



KEY DECISION NOTICE

SERVICE AREA:	COMMUNITIES, CHILDREN'S, ADULTS AND HEALTH
SUBJECT MATTER:	DEVELOPING "GO TO" CENTRES
DECISION:	<ul style="list-style-type: none">(1) That the principle of "Go To" Centres in town centre locations be approved.(2) That the intention to relocate Mossley library into George Lawton Hall at the earliest opportunity and complete IT improvements previously agreed by Cabinet as part of the Library Review be noted.(3) That schemes be developed to relocate library services to Hyde Town Hall and Denton Town Hall, alongside other public services.
DECISION TAKER(S):	Executive Cabinet
DESIGNATION OF DECISION TAKER(S):	Executive Cabinet
DATE OF DECISION:	11 December 2013
REASON FOR DECISION:	<p>The Council's strategy is to reduce the number of buildings owned and operated by the Council before reducing services to communities; eight key buildings have been identified in the asset management strategy for retention. A comprehensive review of Tameside's library service was undertaken in 2012. This concluded that a library offer would be retained in each of Tameside's key towns, if it remained affordable. The Council's new Neighbourhood Offer, which focuses on targeted partnership working is developing well. Working towards a single building in each area, to deliver as many public services to the customer as possible, is a natural progression that compliments all three strategies. This report outlines a vision for Go To Centres, which will result in a single public service building in each area. It is essential that rapid progress is made towards the development of these centres so that the asset portfolio can be reduced. Library services will play an important role as the catalyst in bringing services together. This report sets out immediate actions required in respect of Mossley, Hyde and Denton Library as well as proposing other Go To centres that could be developed in the longer term.</p>
ALTERNATIVE OPTIONS REJECTED (if any):	Developing alternative buildings would be outside of the asset management strategy adopted by the Council.
CONSULTEES:	Public consultation has been undertaken in Mossley and further consultation will take place in Hyde and Denton as a result of this decision.
FINANCIAL IMPLICATIONS: (Authorised by Borough Treasurer)	<p>A revenue efficiency savings target was set at £0.800m in 2013/2014 for Community services in respect of Go To Centres, however further discussions are required to develop a detailed financial analysis of proposals to deliver this target.</p> <p>A project team is being formulated from within the Council to take the initiative forward and will include officers from Communities, Adults and Children's services as well as</p>

	<p>Resource Management and Corporate Landlord.</p> <p>It should be noted that there is provision in the 2013/2014 capital programme of £0.481m to fund the new library offer and the George Lawton Hall library scheme</p> <p>The reduction in the library offer in Mossley, Hyde and Denton may deliver a low level of revenue efficiency savings via a reduction in staffing, books and materials expenditure. The level of potential savings is yet to be identified as a further analysis of the associated proposals is required.</p>
LEGAL IMPLICATIONS: (Authorised by Borough Solicitor)	<p>It will be critical in delivering these proposals that effective communication takes place with the public so they have a clear understanding about how future services will be delivered to meet changing needs rather than this become a debate and concern about buildings.</p>
CONFLICT OF INTEREST:	N/A
DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED:	None
REFERENCE DOCUMENTS:	<p>The background papers relating to this report can be inspected by contacting the report writer, Adam Allen, Assistant Executive Director (Community Services) by:</p> <p> Telephone: 0161 342 3304</p> <p> E-mail: adam.allen@tameside.gov.uk</p>

