

# PROJECT INITIATION DOCUMENT

October 2017

**Toynbee Hall Refurbishment Project**

## Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Suzanne Jones	Initial draft	27/09/2017
0.2	Suzanne Jones	Revised after feedback from Andy Simpson and IDSG	20/10/2017
0.3		Submitted to IDSG	
0.4	Suzanne Jones	Revision post circulation to IDSG	15/11/2017

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>Toynbee Hall Refurbishment</b>		
<b>Project Start Date:</b>	2017	<b>Project End Date:</b>	TBC
<b>Relevant Heads of Terms:</b>	Community Building Improvement		
<b>Responsible Directorate:</b>	Resources		
<b>Project Manager:</b>	Rosie Spiegelhalter, Trusts and Grants Manager, Toynbee Hall		
<b>Tel:</b>	<b>02072476943</b>	<b>Mobile:</b>	<b>07507753578</b>
<b>Ward:</b>	Whitechapel		
<b>Delivery Organisation:</b>	Toynbee Hall		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Yes		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	Yes		
<b>Supplier of Services:</b>			
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	The Mayor has been involved		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please</b>			

<b>append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	No
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£305,000
<b>S106 Planning Agreement Number(s):</b>	PA/14/02817
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	n/a
<b>Total CIL/S106 funding sought through this project</b>	n/a
<b>Date of Approval:</b>	n/a

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Ann Sutcliffe	Acting Corporate Director of Place ( <i>Interim Chair</i> )
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Marcus Woody	Planning Lawyer

Organisation	Name	Title
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			

## **CONTENTS**

1.0	Purpose of the Project Initiation Document.....	7
2.0	Section 106/CIL Context.....	7
3.0	Equalities Considerations .....	9
4.0	Legal Comments.....	9
5.0	Overview of the Project.....	9
6.0	Business Case .....	9
7.0	Approach to Delivery and On-going Maintenance/Operation .....	10
8.0	Infrastructure Planning Evidence Base Context .....	10
9.0	Opportunity Cost of Delivering the Project.....	10
10.0	Local Employment and Enterprise Opportunities.....	11
11.0	Financial Programming and Timeline .....	11
12.0	Project Team.....	13
13.0	Project Reporting Arrangements.....	13
14.0	Quality Statement .....	14
15.0	Key Risks .....	14
16.0	Key Project Stakeholders.....	14
17.0	Stakeholder Communications .....	15
18.0	Project Approvals.....	15

## 1.0 Purpose of the Project Initiation Document

- 1.1 This document defines the need for the proposed financial assistance to the Toynbee Hall Refurbishment Project.
- 1.2 Toynbee Hall (TH) sets out its vision as follows:

*We work on the frontline in the struggle against poverty. Based in the East End of London we give some of the UK's most deprived communities a voice, **providing access to free advice and support and working together to tackle social injustice.***

*Our youth and older people's projects, advice services and financial inclusion work are all geared towards supporting those who live in some of the most deprived conditions in the UK. We work with our community not only to support them in times of crises but to move them beyond crises by providing them with the skills and support they need to create a more sustainable future.*

*When Toynbee Hall first opened its doors in 1884, the need for help and support was greater here than almost anywhere else in the UK. 130 years later and the community in which we work remains one of the poorest in the UK. With 44% of people in Tower Hamlets still living in poverty, our work is as vital today as it was then.*

*Throughout our 130 years our story is one of pioneering new solutions for poverty, working within our community and giving people the skills and knowledge they need to help themselves while working to influence opinion and to change the systems and policies that affect people today.*

*Our services are free of charge, and every year our residential and non-residential volunteers give us over 4,000 hours of their time to deliver services and engage with communities across Tower Hamlets and beyond.*

- 1.3 Over the next two years Toynbee Hall will be undertaking a significant regeneration of its East End site. The organisation has been on the same site since it was founded in 1884 and much has changed in that time but the buildings and sense of place have continued to be a valuable resource for the organisation and for the community. The plans that they have for their site is to conserve the historic halls, transform Mallon Gardens into an accessible public space and build a new building in place of Profumo House. The new building will consist of a Centre for Advice, a Centre for Wellbeing and four floors of commercial office space to bring in a sustainable source of unrestricted funding that will support the activities of the charity
- 1.4 As an organisation Toynbee Hall has been core the community of over 130 years working to provide free advice and support and working to tackle social injustice. They have seen an increase in demand for their services. They indicate that over

2016 they supported over 3,000 residents of Tower Hamlets through their debt and legal advice service, assisting them to handle crisis situation. The Centre for Wellbeing that is part of the estate supporting 750 local older people to live healthily and independently which reduces the need for medical and other services. The project brief is appended to this document.

