

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	Renovation of the Young Adult Centre and Undertaking an Options review on youth service provision.
<b>Responsible Officer(s)</b>	Carolyn Fair – Acting Strategic Director – Children and Families
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<b>Portfolio(s)</b>	Cllr Kamaljit Kaur Nagpal - A Fairer Start Cllr Raza – Tackling Inequality
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	19 <sup>th</sup> April 2023
<b>Implementation Date if Not Called In</b>	3 <sup>rd</sup> May 2023
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Youth Centre, YAC, Young People, Communities, Active Citizens, Youth Service, Options review.

**Purpose of Report:**

This report seeks capital funding approval to renovate the Young Adult Centre in Southall, and to note that an options appraisal for alternative delivery models for youth services in Ealing is to be undertaken.

**1. Recommendations**

It is recommended that Cabinet:

- 1.1 Notes that an appraisal has been completed which considers the potential scope and costs of renovating the existing Young Adult Centre (YAC) building in Southall as included at **Appendix One** to this report.
- 1.2 Based upon the indicative costs shown in the option, approves the establishment of a budget of £2.8m to be added to the capital programme for the purpose of proceeding with further design and building activity to renovate the YAC, to be funded from borrowing in the absence of available developer contributions or other funding sources and delegates the final financing to the Strategic Director of Corporate Resources.

- 1.3 Authorises the Strategic Director of Economy and Sustainability to invite and evaluate tenders in order to commission further detailed design work, working in consultation with the Youth Service, to confirm the scope of renovation to the YAC building, including securing any necessary approvals and planning permission for building works for an approximate total value of £2.8ml and delegates authority to the Strategic Director of Economy and Sustainability to award any contract(s) for these services. A bespoke project plan will cover the specific costs.
- 1.4 Authorises the Strategic Director of Economy and Sustainability to invite and evaluate tenders for renovation works contract(s) for total approximate value of £2.8m and delegates authority to the Strategic Director of Economy and Sustainability to award any building contract(s) required to facilitate the renovation works.
- 1.5 Notes that an options appraisal will be undertaken to create an alternative delivery model for youth services in Ealing which may include the formation of a Charitable Foundation to safeguard the delivery of future youth services.

## **2. Reason for Decision and Proposed Option.**

- 2.1 The 2022-2025 Youth Plan was published in 2021 following consultation with young people and communities in Ealing. In this plan the YAC site was reaffirmed as a site for redevelopment. The confirmation of the redevelopment proposal followed on from a Council decision in 2015. Further consultation with young people and the community took place during 2022 and following this consultation, the decision was made that the site would no longer be regenerated for housing and that the YAC would remain on the site. It would be renovated to provide services that children, young people and the community want, underpinned by a sustainable finance model.
- 2.2 Youth centres in Ealing make a significant contribution to the health and wellbeing of children and young people across the Borough through their accessibility and locations.
- 2.3 The youth centres also have a wide role that supports and improves community engagement and participation with children and young people. Children and young people can engage in a range of programmes and activities as well as receiving support from youth workers, working locally within the community and within youth centres. Following a consultation with children and young people, the programmes and activities are what young people want locally.
- 2.4 The Council has an overall strategy to promote Active Citizenship and engagement with communities, and the Youth Plan promotes how youth services will be delivered as part of a wider partnership. Youth centres have a vital role to play in that strategy, by making the youth centres attractive and well-

maintained venues where children and young people want to visit is vital to increase engagement and participation.

- 2.5 To achieve further engagement and participation an options appraisal for an alternative delivery model will need to be completed for the youth service. The options appraisal will consider how the Council's new model for youth service delivery works together with the partners in the community and young people to achieve common objectives particularly to encourage and promote the use of youth centres for programmes and activities. There must be a real focus towards engagement and participation of children and young people.
- 2.6 The renovation of the YAC requires significant capital investment. This investment will provide the basis and the opportunity for any new model for delivery with young people and community partners working closely alongside each other, using the YAC to jointly deliver youth services.
- 2.7 Utilising community partnerships, while at the same time reviewing the model to deliver youth services could result in an ability to attract additional external resources and finances.