Signed.....  Dated: 11 December 2013

Councillor Kieran Quinn, Executive Leader, Chair of Executive Cabinet

KEY DECISION REPORT

SERVICE AREA:	COMMUNITIES, CHILDREN'S, ADULTS AND HEALTH
SUBJECT MATTER:	DEVELOPING "GO TO" CENTRES
DATE OF DECISION:	11 December 2013
DECISION TAKER	Cllr John Taylor, Deputy Executive Leader Cllr Lynn Travis, Executive Member – Health and Neighbourhoods
REPORTING OFFICER:	Elaine Todd, Assistant Executive Director – Asset and Investment Partnership Management Adam Allen, Assistant Executive Director – Community Services
REPORT SUMMARY:	<p>The Council's strategy is to reduce the number of buildings owned and operated by the Council before reducing services to communities; eight key buildings have been identified in the asset management strategy for retention. A comprehensive review of Tameside's library service was undertaken in 2012. This concluded that a library offer would be retained in each of Tameside's key towns, if it remained affordable. The Council's new Neighbourhood Offer, which focuses on targeted partnership working, is developing well. Working towards a single building in each area, to deliver as many public services to the customer as possible, is a natural progression that compliments all three strategies. This report outlines a vision for Go To Centres, which will result in a single public service building in each area. It is essential that rapid progress is made towards the development of these centres so that the asset portfolio can be reduced. Library services will play an important role as the catalyst in bringing services together. This report sets out immediate actions required in respect of Mossley, Hyde and Denton Library as well as proposing other Go To centres that could be developed in the longer term.</p>
RECOMMENDATIONS:	<p>It is recommended that Executive Cabinet:</p> <ol style="list-style-type: none"> (1) Approve the principle of "Go To" Centres in town centre locations. (2) Note the intention to relocate Mossley library into George Lawton Hall at the earliest opportunity and complete IT improvements previously agreed by Cabinet as part of the Library Review. (3) To develop schemes to relocate library services to Hyde Town Hall and Denton Town Hall, alongside other public services.
JUSTIFICATION FOR DECISION:	<p>The Council's strategy is to reduce the number of buildings owned and operated by the Council before reducing services to communities; eight key buildings have been identified in the asset management strategy for retention. A comprehensive review of Tameside's library service was undertaken in 2012. This concluded that a library offer would be retained in each of Tameside's key towns, if it remained affordable. The Council's</p>

	<p>new Neighbourhood Offer, which focuses on targeted partnership working is developing well. Working towards a single building in each area, to deliver as many public services to the customer as possible, is a natural progression that compliments all three strategies. This report outlines a vision for Go To Centres, which will result in a single public service building in each area. It is essential that rapid progress is made towards the development of these centres so that the asset portfolio can be reduced. Library services will play an important role as the catalyst in bringing services together. This report sets out immediate actions required in respect of Mossley, Hyde and Denton Library as well as proposing other Go To centres that could be developed in the longer term.</p>
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LEGAL IMPLICATIONS: (Authorised by Borough Solicitor)	It will be critical in delivering these proposals that effective communication takes place with the public so they have a clear understanding about how future services will be delivered to meet changing needs rather than this become a debate and concern about buildings.
RISK MANAGEMENT:	There is a risk that services will have to reduce their current space requirements in order to fit into the Go To Centres and this will mean redesigning services accordingly. There is also a risk that if libraries are reduced in physical size there could be a challenge as to whether Tameside is meeting its statutory duty. This risk can be mitigated by ensuring that the library services provided are addressing the needs of the community and this is being done through the neighbourhood offer and a Equalities Impact Assessment that will be included as part of the Cabinet Decision in December.
LINKS TO COMMUNITY	Go To Centres will bring together many customer facing services into one place allowing for easier access, greater

PLAN:	connectivity and improved efficiencies.
REFERENCE DOCUMENTS:	<p>The background papers relating to this report can be inspected by contacting the report author, Adam Allen, Assistant Executive Director (Community Services):-</p> <p> Telephone: 0161 342 3304</p> <p> E-mail: adam.allen@tameside.gov.uk</p>