- 1.5 The total cost of the redevelopment project is £16.7m. They have secured funding from a variety of sources that amounts to £16.4m however they are £305,000 short of the total required. They approached the Council via the Mayor to see if S106 funding could be made available.
- 1.6 In return for the grant from the Council and in addition to the benefit that the community already derives from Toynbee Hall, the charity is willing to agree that they will provide access to facilities for a period of time for other activities that the Council may need facilities. This will need to be agreed. For example, some of the activities that take place in Idea Stores could also take place at the Toynbee Hall. Toynbee Hall has stated that it is very keen to support local start-up companies and would be open to making our venue hire space available at a subsidised rate. This could take the form of a proportion of our venue hire time committed to be made available, or a regular offering for a facilitated networking event or similar. This can be finalised whilst internal approvals are being put in place. Any agreement will need to be proportionate to the size of the contribution that we are making to the overall project.
- 1.7 Toynbee Hall worked to secure a significant amount of funding from a variety of sources reflecting that it has a wide reach and community presence. A shortfall of £305,000 was identified (1.8% of the total cost) and they approached the Council as a key stakeholder and partner to see if there could be some funding. Internal discussions indicated that given that the organisation is aiming to conserve a historic building which is used as a community facility, an allocation may be possible from the Community Facilities element of s106 funding. Furthermore the Council currently invests £664,000 per annum in services provided by Toynbee Hall - £600,000 to deliver Link Age Plus and £64,000 in mainstream grants projects. Investment in the redevelopment of Toynbee Hall will help ensure the continued delivery of these services in the future and, with improved facilities, should enhance the quality of service provided. It will also give the charity a sustainable income stream, making the organisation more resilient and less reliant on support from public bodies. If the redevelopment does not proceed, there is a risk that if Toynbee Hall is no longer able to provide a range of other community based services, there could be an increase in demand for public services as local residents seek alternative provision. All of this demonstrates the alignment with a



number of corporate and mayoral priorities which include tackling poverty and reducing the demand for services which appropriate by interventions that support individuals and community wellbeing.

1.8 This Project Initiation Document (PID) will define the *Toynbee Hall* project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of *S106 contributions* on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

## 2.0 Section 106/CIL Context

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.3 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer

over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.4 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development set out below.

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Amount Received	To allocate
PA/14/02817	Goodman's Fields	29/04/2021	utilise or commit within 5 years of payment	community facilities contribution	£1,241,772	£300,000
PA/12/02856	1-94 cottle street and stainsby road	TBC	10 years from date of practical completion	idea stores, libraries or other similar institutions in the borough	£8,327.36	£5,000

### 3.0 Equalities Analysis

3.1 An Equalities checklist has been completed which recommends to proceed with implementation. The project aims to contribute £305k in s106 for the redevelopment of Toynbee Hall's estate, approximately, 1.8% of the total project cost of £16,754,300

3.2 The proposals will deliver a community facility that is open to all but that focusses on people needs, to this extent the potential beneficiaries of the project reflect the composition of the Borough, and there should not be any group for which there is a disproportionate negative impact upon.

3.3 Analysis of the services current user group identifies that key beneficiaries include those with disabilities/long standing illness and the elderly which are aligned to need within the Borough and the projects which are being delivered.

