

SOUTH STAFFORDSHIRE COUNCIL

COUNCIL – 10 SEPTEMBER 2019

CODSALL COMMUNITY HUB UPDATE

REPORT OF THE LEADER OF THE COUNCIL - COUNCILLOR BRIAN EDWARDS MBE,

PART A – SUMMARY REPORT

1. SUMMARY OF PROPOSALS

- 1.1 This report provides updated information on the Codsall Community Hub Project and proposes full implementation.

2. RECOMMENDATIONS

- 2.1 Council approves implementation of the Codsall Community Hub project as set out in this report.
- 2.2 The proposal to delegate authority to the Corporate Director Commercial to appoint a consultant/contractor for any professional project management and design services plus any construction contracts.
- 2.3 To commence a tender process to identify a preferred contractor
- 2.4 To delegate authority to the Corporate Director Governance/Assistant Director Democratic and Regulatory Services to execute all documents necessary in connection with the project.

3. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
		- A Safe & Sustainable District (Aim to provide homes that people need) E&I plan, generating new income.
	Has an Equality Impact Assessment (EqIA) been completed?	
		There are no equality impacts relating to these development proposals.
SCRUTINY POWERS APPLICABLE	Yes: Asset Scrutiny Panel.	
KEY DECISION	No	
TARGET COMPLETION/ DELIVERY DATE	2021	
FINANCIAL IMPACT	Yes	The Council's Capital Programme budget is £9.9m for this project. The updated financial appraisal of the returns of this project is set out in the main body of the report.

LEGAL ISSUES	Yes	<p>Procurement of services will be in accordance with the Council's Contract Procedure Rules. The proposals, should they progress, will be subject to scrutiny via the Asset Scrutiny Panel. The project had a Challenge Panel and the decision is a Council decision.</p> <p>Any development on site will need to be undertaken in accordance with the relevant procurement rules. This decision relates solely to authority to proceed with the project, i.e. the decision to redevelop the site in the Council's role as landowner and does not in any way cover the Council's potential role as Local Planning Authority – that is an entirely separate role and will be dealt with through the Council's Planning Committee.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES		The report sets out the potential impacts, opportunities and risk.
IMPACT ON SPECIFIC WARDS	Yes	Codsall

PART B – ADDITIONAL INFORMATION

4. INFORMATION

4.1 Full Council agreed on September 11th 2018 to implement the project up to Royal Institute of British Architecture (RIBA) stage 3, a Developed Design. This report summarises the latest information proposed for Full Council on September 10th 2019 seeking approval for project implementation. An All Member Briefing took place in July 2019, providing visual details and an opportunity for questions and answers, slides presented at the event are shown in appendix 1.

4.2 The principal of a Community Hub originated from the Business Hub, initially as an opportunity to generate new income. It then grew through One Public Estate funding into a wider public sector programme of work aiming to improve outcomes across multiple organisations through co-location. Ultimately, the success of this project is demonstrated by meeting the following Critical Success Factors:

- Meeting Partners Integrated Aspirations to move on site.
- Build in additional Business Hub accommodation.
- Ensure financial return on investment is balanced.
- Improve the building's connection with the community.
- Create modern office space concurrent with the Council's Transformation Programme.
- Secure the Council building's long term future.

4.3 The Community Hub Project proposes to invest in the Council's headquarters, including a full refurbishment, new build and increased car parking. This will see specialist teams from across the public, health, private and voluntary sectors co-located together. This in turn, aims to improve service integration for those supporting the districts most vulnerable residents, helping improve outcomes and improving efficiencies. The Hub will see the introduction of a GP surgery, NHS community outreach teams, and increased Police presence; all helping reduce taxpayer spend on the wider estate by condensing multiple buildings into one. Space will be available for local businesses including retail and offices through the Council's Business Hub, creating an environment for local business to grow. Residents will benefit with access to public services on one site, in a modern environment with good transport links into both the local settlements and wider conurbation. Fundamentally, investment in the Council's building will secure its long term future and staff will work in a modern agile collaborative environment. For the local community, Codsall Community Hub will be a place to socialise, learn, work, access services, dine, shop and socialise. This project is an opportunity to **leave a legacy building for our future communities**.

