

## 2013/14 – 2014/15 Budget - Savings Proposal

**Service:**

**Proposal Number:**

<b>Description of Proposal</b>
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<p><b>Implement community hubs / ‘one stop shops’ universally during 2013-14</b>                  Total cost to council of running all community facility offices in Thurrock (libraries, housing offices, youth and community services, any others, but excluding Thameside, Impulse, Grangewaters, Grays beach etc – see below). Include building operating costs, staff costs, and any indirect costs. Estimate reduction in total costs from moving to a community hub / one-stop-shop model in all areas of Thurrock during 2013-14.</p>
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### Proposed Saving

Proposed Saving in 2013/14  £'000s	Proposed Saving in 2013/14  FTE Staff	Proposed Saving in 2014/15  £'000s	Proposed Saving in 2014/15  FTE Staff
See below*	See below*	See below*	See below*

\* This is a proposal which would require further work to collate enough quality information on which to base a decision;

- Not all properties have separate financial reporting and accounting at present and this is already an area of focus and work. Typically however smaller service outlets (e.g. a library or housing office) which the Council owns each cost around £15,000 - £30,000 annually to operate, depending on size. The cost will be greater in those few examples where the Council leases a building in other ownership. Some, though not all properties which may be vacated can be disposed of or re-let, thus bringing in income as well as reducing outgoings.
- Savings from staff costs are similarly case dependant. Where the service continues to be provided from another location; e.g. moving a social work team, there is no consequent staff saving. However where either a property related service (e.g. reception, cleaning) is no longer needed, or there is a service reduction as a consequence (e.g. the closure of a library) then there will be additional savings likely to be more significant than those made from property.

	2013/14 £'000s	2014/15 £'000s
<b>People</b>		
<b>Property</b>	-	-
<b>Third Party</b>	-	-

Infrastructure/Kit	-	-
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### Base Budget 2012/13

	£'000s
<b>Expenditure</b>	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
<b>Gross Expenditure</b>	
<b>Income</b>	
Sales, Fees and Charges	
Grant and External Contributions	
Support Services Income	
<b>Gross Income</b>	
<b>Net Expenditure</b>	

### Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	0
Savings approved in the 2012/13 Base Budget	0

<p><b>Impact of Proposal on public / services</b></p>	<p>Members will be aware of the pathfinder community hub for South Ockendon being developed in the former Belhus Library. This Phase 1 development, planned to open in March 2013 is a place where the principles of co-development and community ownership will be tested and perfected. The Community Hub is not and never has been a straightforward “one stop shop” from where the Council would deliver its services in the way it has to date.</p> <p>The one off cost of this development is relatively significant at around £250,000 including all buildings, furniture and new IT provision, but is balanced by moderate but on-going property savings<sup>1</sup>, and some savings on staff costs. On a greater scale than these are expected long term savings brought about by a shift in the culture of service provision;</p> <ul style="list-style-type: none"> <li>• to a more preventative mind-set, where in the longer term a more supportive environment is created enabling a service focus on fewer service interventions meeting only the higher levels of need</li> <li>• with less face to face contact with paid staff, as community representatives and volunteers assist others to access services through web channels.</li> </ul>
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<b>Impact of Proposal on performance</b>	A more accessible means of achieving building cost savings (with potential following staff savings) is through simple closures or amalgamations of buildings within a single service. For example, Housing have already closed 2 local housing offices (with a third, in South Ockendon, to close with the opening of the community hub development). Library Services, Children’s Centres are already under review for rationalisation, and depending on the future utility of a vacated building, quite modest annual savings can be built on significantly if the property has disposal value.

<b>Impact of Proposal on staff</b>	The minimum impact on staff is that they will be required to work more flexibly and from different locations than currently. This aspect is already being picked up in future employment contracts. In some cases, where property closure leads to either to a reduction in service, or a reduced need for property related services (reception, caretaking, catering, security etc), this proposal will also lead to job losses;
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<b>Practical requirements regarding implementation and timetable</b>	Although a Community Hub roll out programme for other areas of the Borough is under development, it is not considered feasible within existing resources to accelerate that development significantly, while also retaining the ambitious community involvement and co-production principles, keeping as an objective the long term benefits of such an approach.  A simpler bringing together of public facing Council services within localities would be achievable to a faster timetable however – although this would not deliver the service transformation foreseen by the hub development. It is also the case that, as identified in the work leading up to the South Ockendon Community Hub, not all locally provided services could operate easily or appropriately from a single building location. In the South Ockendon example it was decided not to include day services for older people in the hub setting (for service reasons) nor at this stage to seek to provide children’s centre services from the location (partly for service reasons, and also to do with building size limitations).
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1 Both the housing office and subsidised “Community Corner” buildings will close when the hub opens, saving revenue costs and making those buildings available for re-letting, thereby increasing income.

**Equalities Impact**

The impact of such changes on vulnerable or disadvantaged groups is case dependant. The establishment of the community hub is considered to have a positive impact and is driven by the intent to make communities more resilient and services more accessible.