## 4.0 Legal Comments

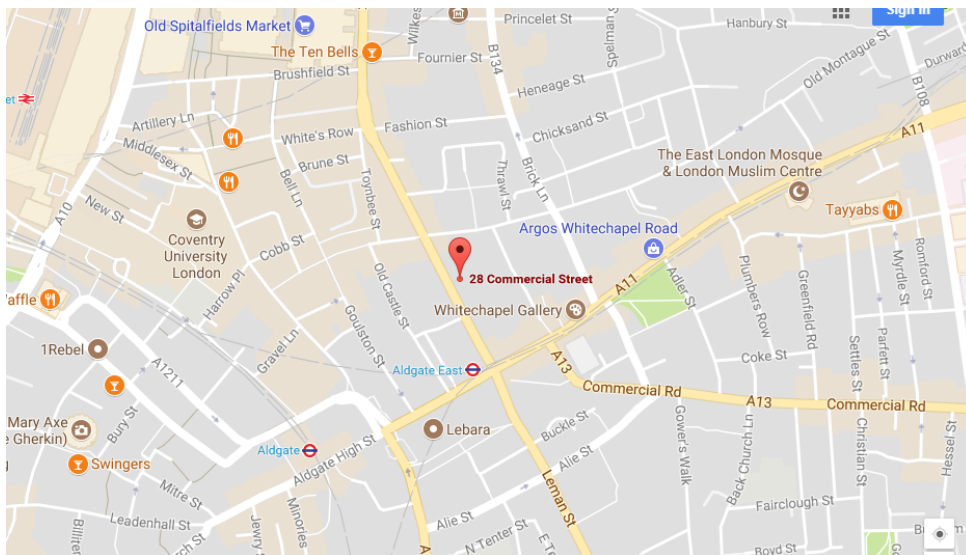
- 4.1 Legal Services considers the use of contributions to support the Toynbee Hall Refurbishment Project to satisfy the terms of the S106 agreements set out in the table at paragraph 2.4 above.
- 4.2 PA/14/02817 requires the contribution to be spent towards the provision of community facilities in the borough. The vision of Toynbee Hall Charity at paragraph 1.2 and the overview of the project at section five of this PID are helpful in explaining that the charity's purpose is to serve the local community and this contribution will be used towards regenerating the existing site and allowing the charity to extend the services it offers. PA/12/02856 requires the contribution to be used towards *"Idea Stores, libraries or other similar institutions in the Borough"*. Idea Stores are described on their website as being *"more than just a library or a place of learning. As well as the traditional library service, they offer a wide range of adult education classes, along with career support, training, meeting areas, cafes and arts and leisure pursuits."* This PID explains that Toynbee Hall is being refurbished to provide a centre for advice and a centre for wellbeing which will be open to members of the community and will provide services similarly aligned to those which can be found in Idea Stores and certain libraries. Legal Services is therefore satisfied that this project is aligned with the terms of the s106 agreements.
- 4.3 It is noted that the contributions to be drawn from these agreements are to be paid directly to an external organisation (Toynbee Hall Charity). The terms of these agreements do not specify that the contributions can be paid to Toynbee Hall Charity; therefore such payments are considered to constitute grants. The Council is under no legal obligation or duty to provide this payment and so as it is discretionary, it is considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.4 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for which the contributions were secured under the S106 agreements.
- 4.5 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty

and this is met by the attached equality analysis.

- 4.6 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

## 5.0 Overview of the Project

- 5.1 The business case is included at Appendix 1 of this document. The summary of the project is the redevelopment of Toynbee Hall’s estate and a site map is included as Appendix 2. The redevelopment of Toynbee Hall’s estate was an essential investment; the buildings are in a state of disrepair and no longer fit for delivering quality services. They suffer from a shortage of suitable space to meet rising demand, with upstairs spaces in the Victorian building beyond use entirely. Renting external rooms to deliver activities was a drain on their finances and the increasingly poor state of the Halls was limiting the potential surplus from venue hire that could be reinvested in their services. Toynbee Hall owned assets – Sunley and Attlee House – were losing money and their management was detracting focus from the organisation’s charitable aims. The following map show the location of Toynbee Hall.



- 5.2 The seven year strategy to turn the increasingly dilapidated space into a genuine asset to the borough will allow Toynbee Hall to re-model and strengthen their frontline service delivery and ensure that the organisation can meet growing local demand for their work and pioneer new solutions to social problems by involving the community through volunteering, shaping the services, and engaging in learning

and education.

- 5.3 A new building at 28 Commercial Street will be built in place of Profumo House, consisting of the new Centres for Advice and Wellbeing and four floors of commercial office space let at competitive commercial rates to bring in a sustainable source of unrestricted funding for the charity's activities. It will operate alongside new spaces created in the historic building and the transformation of Mallon Gardens into a cohesive, accessible public space. This will provide a diverse offer to Tower Hamlets residents consisting of learning programmes such as English language and managing finances, advice and wellbeing services, and showcase the organisation's history of reform and action to inspire those facing similar hardships today and encouraging heritage visitors to the borough.

## 6.0 Business Case

### 6.1 Overview/General

As indicated above the project will deliver a refurbished heritage asset and new space that will enhance the organisation's offering to the residents of the borough.