4.4 Partners

- 4.4.1 Over the past 12 months partner's space requirements have undergone ongoing refinement, resulting in adaptations to the Hubs designs.
- 4.4.2 Russell House GP Surgery along with the Clinical Commissioning Group (CCG) has signed a Memorandum of Understanding to re-locate and enlarge their current footprint. Space reserved is where the current Library is located and detailed floor plans have been approved with the architects. The CCG has approved the rent adjustment payments required and recognise this is a key strategic project within Staffordshire's Sustainability and Transformation Plan for integrated hubs. NHS England, who supports the CCG with building leases, is now working with the Council on the Agreement to Lease.
- 4.4.3 Midlands Partnership NHS Foundation Trust (MPFT) are finalising a business case to consider re-locating community outreach teams, occupying the floor directly above the current library. They have confirmed Codsall Clinic will no longer be built at the Hub, instead retaining the current location directly opposite and operating a campus approach across the two sites. The current lease agreement will be adjusted to take account of new space requirements.
- 4.4.4 Staffordshire County Council is currently reviewing their future requirements that are subject to the outcome of consultations due for completion in winter 2019. An anticipated office space allowance has been accounted for. In addition, Codsall Library is due to be re-located from the current location into the new build at the front of the building, occupying a marginally reduced footprint. Current lease agreements will be adapted to take account of these changes.
- 4.4.5 Business Hub accommodation is growing, allowing for five new offices within the refurbished building and a retail outlet in the new build. Conversations are ongoing

with a number of already interested parties for a number of rooms, prior to advertising the spaces. It will be critical to attract a tenant for the retail space that adds value to the Community Hub offer for residents.

- 4.4.6 In 2019 Staffordshire Police re-located local policing into the Council building in preparation for a larger Community Hub that meets their modern integrated ways of working. The Police held back with fitting out the new rooms in recognition they will be within a newly designed modern office environment.

4.5 New Build

- 4.5.1 Given the reduced space requirements from MPFT the new build extension has taken this into account and been re-modelled. The space is now ground floor only and comprises of re-located library, retail and new front access with circulation lobby, toilets and café. The new build remains in the same location, linking both buildings together through the existing lobby adjacent to the library as shown in appendix 1. The design addresses the requirement to improve the buildings connection with the community, placing the main entrance at the front of the building. The new central lobby will be a place for customer services to meet and greet, using a modern floor walking principal rather than large reception desk, similar to a high street bank.
- 4.5.2 The exterior location and design has taken into consideration Planners' comments through the pre-planning application process while also taking inspiration from the existing buildings' form.
- 4.5.3 The reduced new build footprint has enabled the architects to maintain a large proportion of the sites' existing landscaping. The only part of the site affected will be around the West Wing where the current Library is located, as much existing vegetation as possible will be retained. Car parking will be increased by over 71 spaces, following the Council's planning policy for a building of its size and use. Electric vehicle charge points will be installed and the number of disabled bays increased adjacent to the car park entrance. Adjustments will be made to the Histons Hill entrance to allow for large vehicle access to further promote the one way system for heavy goods vehicles to reduce the number of manoeuvres within the car park.

4.6 Refurbishment

- 4.6.1 The existing building refurbishment is a complex operation with many elements impacting on one another; as a result a great deal of thought and consideration has been applied to ascertain the final design.
- 4.6.2 In order for all occupiers including the Council to be operational throughout refurbishment works, a phased implementation delivery model has been prepared. The whole building will be subject to a varying degree of refurbishment, apart from the West wing 2nd floor occupied by MPFT who have significantly invested with a new NHS standards compliant fit out. A room by room appraisal has determined

the detailed scope of works. Some areas have undergone significant consultation to ensure designs are future proofed, this includes a six month Member Challenge Panel for the Council Chamber and an ongoing Staff Group of volunteers for the office environments. The new floor plans capture design details ranging from new kitchen facilities to meeting pods, all helping produce a modern office environment staff can be proud of.

- 4.6.3 During the Developed Design process all building elements have been reviewed, identifying additional required improvements which have been incorporated into the design. This review includes CCTV, Alarm System, Fire Alarm, Access Control, Heating and Ventilation, Power Cable handling, Electric Vehicle Charge Points, Chamber Audio and Visual equipment, ICT infrastructure, Lift and any existing building defects. All elements that require upgrade or replacement have been included in the designs to provide a future proofed building that will require minimal maintenance in the medium future. The cost of replacing these elements would need to be factored even if the project doesn't progress, as part of the ongoing building maintenance.