INTRODUCTION

- 1.1 A comprehensive review of Tameside's library service was undertaken in 2012. This concluded that a library offer would be retained in each of Tameside's key towns if it remained affordable.
- 1.2 The Council's asset strategy is to reduce buildings owned by the Council before reducing services to communities. The Council's Asset Management Strategy identifies eight key buildings for retention.
- 1.3 The Council's new Neighbourhood Offer, which, focuses on targeted partnership working is developing well. Working towards a single building in each area from which as many public services as possible can be delivered is a natural progression.
- 1.4 This report outlines a vision for "Go To" Centres, these will be the main buildings that the public go to for their local services.
- 1.5 It is essential that rapid progress is made towards the creation of these centres so that the asset portfolio can be reduced. Libraries will play a role as catalyst in bringing services together.
- 1.6 This report sets out the rationale for the establishment of Go To Centres and the immediate actions required in respect of Mossley, Hyde and Denton Library services, as well as suggesting other potential Go To centres that could be developed in the longer term.

2. RATIONALE FOR GO TO CENTRES

- 2.1 The Council undertook extensive consultation on its library service as part of the service review in 2012. There was a strong response which confirmed that communities want library facilities to be retained where possible. The Council is currently aiming to reduce its building portfolio and associated costs. This provides the opportunity to create service hubs for the Council, its partners and the community. These Go To Centres would provide a shared location, which would be easily recognisable to the community and would encourage shared working, whilst reducing overall costs. A key service within these centres could be library services which could be used as the catalyst to start the development of Go To Centres in each town.
- 2.2 In order to achieve the targeted efficiencies for Go To Centres, it will be necessary to re-examine the library service offer, to ensure that it evolves as technology evolves and costs are reduced. E Books are now being introduced along with faster broadband speeds. The demand for computers with internet access is actually increasing, as the number of smart phones and tablets increases. Many households can complete all their computing tasks on a tablet or Smartphone, for the majority of their requirements, leading to a decrease in PC ownership. Tablets and Smart-phones are not suitable for compiling CV's and completing application forms. The libraries can therefore play a vital role in getting people into work, not just in providing PC access, but also through supportive activities for those seeking work.
- 2.3 As well as evolving the library service offer over time, it will be necessary to ensure that as many activities as possible are transferred to Go To Centres. These efficiencies may fall under other services, but the project will achieve an overall, corporate benefit.

3. PROVISIONAL LOCATIONS FOR TAMESIDE'S GO TO CENTRES

- 3.1 Tameside's asset strategy aims to reduce the building portfolio in order to save revenue costs, before reducing other vital services to the public. The buildings that will be retained are those that are classed as prestigious buildings such as the Town and Civic Halls. It is therefore proposed, that these buildings be the first choice where possible for the creation of Go To Centres. There will also be two new buildings coming on stream, which are expected to achieve longer term efficiencies in building costs. These are in a new office and customer services complex in Ashton and a new pension building in Droylsden. Taking these two factors into account, it is proposed at this early stage that Go To Centres be developed in the following buildings:

TOWN	PROPOSED BUILDING	Target Date	RATIONALE
Ashton	New Public Services Building	July 2017	This will be a new build in 2017 and will allow the facilities to be designed based on the needs of the public and other service users.
Hyde	Hyde Town Hall	June 2014	This prestigious building will be retained in the longer term and has the ideal town centre location for ease of access. It has capacity for library and other services
Denton	Denton Town Hall	June 2014	This prestigious building will be retained in the longer term and has the ideal town centre location for ease of access. The building originally contained a library and there is space to redevelop the ground floor to accommodate a library and customer services.
Hattersley	Hattersley Hub	Already Open	This recently opened building acts as a satellite, Go To Centre for Hattersley and Longdendale. The Hattersley library is already located in the building.
Stalybridge	Civic Hall or the Library building	December 2017	The Civic hall will act as decant space to facilitate the building of the new public service centre in Ashton. Prior to this time, a decision will need to be taken on which building forms the future Go To centre.
Droylsden	New Pension Building	June 2015	A new building for the pension service is being built in Droylsden; this provides the ideal opportunity to relocate the library and customer services into this building as well as other potential partners.
Mossley	George Lawton Hall	March 2014	This building provides an ideal central location for community activities, a relocated library and customer services.

- 3.2 Further work is required with both internal and external partners to assess exactly which services fit best in these centres from a customer perspective.