Toynbee Hall has provided some background data relating to the people that use the services that they offer. This is as follows:

Older people's health, addressed in programmes including exercise and health promotion workshops:

- Life expectancy in Tower Hamlets at age 65 for men (17.3 years of life on average) and women (20.7 years of life on average) is lower than in London and England; On average, a man living in the borough starts to develop health problems from the age of 54 compared to 64 in the rest of the country. For a woman, it is 56 compared to 64;
- 63% of older residents had a limiting long-term condition which limited their day-to day activities "a little" (26%) or "a lot" (37.6%). A higher proportion (37.6%) of older residents had a long-term illness which limited day-to-day activities "a lot" compared to London and England;

Older people's independence, practical help with accessing benefits and online services, provision of subsidised meals and activities:

- Half of older people in the borough live in income deprived households. A higher proportion of older people live in social housing in Tower Hamlets (64% - 69% depending on age group) than in London and England;

Older people's social activities, peer phone club, outreach work in homes

- A model that estimates subjective loneliness at borough, middle and lower super output areas, ranks Tower Hamlets as the highest of London boroughs London and 1 out of 326 for England, meaning that persons aged over 65 living in Tower Hamlets are predicted to be among the loneliest in both London and England

Debt and financial capability:

- Research by the Money Advice Service and data specialists CACI found that Tower Hamlets is second only to Newham as the most over-indebted local authority with 22.7 per cent of the population affected.
- A lack of savings in low income households limiting their ability to deal with unexpected life events such as bereavement, rent increases, or change in employment. The Resolution Foundation found that 57% of low income households have no savings at all.
- Additional fees and charges inflicted by service providers, particularly utilities, insurance and furniture, for packages or payment methods that are appealing to low income households. Toynbee Hall's own research indicates that in Tower Hamlets this "poverty premium" costs low income households £1,014 a year.
- A reliance on high cost credit to meet short term needs. Even since the Payday Loan cap, someone borrowing £200 may pay back an additional £86. Over 2 million households pay out over 25 per cent of their gross household income on unsecured debt repayments, over half of which have a household income below £30,000.

## 6.2 Project Drivers

The project drivers have been outlined above and the brief is attached to this document however to summarise, the overall aims are

- To preserve a community and heritage asset;
- To enable the organisation to increase its capacity and space to meet the growing need for its services;
- To have community space available for the residents of the borough to support healthy living, reduce call on medical services and promote independent living;
- To have commercial office space that will secure income to support the charity's objectives; and
- To transform Mallon Gardens into a cohesive, accessible public space.

This project is aligned the Council and Mayoral priorities around supporting

community groups, heritage assets and community buildings. The services that are delivered are closely aligned with the Mayoral priority to tackle poverty.

### 6.3 Deliverables, Project Outcomes and Benefits

The outcome of the project overall will be to deliver the following complex of buildings which will facilitate the services to the residents of the borough.

#### **The Centre for Advice**

*Basement floor: 224sqm consisting of large waiting area with IT facilities; staff duty base; an Initial Assessment area; 8 confidential interviewing spaces; 2 meeting rooms; group work space; DDA standard toilet facilities; secure confidential storage space*

The Centre for Advice will be a place for service users to receive high quality face-to-face and phone support from the organisation's staff and volunteers. It will act as the home of the Free Legal Advice Centre, MacMillan Cancer Support and advice services in debt, social security, housing and employment issues, as well as programmes allowing communities to drive change, such as the financial inclusion programme which places trained "money mentors" at the heart of disadvantaged communities. The most common advice issues that they deal with are debt, welfare benefits, housing, employment and family.

In 2016-17 the organisation saw over 850 Tower Hamlets residents experiencing or at risk of financial exclusion and debt receive free debt advice from the organisation on recurring debt issues included council tax, rent arrears, benefit overpayments and credit cards. At least 400 Tower Hamlets residents unable to afford legal help used the free legal advice service to understand and resolve their legal issues.

#### **The Centre for Wellbeing**

*Ground floor; 227sqm consisting of a communal lounge and fully fitted kitchen, a quiet room with treatment couch, 2 x activity rooms with movable furniture and ample storage and toilets including an accessible toilet; retractable partitioning*

The Centre for Wellbeing will provide care, facilities and services for older people (65+) to combat isolation and increase resilience, allowing older people to live independently for longer. Over 750 older people improve their physical and mental health with these services every year. Its programme will include a Lunch Club, fitness classes, health awareness workshops and visits from health professionals as well as social activities, intergenerational events and workshops skills. The services are fully integrated with local health provision with regular referrals from the Reablement Team and local GPs. The service is co-produced with its beneficiaries and overseen by a service user board; decisions such as opening at weekends due to lack of local provision have been made on the basis of users' decisions.