### **3. Young Adult Centre (YAC)**

- 3.1 The Cabinet decision in December 2022 made 2 clear requirements:
  - Young people must be involved in the future design/development, refurbishment, and future management of the youth centre.
  - The redevelopment of the YAC, following several years of underinvestment, is required.
- 3.2 To facilitate the consultation with young people on the development and refurbishment of the YAC, a list of proposed changes to the building have been provided to ensure it is fully renovated – **Appendix One**. Young people will be an important part of the future management of the YAC and other youth centres, so they will be actively involved in finalising any design and integral in the management of the building. Their views matter and these will be fully considered throughout the design and delivery stages of the building.
- 3.3 A draft proposal is in place which will need to be fully costed to commence the conversation with children and young people on the design of the YAC. The proposal is likely to change, but the allocation of up to £2.8m to renovate the building will enable the discussions with young people to progress.
- 3.4 A summary of the high-level works proposals and a fuller explanation of the works required is in **Appendix One**.

## Rational for the proposal

3.5 The reasons behind this proposal are:

- The building has suffered from a lack of investment in its fabric and its open space since 2015. It is run down and needs significant capital investment. The draft proposal creates the best opportunity to create a showpiece youth centre for children, young people, and the community in Ealing.
- Alternative models to deliver youth services may create the environment to stimulate further investment into services for children and young people as partner organisations become more involved.
- The new flexible layout of the building will incorporate more options for community organisations and children and young people to use the centre, and for the youth service to deliver a wider range of programmes and activities.
- Making the building climate compatible is a key requirement, along with the design incorporating the voices of children and young people will create a vibrant, sustainable, and cost-effective building for the future.

3.6 Any proposal to develop the YAC will be in stages, with a drawdown facility for the costs to be managed on a phased basis.

- Stage 1 is for the current building to be decommissioned, planning permission to be put forward, costs to appoint a builder/developer.
- Stage 2 is to renovate and relocate temporarily to Dormers Hub while the YAC is renovated. The quotes for the works at Dormers Hub have been received so is proposed works can be commissioned and start during June 2023 utilising funds previously set aside.
- Stage 3 is for the building itself to be refurbished. The presented option will be developed further, following consultations with young people and the community.
- Stage 4 is for the external development of the site e.g., MUGA (Multi Use Games Area), fencing, lighting.

3.7 The stages will be adopted to maximise the opportunities to seek further external finance for the development of the site through partners. At every stage, alternative funding options will be sought to pay for the development of the building or outside areas, e.g., MUGA from the Big Lotteries Fund or other

capital funders. Exploring the funding options before and during the development of the site will reduce the financial commitments from the Council.

#### **4. Financial**

- 4.1 Based upon the estimate of works required a capital budget of up to £2.8m is being requested as a capital investment to facilitate bringing the YAC building up to a standard which will meet the needs of the children, young people and the community using the building and to make it into a thriving hub within the community which young people are proud to use.
- 4.2 It is proposed that there will be a blended financial model put into place to fund the estimated costs.
- 4.3 The Council is considering options to fund the works from developer contributions and/or grants that could be leveraged by the new operating model. To the extent that these funding sources are not identified, this will be financed from Council borrowing of up to £2.8m to enable the project to progress and the Council's borrowing exposure managed through the phased approach set out above. The report recommends that the final funding of the capital budget is delegated to the Strategic Director of Corporate Resources.
- 4.4 Should the full cost need to be met from Council borrowing this will result in an estimated revenue cost of £0.168m per annum (incorporating minimum revenue provision and external borrowing costs). This would need to be incorporated into the Medium-Term Financial Strategy and options developed to mitigate these costs through potential income generation.
- 4.5 The options review on youth service delivery could open opportunities for grant funders to contribute to the capital and revenue development costs of later phases for the building, as the site will be for community usage.
- 4.6 The Integrated Youth Service will continue to fund the operating costs of the YAC and youth service provision while the options appraisal is undertaken. Initial one-off costs for additional research will be supported by the service.