4.7 Furniture

- 4.7.1 The council appointed a furniture provider in advance to work with the design team to ascertain furniture choice and location to ensure consideration of all building elements have been applied, for example, power location points, ventilation extract locations and furniture sizes for specific locations.
- 4.7.2 As part of the design planning, the project Architect has prepared initial generic furniture configurations to ascertain the viability of occupancy numbers, accommodation segregation and operational considerations. Of particular importance is the need to provide furniture solutions that meet specific needs and that the individual furniture elements contribute to the aspiration for a fully flexible working environment. In addition, furniture needs to be procured to align with the phased construction works. Work is now underway finalising the interior design, bringing together the furniture provider, architect and Council's brief.

4.8 Chamber

- 4.8.1 The Council Chamber design has been informed by a Challenge Panel of Members creating design principles that the Architect has used to incorporate into the final designs. Significantly, the Chamber needs to function for core Council business while also increasing its versatility as a community venue. Key areas of change include levelling the floor, upgrading the lighting, heating and ventilation, audio and visual elements, improving room acoustics and upgrading the furniture with the inclusion of powered desks. Orientation for Council furniture has flipped in the room, taking into consideration the north facing window and impact on natural light, improving the top table's sense of elevation by sitting at the high point within the room. Access into the chamber for the public has moved to the rear corridor and additional deliberation and store rooms have been included. The design has continued to evolve slightly by removing acoustic baffles from the ceiling due to

loading concerns, computer modelling in the room has shown reverberation levels will still be significantly improved. A greater range of furniture layouts for meetings will allow for stackable chairs, improving the versatility of community use in the room.

4.9 Phasing

- 4.9.1 Refurbishment and new Build phasing work plans take into account the impact on contractors requirements, health and safety legislation, tenants movements, Council staff locations and timing pressures, Business Transformation agile equipment roll out and the ability to minimise disruption to services including heating, electric and water. In addition the flow of public into the building throughout works has been considered to minimise disruption.
- 4.9.2 This is a complex construction scheme, taking place while occupants need to maintain operations. Migration of people has been planned around minimising disruption by only moving workstation locations once.
- 4.9.3 While the Council Chamber is out of use, an alternative plan will come into force, utilising accommodation elsewhere in the building and throughout the district. Closer to the time a detailed communications plan will be communicated. To help with day to day operations, a Champion will be designated in the organisation, with a public facing role that will be on hand providing support and information.
- 4.9.4 Consideration has been given to a builder's compound, located at the front of the building to reduce the impact on parking spaces and improve access for deliveries from Wolverhampton Road.
- 4.9.5 During construction when car parking is reduced while ground works are taking place, building users will need to utilise parking available in the wider community. Histons Hill Methodist Church is being extremely supportive, offering to provide overspill car parking when needed.
- 4.9.6 The movements of all building users have been planned in accordance with the construction phasing and show everyone in the building can be accommodated in the existing building, without the need to utilise Portable Cabins. Some of the Council teams will utilise other Council owned sites, including Lane Green Depot, Leisure Centres and potentially Baggeridge Country Park. The County Council has also offered space at Bilbrook House if required. The complex exercise of moving people around the building is possible due to the release of space from an existing tenant looking to downsize, providing just enough space for the migrations. The Business Transformation Programme is also deliberately planned to coincide with the Community Hub, allowing people to work in a more agile way and remotely if required, during the disruption.

4.10 ICT

- 4.10.1 A detailed appraisal of future ICT infrastructure is working on the basis of a Wi-Fi enabled building where feasible. The utilisation of existing cabling rather than replacing old for new is occurring, recognising that in future wired devices are quickly becoming replaced with wireless devices. Where new infrastructure is required, this is being kept to a minimum. Kier and the Council's ICT team have a detailed matrix of building specific requirements aligned with the new designs.

4.11 Kitchen

- 4.11.1 The main kitchen off the central lobby will undergo refurbishment incorporating upgraded flooring, decoration, extraction and replacement of identified end of life equipment. Additional furniture will be available in the lobby.