### **Additional benefits, investment in the borough and the organisation’s future**

The sale of two of Toynbee Hall’s buildings will allow for a 49 apartment residential scheme including 35% affordable housing in line with LBTH policy, allowing for 13 new units for families to be available in the borough at reasonable prices.

Toynbee Hall’s income brings in over £4.5m a year in government contracts, £1m a year from donations and legacies and £250,000 from estates and trading income. Of this, they receive £64,000 a year from the London Borough of Tower Hamlets every year for our Debt and Money Advice Partnership and lunch club activities with older people, and they have received £600,000 a year since 2014 to act as lead partner for the borough-wide LinkAge Plus service.

Over the coming years, Toynbee Hall hope to ensure their sustainability as an organisation by strengthening their ability to bring in income independent of local authority funding. The redevelopment work will be a key investment; Toynbee Hall’s successful venue hire business will have improved facilities and spaces to grow audiences and income and Profumo House will have four floors to generate commercial rental income. This will maximise the potential to bring in unrestricted income to give the organisation financial freedom to develop new services that tackle local issues before they get to crisis point. 4-16 commercial businesses will be hosted onsite, bringing new business opportunities to the borough. It should be noted that the s106 contribution is not associated with the commercial aspect of the project but is to ensure that the building can be redeveloped which then facilitates the delivery of the services commissioned by the Council

After five years of operation, they are projecting that the total incoming revenue will be £300,000 per annum.

#### **6.4 Other Funding Sources**

The total cost of the project is £16,754,300. Toynbee Hall has already raised substantial funding for this project which is set out in the table below.

<b>Funding source</b>	<b>Value £</b>
Sale of the lease of Attlee House, College East and Sunley House by Toynbee Hall to London Square Developments Limited	10,124,300
Loan from Charities Aid Foundation	2,500,000
Heritage Lottery Fund	1,731,300
Big Lottery Fund	445,000
Garfield Weston Foundation	250,000



Coutts Foundation	175,000
Tudor Trust	100,000
Viridor Credits Environmental Company	98,700
London Marathon Charitable Trust	76,700
Fidelity UK Foundation	69,000
Wolfson Foundation	40,000
Other trusts and foundations	117,000
Social financing	159,800
Toynbee Hall's own funds	450,000
Major donors	112,500
<b>TOTAL RAISED</b>	<b>16,449,300</b>
Shortfall (s106 request)	305,000

All of the above sources of funding (except the s106 contribution) are already confirmed.

## **7.0 Approach to Delivery and On-going Maintenance/Operation**

- 7.1 Toynbee Hall have a sustainable business model that follows from the investment in the buildings. They indicate that the new and refurbished estate will in fact increase their capacity to be self-sustaining. The Council already commissions them to provide some important services as discussed above so having the facility to continue those services provides continuity for the Council and the residents that benefit from the services.
- 7.2 Toynbee Hall has taken account of its ongoing revenue costs to sustain the investment. They have indicated that the new facilities will reduce the costs of hiring external accommodation as well as reducing running costs as the new estate will be easier and more cost effective to maintain. Enhancing the heritage asset will enable it to increase its income generation capacity.
- 7.3 Planned maintenance will be put in place by Toynbee Hall and factored into their future financial planning. The delivery of the works to Toynbee Hall has been contracted to Thomas Sinden following a tender procedure finalised in March 2016. Once works are completed, the maintenance of the site and the historical asset will be the responsibility of Toynbee Hall and the corresponding costs have been factored into projected financial expenditure.
- 7.4 Toynbee Hall is committed to using the Centre for Advice and Centre for Wellbeing for their intended purpose stated elsewhere in this document. Beyond its own

mission and commitments to our service users, the external funding commitments bind it to delivering our established outcomes for at least 20 years following the completion of the site. The four floors of commercial office space will be let to 1-4 organisations on the basis that Toynbee Hall will fit out the spaces to Cat A standard and companies hiring the space will be responsible for providing furniture, kitchen facilities, IT and so forth. As stated elsewhere, the contribution of less than 2% of the overall cost of the project is not to support the commercial aspect of it but the provision of the community projects and advice activities.

