4 of this report.

**Access to Information:**

The background papers can be obtained from the author of the report, Janine Byron, ATM Community Engagement and Market Development:



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## 1. INTRODUCTION

- 1.1 Further to the resource allocation decision made at Strategic Planning and Capital Monitoring Panel on 9 October 2017, this report provides an overview of the developments and plans in relation to the delivery of the new community development in Ashton, working in partnership with Christ Church Community Developments Charitable Organisation (CCCD). The £150,000 investment programme, together with the £50,000 match funding by CCCD, will provide a high quality community facility in the centre of Ashton.
- 1.2 Building on the success and the learning of the Grafton Centre model, the plan is to replicate similar provision across all four localities in the borough. This report is specifically in relation to working together with CCCD to complete the community development initiative known as the 4C Community Centre, which was started a number of years ago. Primarily the funding is to complete the building works. The main structure is complete, however, capital funding is required to complete the internal building, purchase equipment and enable it to be ready to open and deliver services to the local community.
- 1.3 The shared vision between the Council and CCCD is to serve the needs of the local community, bringing it together in an accessible, environmentally and financially sustainable, safe and welcoming building. The benefits are clear, tangible and sustainable. As part of developing the offer to people who don't meet thresholds for service this model has the capacity to offer significant levels of support that ultimately help keep people away from formal service interventions.
- 1.4 In setting out to open a high quality, sustainable and inspiring purpose built centre to serve the Community. It will:
  - Work with families to ensure children are ready for school;
  - Support families to care for their children safely;
  - Increase educational attainment and skills levels:
    - A lot of work has taken place with the 3 local schools and all headteachers are fully on board with the centre and have agreed to use the centre for group activities, meetings, sessions as they felt it useful to deliver outside of the normal school environment.
    - Following a survey, 30% of respondents wanted to see a Parents and Tots group.
  - Work with businesses to create economic opportunities for residents:
    - The centre will be providing employment opportunities for the local residents, looking to employ a Centre Manager, Volunteer Co-ordinator, Caretaker, Cleaner, Cook, Receptionist and Catering Manager.
  - Help people to live independent lifestyles supported by responsible Communities;
  - Improve health and wellbeing of residents;
  - Protect the most vulnerable:
    - Integral to this development is that the project/centre will be completely community led and managed. The Strapline is "4C - 4 Young, 4 Old, 4 Everyone". It will focus on improving health and wellbeing and will have a focus on supporting the most vulnerable people in our society.
  - Strengthen the local business community and our town centres;
  - Grow levels of inward investment;
  - Promote cleaner, greener and safer neighbourhoods;
  - Reduce our carbon footprint, both in energy and waste;
  - Support a cultural offer that attracts people to the borough.

## 2. CAPITAL INVESTMENT PROGRAMME

- 2.1 Christ Church Community Developments is an experienced, innovative and successful organisation who has much experience in attracting external funding. It has already been successful in securing a significant amount of funding to reach the position it is currently in. The two main funders being the Big Lottery who has funded £500,000 by way of a grant and the Social Investment Business (SIB) who funded £900,000 (£400,000 as a grant and £500,000 as a loan). SIB is a social funder and the Community Builders Programme was a loan/grant fund which was established by a £70M endowment from the last Labour Government. Repayment of the loan is on hold with SIB and negotiations are currently in place to convert the loan to a grant. CCCD are awaiting a decision from the SIB Board.
- 2.2 Match funding negotiations have been ongoing with a number of funders, the primary one being the ASDA Foundation for £30,000. The application has been submitted. Confirmation of the capital funding will give the funders the security required and once this has been confirmed, CCCD are confident of a positive outcome. ASDA have also confirmed a donation of up to £5,000 worth of internal equipment.
- 2.3 Plans are well underway to attract the remaining £20,000 required for the match funding, through a number of smaller grant applications. Again, confirmation of the capital investment will provide the security that a lot of the funders require, so at present, the applications are on hold, pending this agreement. Support is also being provided by an organisation called Gifted Philanthropy to assist with the remaining match funding requirements.
- 2.4 A number of contractors, local businesses are keen to work with CCCD with the remainder of the building works by way of a willingness to support the organisation through donations, reduced price materials, or sharing customer base and suppliers. Once capital funding is approved, the tendering process is ready to proceed.
- 2.5 Agreement has been made with Ikea in Ashton who have offered to decorate and furnish a whole room at the centre by way of donation. Again, this is subject to capital investment funding.
- 2.6 The £150,000 capital investment programme is comprised of a number of individual elements to complete the build;
  - 2.6.1 **Internal Construction (£43,927)** – Internal walls and partitions including internal doors.
  - 2.6.2 **Internal Finishes (£51,035)** – Wall finishes, floor finishes, ceiling finishes,
  - 2.6.3 **Fittings, furnishings and equipment (£15,000)** - Bar fit out, kitchen fit out, roller shutters, shelving, furniture.
  - 2.6.4 **Services (£82,022)** – Sanitary installations, drainage, water, heating, electrics air treatment and ventilation, lighting and communications installations.
  - 2.6.5 Table 1 provides a breakdown of the total project cost for each area.