4.12 Equality Impact Assessments

- 4.12.1 Given the nature and operational functions of the building being accessed by increasing numbers of residents, a bespoke Dementia work group is operating, providing detailed information into the design team at this early stage in the process. Facilitated by the Council's Dementia Friends Champion, a meeting with a local resident with Dementia who advises architects, along with a local care provider with specialist knowledge in this field has taken place. This has resulted in Dementia Friendly design now being incorporated, impacting elements including choice of colours, flooring and clear internal signage.
- 4.12.2 A new Changing Places facility is included within the design, providing specialist toilets for severely disabled people. Government is currently out to review for majorly refurbished, large buildings used by the public stating they must have a Changing Places facility, likely to come into force during the construction.
- 4.12.3 An opportunity to survey the building for people with sight loss with volunteers from Beacon Centre for the Blind will take into account the buildings current form and future plans. This exercise will produce recommendations for the design team to consider during the next technical stage of the project.
- 4.12.4 Disabled access toilets will, in future be available on all floors in the building and new facilities will be constructed in the north wing first floor for Business Hub tenants who currently have to use ground floor public spaces.
- 4.12.5 As detailed above the project team are ensuring that the building will work for all members of the community regardless of whether they have a disability or not and will be one that meets all requirements under the relevant legislation.

4.13 Construction

- 4.13.1 Given the anticipated value of the refurbishment and new build construction works, the procurement of the main contractor must satisfy OJEU procurement rules. Working with our procurement advisors the use of the Staffordshire County Council 'Construction Projects Framework PC573' is viable and recommended for this project.
- 4.13.2 The adopted approach of a JCT form of contract based on a traditional design, tender and build methodology with a single main contractor selected by means of a 'mini-competition' via the Framework to undertake both the refurbishment and new build works based on completion of the design information by the existing design team. The benefits of this approach being:
- Full control of the design process and ability to manage the inputs and logistics of all the tenants occupying the building during the build process;
 - Continued impartial advice from the project management and design team;
 - Close management of the delivery methodology taking into account the complex phasing and logistical challenges of an occupied site
 - Compliance with the procurement rules

4.14 Business Transformation

- 4.14.1 This project and the Business Transformation group are intertwined with one another providing critical information enabling progression of both projects. A number of work streams within Business Transformation have provided information including plans for migration arrangements, team locations, specific staff requirements, storage, workstation ratios and office floor plans.
- 4.14.2 Workstation ratios overall show the council will move from a one desk per person approach to initially a 10:7 ratio then 10:6, allowing time to naturally evolve into the new environment. The number of workstations for each team differs, depending on the nature of their business and ability to work agile. Important for staff was the need to still maintain groupings of teams rather than a whole building hot desk policy, this has been achieved and further improvements have been made, including bringing teams together who would benefit from adjacent working. In addition, a greater choice of furniture will increase the way staff engage with one another, including the addition of meeting pods, break out space and standing table meeting spaces. New staff kitchen facilities will be provided and the environment will be improved with upgraded heating and ventilation.
- 4.14.3 Migration plans demonstrate where people will be located in the building during the phased construction works. Taking into account the principle of only moving people once, also considering best locations within the building for the nature of work, including timing of movements due to service pressures. Additionally, the roll out of mobile equipment means some staff can choose to adopt agile workstyles, operating from alternative spaces in and out of the building. The

finalised plan is due for release later in 2019 pending consultation and awaiting finalised agreement from other building tenants who will also be impacted.

4.14.4 Storage considerations have captured the need for every member of staff to have a locker rather than under desk pedestal to improve the overall look in the environment and reduce long term personalisation of a specific workstation. Some teams require specialist storage solutions, for example Elections where overspill working zones have been created to cope with the flexibility of space required during and on the run up to an election. Additional storage has been made available in the basement area to account for loss of storage space in the current offices. A detailed team review of future space requirements has been overlaid with the furniture provider specification and architects plans showing where future storage solutions will be achieved.

4.15 Finance

4.15.1 In order to be fully developed Codsall Community Hub will require a total spend investment of £7,951,310.

4.15.2 Overall spend has reduced due to requiring a smaller new build extension compared to last year's proposal where £8,713,849 spend was projected. While the overall figure is down it's worth noting that within this, the spend on refurbishment and equipment has increased since last year, accommodating latest specification requirements.

4.15.3 Capital spend has been calculated with Keir's cost consultants based on latest designs within this report using industry standard pricing. Kier provide lower, mid-range and upper values, this report has used mid-range values. The difference between lower and upper is 10%.

4.15.4 The predicted annual income when completed is £567,839 this includes existing income from tenants.

4.15.5 Anticipated income has reduced from last year's figure of £727,212 mainly due to a reduction in tenanted space following the reduced new build extension.