- 7.5 This funding will be made as a grant to Toynbee Hall and as such will need to be considered by the Grants Determination Sub Committee.

## **8.0 Infrastructure Planning Evidence Base Context**

- 7.6 The Evidence Based references the Council's proposed Asset Strategy as the most relevant in terms of policy as to how the Council intends to treat multi-use community centres. It also notes that the Asset Strategy was to propose a rationalisation process whereby community hubs will be formed and managed by the Council, resulting in fewer community facilities but specialised community hubs that will be more efficient in cost and management terms, and more effective at delivering community services. Additional facilities run by private or charitable organisations would in turn provide a valuable addition to the Council's Community Hub proposal, assisting in delivering valuable community services.

- 7.7 The Evidence Base notes that the demand for this type of facility is difficult to assess on a quantitative basis, and that the quality of the facilities is key. The proposals for Toynbee Hall recognise that the facility provided a valuable asset to LBTH residents, and that the current facilities were not fit for purpose, nor efficient in cost and management terms. The proposed project would therefore seek to rationalise the delivery of services at Toynbee Hall, including the Council's Debt and Money Advice Service, and would allow for the continuing delivery of a quality service to LBTH residents, in line with the need identified in the Evidence Base

## **9.0 Opportunity Cost of Delivering the Project**

- 9.1 The funding that will be awarded to Toynbee Hall if this request is agreed in a contribution to the capital works that will facilitate the ongoing delivery of services to the community. It will also allow the organisation to generate revenue which will ensure its sustainability and continued delivery of services including some which are commissioned by the Council.

- 9.2 The project secures a heritage asset, provides community facilities and services and enhances a public space in the borough. If this project were not being supported, there would be a cost to the Council to recommission the projects which are already grant aided as described below. The projects described below work towards achieving the Council's priorities in terms of wellbeing and managing the demand for social care which in turn reduces the cost of the service.
- 9.3 Toynbee Hall delivers many Council commissioned projects. The Council currently gives an annual grant of £14,000 to run a Lunch Club and activities for local older people. This makes up 11% of the expenditure for this work. The remaining 89% is made up through Toynbee Hall's own fundraising and subsidising from its unrestricted expenditure. A peer led research project into older people's needs is currently being undertaken on the basis of a contribution by Tower Hamlets with the bulk of funding made up from Toynbee Hall's own funds. During the delivery of the work, alternative accommodation has been secured very close by from which these services are continuing to be delivered. The monitoring of the projects is separate to the construction project and there have been no issues raised over service continuity.
- 9.4 Toynbee Hall has historically run many services on this basis, including one on one support following benefits reform and Financial Inclusion in Tower Hamlets programme. An investment in this project from Tower Hamlets will ensure that they are able to continue to deliver projects commissioned by or valuable to the Council at a substantially lower rate than we would pay if they were commissioned from a private provider.
- 9.5 Toynbee Hall's activities also include activities that aim to avoid calls on support services these include:
- Over 100 falls screening assessments are undertaken with local older people every year, reducing the need for emergency services due to falls
  - Programme of activities allowing older people to maintain their independence including practical support with paperwork and benefits, volunteer outreach to support with shopping, and peer support networks offer savings in hospital beds
  - Problem debt has a considerable social cost: StepChange projects problem debt costs society £8.3 billion across the UK, made up of costs associated with mental and physical health, increased 'desperation' crime, relationship breakdown, small business closure, eviction, job loss and lost productivity
  - In 2016-17 711 cancer patients were helped to claim over £2m in benefits to help them combat the financial impact of cancer, around 15% of which were

local residents.