**Table 1**

<b>Description</b>	<b>Cost</b>
Internal Construction	£43,927
Internal Finishes	£51,035
Fittings, furnishings and equipment	£15,000
Services	£82,022
5% Contingency	£9,599
<b>Total Project cost</b>	<b>£201,583</b>

### 3. MILESTONES

- 3.1 If approved, the project will be delivered in line with the programme shown in Table 2:

**Table 2**

<b>Key Milestone</b>	<b>Target Date for Completion</b>
Council approval to proceed	13 December 2017
Build start (16 weeks)	January 2018
Build completion	May 2017
New facility open	June 2017

### 4. OPTIONS APPRAISAL

- 4.1 Table 3 sets out the options which have been considered for the 4C Community Centre Ashton. Option 1 has been rejected as it does not deliver the projects benefits identified in the report;

**Table 3**

<b>Option</b>	<b>Reason</b>
1. Do not progress with the scheme	<p>The Council has been faced with significant budgetary challenges over previous years and this situation is likely to continue. As a result of this, new and innovative approaches to delivering services whilst reducing the cost of provision are needed.</p> <p>The demographics of the borough mean that the Council has a rapidly ageing population that will potentially increase demand on intensive and costly services at a time when resources are reducing.</p> <p>In view of the demographics and potential impact of the budgetary challenges, the proposals in this bid will mean that a new provision at the centre can grow and develop whilst benefiting the residents of the Borough by promoting and facilitating health and wellbeing activities, volunteering opportunities and building community capacity and social capital and reducing demand on costly social care and health services.</p>
2. Do the minimum Scheme	<p>This is the “do minimum scheme”. The partnership has been driven by the Asset Based Community Development (ABCD) approach as there is clearly a valuable resource already existing in our community, which with additional support and capital funding can deliver its vision.</p>

3. Can the scheme be scaled down?	<p>This is already a scaled down version of what could have been a very costly project if we were to try and deliver this from scratch. It is beneficial to use an existing resource and support an already established organisation to achieve the shared vision and outcomes already realised at the Grafton using this approach.</p> <p>An alternative would be a dispersed approach across a number of different community groups and settings and would lose the connectivity that is hoped for.</p>
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## 5. RISK MANAGEMENT

- 5.1 The major risks associated with all capital schemes include increasing costs and time delays occurring during the development and delivery phases. CCCD has a robust business plan and cost plan in place. Grant funding conditions are to be applied which will outline the monitoring and evaluation requirements of the Council, including the mitigation of risks.
- 5.2 The primary risks associated with the 4C Community Centre are set out in table 4:

**Table 4**

<b>Risk</b>	<b>Impact</b>	<b>Status</b>
No take up of Services	Intensive, ongoing engagement with communities has taken place and consultation has highlighted that people are very interested in the centre and take up will be high. Plans are in place to focus on all areas of the community and good relationships have already been achieved and are being maintained.	Green
No volunteers to support the development of the centre	As above. The centre already has a pool of volunteers and trustees and could be supported by paid workers once the centre is financially viable.	Green
Other external funders do not take up the investment opportunity	Match funding discussions are taking place and the CCCD are confident of the planned investment opportunities. There are a number of investors very interested in the opportunity.	Amber
Maintaining interest and demand for building throughout final build stage of the project.	There has been ongoing and continued engagement with the local communities as highlighted above.	Amber

## 6. RECOMMENDATIONS

- 6.1 As detailed on the report cover.