4.15.6 Further analysis has also taken place with building running costs. When applying all information to the Council's Asset Investment model the 10 year average MTFS impact is £323,636 once complete. When deducting current income received the net additional MTFS income is £48,962.

4.15.7 Financial modelling is based on Public Works Loan Board borrowing over 50 years. Loan payments are taken into account along with void periods showing overall Accounting Rate of Return at 4.07%, Internal Rate of Return at 9.08% and Pay Back Period at 18 years. The 2018 and 2019 differences are shown in the table in *figure 1* for comparison.

Figure 1, 2018/2019 Financial Appraisal Summary Comparison

	A Original Business Case 2018	C RIBA 3 June 2019
New Build Cost and Refurbishment	8,713,849	7,608,860
Equipment		445,000
Police Contribution		-30,000
FM budget contribution		-72,550
	8,713,849	7,951,310
Income (97% occupancy on Business Hub rooms)	727,212	567,839
Increase every 3 years	2%	6%
Revenue savings (from 2022 onwards)	75,000	53,715
Management costs	0	-55,000
Sink Fund	1%	1%
Accounting Rate of Return	4.92%	4.07%
Net Present Value	-16,702,209	-19,233,696
Internal Rate of Return	9.01%	9.08%
Pay Back Years	17	18
Impact on MTFs (10yr average)	-£428,698	-£323,636
Net MTFs Income (deducting existing £274,674 income)	-£154,024	-£48,962

- 4.15.8 Within the total spend; contingencies are incorporated including 5% for construction, 5% for design. The latest expectations for construction inflation prices are also incorporated. A 1% overall Council sink fund is also included within the overall cost.
- 4.15.9 Project fees are included, reduced from 15% to 13%, reflecting adjustments to the proposed procurement approach, based on Keir's recommendation given the design work is in-large completed in advance. Project management costs for the first three years have been included along with a Police and Facilities Management budget contribution.
- 4.15.10 Equipment includes an allowance for furniture, replacing elements within the main kitchen and audio visual equipment in the Council Chamber. These are based on quotes received.
- 4.15.11 The Council's formal check and challenge structure is being applied, through the Asset Scrutiny Panel considering sensitivity modelling around adjustments upwards for capital costs or downwards for rental income to model worst case scenarios.
- 4.15.12 When considering this project against the Council's wider investments, this one is fundamentally different. Principally, the existing building requires ongoing investment to standstill and maintain current levels of income. The building hasn't undergone significant investment in recent years and following a detailed Conditions Survey it is apparent many elements will require upgrade or replacement in the near future. The stand still option is defined as

- Replacing building elements due for end of life within the next 10 years
- Retaining the existing office floor plans
- Upgrading the Council Chamber
- Replacing only necessary equipment including Kitchen items, Chamber furniture and PA system.
- Not including replacement office furniture
- Not building additional car parking spaces or new build extension

4.15.13 The Stand Still option would not attract the same level of new tenants therefore, annual income will be reduced when comparing against the Community Hub model.

4.15.14 The cost of Standing Still is £4m as shown in Figure 2, the nett impact on the MTFS would require Council to find -£53,763 per annum for 50 years.

Figure 2 Stand Still option over 50

	RIBA 3 Standstill 2019
Refurbishment	3,574,700
Equipment	429,690
	4,004,390
Income (97% occupancy on Business Hub rooms)	364,680
Increase every 3 years	6%
Sink Fund	1%
Accounting Rate of Return	5.52%
Net Present Value	-14,808,323
Internal Rate of Return	11.63%
Pay Back Years	13
Impact on MTFS (10yr average)	-£220,911
Nett MTFS income (deducting existing £274,674 income)	£53,763

4.15.15 Both the Community Hub and Stand Still options do not account for replacing the windows by 2033, the sink fund could become an Ear Marked Reserve to contribute towards this cost.

4.16 Final Options Appraisal

4.16.1 The financial difference to the MTFS is the Council would need to find £53,763 per annum for the Stand Still option. This is compared to building Codsall Community Hub that would generate £48,962 per annum. The difference between both figures is £102,725 per annum, this demonstrates the financial benefit of progressing the Community hub.

4.16.2 Further sensitivity analysis has been carried out for the Asset Scrutiny Panel to consider looking at a range of scenarios where the construction costs increase and the rental income is not achieved.