## **10.0 Local Employment and Enterprise Opportunities**

- 10.1 Over 400 people volunteer at Toynbee Hall every year, a substantial number of which are drawn from the local community. Key areas include:
- Volunteering in the older people's centre facilitating activities such as women's groups, yoga, cultural groups and games sessions; skilled work as massage therapists and nail technicians
  - Pro bono legal volunteering in our Free Legal Advice Centre (over 150 per year)
  - Heritage volunteering including archiving and research, supporting community projects and
  - local businesses doing volunteering days such as hosting IT sessions. These have included Credit Suisse, Lockton Insurance and Liberty International Holdings plc.
- 10.2 Volunteering is a key means for career progression within the delivery organisations and in helping unemployed people back into work externally. Recent examples include Toynbee Hall employing a local LinkAge volunteer as their Wellbeing in Tower Hamlets Coordinator.
- 10.3 Toynbee Hall has employed two apprentices since March 2016, both locally based, both of whom have been taken on for full time jobs in HR and facilities.
- 10.4 Opportunities for work experience are offered in partnership with targeted local organisations including schools and local colleges. Toynbee Hall has partnered with four local secondary schools including Bishop Challoner Catholic Federation of Schools, Mulberry School and Tower Hamlets College and hosts up to 4 volunteers per week from students on relevant courses such as health and social care. Toynbee Hall works with Tower Project to support two placements of people with learning disabilities or mental health problems every 3-4 months - a total of 6-8 per year - to increase employability through developing time management, communication and interpersonal skills.
- 10.5 Posts are advertised locally in the borough including through local employment services. Toynbee Hall is committed to ensuring that equal opportunities underpin all activities and pay staff connected to the service a London Living Wage.

10.6 Toynbee Hall has no plans to use agency staff on this project and also commit to contributing to at least one local job fair on an annual basis.

## 11.0 Financial Programming and Timeline

### Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount £</b>	<b>Funding Source (£)</b>	<b>Funding (Capital/ Revenue)</b>
Redevelopment of historic halls	6,836,900	305,000	S106 Revenue (grant)
Construction of new building at 28 Commercial Street	6,903,900		
Funding costs including disposing of capital assets and cost of fundraising and financing	1,063,200		
Project Overheads	847,900		
Project Management	503,200		
Associated heritage project activities	334,200		
Overall project contingencies	265,000		
<b>Total</b>	<b>£16,754,300</b>		

This is the project budget from the organisation which will be under their management. The contribution from s106 funding is part of the overall fundraising effort. It will be made in the form of a grant which is accounted for by the Council as a revenue cost. The value of the contribution is less than 2% of the overall budget. Toynbee Hall will be responsible for delivering the project within their own financial planning so are taking the financial risks themselves.

### Project Management

The project is in the direct control of Toynbee Hall and they will need to manage it within budgets and resources that they control.

### Sources of Funding

<b>Table 2 – Sources of Funding</b>	
	<b>Value £</b>
Sale of the lease of Attlee House, College East and Sunley House by Toynbee Hall to London Square Developments Limited	10,124,300
Loan from Charities Aid Foundation	2,500,000
Heritage Lottery Fund	1,731,300
Big Lottery Fund	445,000
Garfield Weston Foundation	250,000
Coutts Foundation	175,000
Tudor Trust	100,000
Viridor Credits Environmental Company	98,700
London Marathon Charitable Trust	76,700
Fidelity UK Foundation	69,000
Wolfson Foundation	40,000
Other trusts and foundations	117,000
Social financing	159,800
Toynbee Hall's own funds	450,000
Major donors	112,500
<b>TOTAL RAISED</b>	<b>16,449,300</b>
Shortfall (s106 request)	305,000

### Financial Profiling

Toynbee Hall advise that spent to date £3,685,902 has been spent to date for all previous design, planning and funding costs including disposing of capital assets,

and for works beginning February 2016. The table below shows the financial profiling of the remaining expenditure.

<b>Table 2</b>					
<b>Financial Profiling</b>					
	<b>Q1 April – June £</b>	<b>Q2 July – Sept £</b>	<b>Q3 Oct – Dec £</b>	<b>Q4 Jan – Mar £</b>	<b>TOTAL</b>
<b>2016-17</b>		3,816,881	3,504,352	2,207,849	9,529,082
<b>2017-18</b>	2,316,166	997,254	217,240	8,656	3,539,316
<b>Total</b>					13,068,398

### Outputs/Milestone and Spend Profile

The spend profile and milestone are under the control of the organisation. The s106 contribution is a small element (just under 2%) of the overall funding. The organisation has indicated that the following financial milestones will apply.

In addition to the financial outputs, Toynbee Hall expects that they will be able to deal with the ongoing and increasing demand for their debt management and legal advice services. This will be reported on a regular basis however the prevention and wellbeing services are difficult to quantify as the aim is that they avoid individuals needing other locally funded services or that they are able to better manage their financial circumstances which includes being able to pay their council tax.

The project has the usual professional advisors who have provided expertise to ensure that the cost estimates are sound and in line with industry expectations for a building of the nature of this asset.