4. THE NEW LIBRARY OFFER AND MOSSLEY LIBRARY RELOCATION

- 4.1 In November 2012, Executive Cabinet approved the delivery of a new library offer and it was agreed that this would include improved internet access and IT equipment along with the introduction of e-Books.

- 4.2 Implementing these improvements is an essential element of creating *Go To* centres. It is known that many more families now own tablet computers rather than desktop computers. The prevalence of tablets increases access to e-Books but it also limits functionality when completing applications for jobs or benefits. Introducing e-Books will allow a reduction in the space required for libraries overtime. Improving internet access and computers in libraries will allow libraries to meet demand for PC usage and support the council's key priority of helping people into work.
- 4.3 A capital allocation has been approved for this and through Strategic Planning and Capital Monitoring Panel, Executive Cabinet have agreed that this sum be used for the Mossley library relocation and the introduction of the new offer.
- 4.4 There is provision in the 2013/14 capital programme of £0.481m to fund the new library offer and the Mossley library move. It is recommended that the remainder of this capital funding be reserved for the successful development of *Go To* centres in the future to ensure increased functionality that will result in a reduced need for space.

5. PROJECT PLAN FOR THE RELOCATION OF MOSSLEY LIBRARY

- 5.1 Tenders for the remodelling scheme at George Lawton Hall were received by the Tameside Investment Partnership on 22 November 2013. The indicative cost of the scheme to remodel the Ernest Sykes Room is £191,000, which includes the fit out of the remodelled room and entrance hall for library services. The scheme has now been agreed with local Elected Members and the programme for completion is 8 to 10 weeks, from the date of the order being placed.
- 5.2 The proposed purchaser of the current library building made an offer to buy it a number of months ago and is anxious to complete the transfer of the property so that he can expand his local business. The Council has been in the process of negotiating an extension of the transfer date with him, so that the down time between the current library building closing and the relocated library service being operational is minimised as far as possible. It is however, critical to minimise the risk of the buyer pulling out and leaving the property unsold for a lengthy period of time. For this reason it is recommended that the building close on 24 December 2013 and the work completed to remodel George Lawton Hall started immediately.
- 5.3 During the transition period, the home library service will be actively promoted to users of Mossley library to ensure that they are not excluded from the library offer. It is also expected that many users will make use of Stalybridge library during the transition period and this will be actively promoted. It is currently envisaged that services will be unavailable for no more than 4-6 weeks, however, if there is an extended period of closure due to the work to remodel George Lawton Hall being delayed, there will be a temporary book lending facility developed within the community room of George Lawton Hall.

6. TIMESCALES FOR THE IMPLEMENTATION OF GO TO CENTRES

- 6.1 It is necessary to progress asset rationalisation and reduce the number of operational buildings, at the earliest opportunity, in order to realise immediate revenue savings efficiencies and to establish the new more effective library service model. It is therefore proposed that the proposal to relocate the Mossley, Hyde and Denton library services into the nearest *Go To* Centres be progressed immediately. Therefore, it is proposed the principle be approved so that the necessary work can take place. It is also proposed that the emerging designs for the two new buildings in Droylsden and Ashton include plans for a library and customer services function along with the development of a feasibility study to assess how other partners can be included within future service provision and

accommodation. If approved, this will mean that Hattersley, Hyde, Denton and Mossley could be completed by mid-2014. The *Go To* Centres at Ashton, Droylsden and Stalybridge would be completed by 2017, when the new public service centre in Ashton is completed.

7. CONCLUSION

- 7.1 This short report sets out a vision for *Go To* centres and some immediate next steps that can be taken to start realising this vision. It is necessary for Corporate Landlord to develop costs for the relocations and to finalise plans for the moves with achievable timescales to ensure that the delivery of the 2013/2014 £0.800m revenue efficiency savings target can commence as soon as possible.

8. RECOMMENDATIONS

- 8.1 As detailed at the front of this report