4.17 Programme

- 4.17.1 The latest programme timeline suggest contractors commencing work in February 2020 with completion and handover in August 2021 over an 18 month build period. These are Kiers anticipated timeframes based on their understanding of the market however, contractors on the proposed framework are being asked to sense check and validate the information.
- 4.17.2 The original Business Case indicated a timeframe of four years until handover. This has now been reduced to an 18 month build time overall. This is being achieved by increasing the amount of work taking place during each phase of work. While this is more disruptive to occupants, it significantly reduces the build time.
- 4.17.3 The timeline accounts for six phases of refurbishment, in addition a new external plant room, new build and external works.
- 4.17.4 The project timeline for refurbishment has reduced overall due to increasing the amount of work carried out in a reduced number of phases. For example, previously the office environment was a floor at a time however; the plan now is to complete a wing at a time. This increases the pace of work and is less disruptive for occupiers working adjacent to construction works. It is also likely to reduce construction costs although this has not been modelled and won't become apparent until scoring tender submissions.
- 4.17.5 The order of phasing has been scheduled to take into consideration the requirement to decant the library into the new build once complete, allowing time to fit out the GP surgery. Phasing is also arranged around the requirement to decant existing Business Hub tenants while new heating, ventilation, electrics and ceilings are installed in their offices. Conversations with the building tenants are ongoing to ensure planning moves are completed in advance against the programme timeline.
- 4.17.6 To begin with, construction of the new external plant room will commence in February 2020, then followed in March by the first phase of refurbishment work commencing with the Council Chamber and surround areas. Commencing the Chamber first is possible because the heating runs on its own system, ruling out disruption to the main building, then allowing the main building works to undergo work to the plant room over the spring/summer while the heating is off.
- 4.17.7 Prior to construction and pending Council approval to implement the project, the Pre-Planning Application process will end with Full Planning Application submission scheduled for September 2019 with anticipated approval gained by December 2019.
- 4.17.8 RIBA 4 Technical Design work will be completed by December 2019 then contractor framework tendering occurring from December 2019 with award and full mobilisation on site planned for February 2020.

4.18 Risks

- 4.18.1 The project has a maintained Risk Register, while a number of risks have been adhered to throughout this report, additional considerations and appropriate mitigations are being implemented or considered in advance. The project has a clear governance structure with regular reporting including Project Board, CLT, Informal Cabinet, Asset and Scrutiny meetings.
- 4.18.2 Recently the governance structure evidenced its robustness against the risk of late information from MPFT impacting the programme timeline. This demonstrated the project's ability to cope with key risks, at pace if or when required.

4.19 Communications

- 4.19.1 Going forward, the communications plan will be updated and actioned upon to inform all members, staff and partners with an overview of the latest information.
- 4.19.2 In addition Work Stream leads from the Governance Structure, Business Transformation, ELT and Staff Groups will be updated. The use of Webinars will be used to share snippets of key information helping speed up communication flow and broaden people's ability to access critical information. Utilisation of 3d digital models will be used to improve visual representations of proposed plans for internal, external and furniture designs.
- 4.19.3 Partner communications is critical and ongoing dialog will be maintained, not only face to face but also continuing to utilise the Council's website, Review magazine and partner publications.

4.20 Project Implementation

- 4.20.1 RIBA 4 Technical Design commences where ongoing detailed Building Information Modelling (BIM) is completed then used by all involved parties to create the contractor tender specification documentation.
- 4.20.2 Kier, acting as the Council's Planning Agent will finalise the Pre-Planning Application process then submit Full Planning Permission for the new build and external works.
- 4.20.3 Tender documentation will be completed utilising the recommended framework to appoint, score and award a contractor.
- 4.20.4 Once the Programme Timeline has been endorsed, the Business Hub will be instructed to secure tenants off plan.
- 4.20.5 The Business Transformation staff migration plan will be implemented, with teams already being prepared for agile working and rationalising storage in preparation for the move.

5. IMPACT ASSESSMENT

The Project Manager undertakes continued impact and risk assessment reviewed during Project Board meetings alongside development and construction risk assessments produced by Kiers project manager on the Community Hub.

6. BACKGROUND PAPERS

September 2018 Codsall Community Hub Council Report

Appendices

Appendix 1

Members Briefing Presentation Slides July 2019

Report prepared by:

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