<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
0	To date, works have been undertaken to the site since March 2016. Key milestones delivered include: <ul style="list-style-type: none"> <li>• sale of assets and raising majority of funds</li> <li>• demolition of Profumo House to create space for new build</li> <li>• demolition of extensions added to Toynbee Hall in the 1970s</li> <li>• demolition of internal walls to create space for new delivery areas and exhibition spaces</li> </ul>	£3,685,902	June 2016
1	PID approval process  Repairs and decorations to Ashbee Hall and Lecture Hall  Design of exhibition finalised	£3,816,881	Sept 17
2	Cabinet meeting for Section 106 grant External works to historic building including concrete frame and brickwork to extensions Structure above foundations and waterproofing works to new build	£3,504,352	Dec 17
3	Internal finishes and restoration works to key areas of historic building; finalised design for exhibition space. External envelope (outer walls and roof) of new build complete	£2,207,849	March 18
4	Historic building open and available to the public Heritage and learning programmes begin delivery in Toynbee Hall space and local schools	£2,316,166	June 18
5	Building of new build complete – handover from contractors to Toynbee Hall	£997,254	Sept 18
6	Internal fit-out of new build by Toynbee Hall including electrics and facilities New build complete and advice and wellbeing services delivered	£217,240	Dec 18
7	Launch events for new build	£8,656	March 19
<b>Total</b>		<b>£16,754,300</b>	





## **12.0 Project Team**

12.1 Information regarding the project team is set out below:

- Project Sponsor/ Manager: Neville Murton will be the overall project lead from the Council supported by Suzanne Jones and other member of Resources Directorate (Revenues and Benefits in particular) whose teams make referrals to the services provided
- External Project Manager: Rosie Spiegelhalter (Project Manager, Toynbee Hall)

### 13.0 Project Reporting Arrangements

- 13.1 This project will be directly managed by the organisation. Quarterly reports will be sent to the Project Sponsor, Neville Murton, giving updates on the construction and the financial position.
- 13.2 Outputs in terms of people making use of the service will be supplied on an annual basis to Revenues and Benefits. The services that are commissioned are monitored as separate projects outside this arrangement.

### 14.0 Quality Statement

- 14.1 The performance and quality of the project are being overseen by the organisations executive and management boards. They will be responsible for ensuring the management of the key deliverables and the programme timetable.

### 15.0 Key Risks

- 14.1 The risk register for the project is held by the organisation and they will manage them in line with their own processes.
- 14.2 The risk for the Council is that if the project does not complete, some of the services that are delivered by the organisation may cease which would be detrimental to residents and may put strain on services provided by the Council.

### 16.0 Key Project Stakeholders

- 15.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Table 4			
Key Stakeholders	Role	Communication Method	Frequency

<b>Table 4</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Local Authority	Minor funder	Via project manager	Quarterly
Trustees	Sponsors	Via project manager	At least quarterly
Other funders	Funders	Via project manager	TBC

## 17.0 Stakeholder Communications

16.1 As a minor stakeholder from a funding perspective, the Council will receive regular reports on the progress of the building project. The project manager from Toynbee Hall is happy to provide any information that the Council would like and is happy to receive visits.

## 18.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
<b>Role</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
IDSG Chair	Ann Sutcliffe		
Divisional Director, Finance, Procurement and Adult	Neville Murton		

## Project Closure

*[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]*

## **Appendices**

*[Amend as necessary]*

Appendix A: Detailed project brief from Toynbee Hall

Appendix B: Detailed Map

## Project Closure Document

<b>Project Closure Document</b>							
<b>1.</b>	<b>Project Name:</b>						
<b>2a.</b>	<b>Outcomes/Outputs/Deliverables</b> I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>2b.</b>	<ul style="list-style-type: none"> <li>Key Outputs <i>[as specified in the PID]</i></li>   <li>Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li>   <li>Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>						
<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li>   <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li>   <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>						
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					

4b.

- Project Code
- Project Budget *[as specified in the PID]*
- Total Project Expenditure *[Please outline reasons for any over/underspend]*
- Was project expenditure in line with PID spend profile *[Please outline reasons for any slippage in spend encountered throughout the project]*

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Please Tick ✓			
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Please Tick ✓			
7.	<b>Project Documentation</b> I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Please Tick ✓			
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> <li>• Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul> <hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i></li> </ul> <hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul> <hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i></li> </ul> <hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul> <hr/> <hr/>				
<ul style="list-style-type: none"> <li>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>					



	<p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
<b>9.</b>	<p><b>Comments by the Project Sponsor including any further action required</b>  <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
<b>10.</b>	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date