#### **5. Legal Implications**

- 5.1 The Council has a statutory duty as set out in Section 507B, Education Act 1996 to secure, so far as is reasonably practicable, sufficient provision of educational and recreational leisure-time activities for young people and to make sure young people have a say in the local offer. This is often referred to as the 'youth services duty'.
- 5.2 Section 507B expressly states that the Local Authority may provide facilities themselves or assist others to do so.

- 5.3 The Statutory Guidance out that Local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them, in line with Article 12 of the United Nations Convention on the Rights of the Child (UNCRC) ([Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being.pdf \(publishing.service.gov.uk\)](#))
- 5.4 The procurements referred to in this report will be undertaken in accordance with the Public Contracts Regulations 2015.

## **6. Value For Money**

- 6.1 The renovation of the YAC in its location as an alternative to purchasing a new site and developing a new building on the new site offers the most advantageous way forward for young people and Ealing Council.
- 6.2 Creating, what is ostensibly a new, quality youth center on the site of an existing center offers a significantly beneficial and cost-effective model in the renovation approach as well as the long-term financial benefits of reusing the existing site.
- 6.3 The building of the youth center will meet the needs of children, young people and the community in an area where there are few community facilities to utilise. The building will be fit for purpose for a wide range of activities and programs and for use by the community in the long term.
- 6.4 The proposed review of youth services which will run in parallel to the capital redevelopment of the YAC means that the way the youth service operates in Ealing will be challenged to deliver more with partners in the community for the children and young people in the community and in the YAC.
- 6.5 The options appraisal for the delivery of youth services will seek to create an environment which both attracts additional funding as well as encouraging partners within the local community to support the youth provision.

## **7. Sustainability Impact Appraisal**

- 7.1 The capital renovation on the YAC and the review of youth service delivery models will have a positive impact on the sustainability objectives.
- 7.2 Creating a newly renovated youth centre, in the heart of the community will help to provide a significant social, health and wellbeing benefit to young people and the community in Ealing. Young people have clearly identified the benefits they will receive from having a renovated or new youth centre to replace the YAC in an area of high deprivation. It will be a safe and vibrant place for them to visit which will impact positively on them. There is a commitment to retain and renovate this building for the long term, working closely with the community.

- 7.3 The YAC has a large area of open space as part of the site which will allow young people to relax in an environmentally friendly area. The YAC building is itself is being renovated in line with the latest climate compatible guidelines to reduce the renovation footprint in an already densely developed area.
- 7.4 Economically, the renovation of a building which has lacked investment since 2015 is extremely positive. The aim will be to use less electricity and gas to light and heat the building due to the climate compatible renovations. It will mean that the YAC will once again be a centre for the community, run economically delivering programmes and activities locally which will have long term benefits for the community.
- 7.5 Any future youth work model will incorporate the views of young people and seek to deliver activities and programmes that young people want. We will seek to fund the activities and programmes through our partnerships using the YAC as a base for delivery.

## **8. Risk Management**

Any risks associated with the capital expenditure to redevelop the YAC will be incorporated into the project plan for the development. The project plan will be overseen along with the expenditure to ensure all the risks are addressed, before and during the development.

## **9. Community Safety**

There are no community safety implications.

## **10. Links to the Priorities for the Borough**

The council's administration has three key priorities for Ealing. They are:

- Creating good jobs
- Tackling the climate crisis
- Fighting inequality

The options review and adoption of a new way of working for youth services will enhance the Council's reputation as progressive in engaging and involving young people in their future and contribute to key priorities for Ealing

Youth centres are a vital resource within the community to provide programmes, activities and support to children and young people based on the participation of young people deciding what they want for their future.

More widely the investment in youth provision across the Borough with partners and communities working together through the youth centres provides greater opportunities for the whole community.

**11. Equalities, Human Rights and Community Cohesion**

An EAA (Equality Analysis Assessment) is not required.

**12. Staffing/Workforce and Accommodation implications**

There are no staffing or accommodation implications.

**13. Property and Assets**

The proposal highlights a need for significant capital investment into the YAC while at the same time reviewing the delivery of youth services across the Borough to enhance the use of the building.

**14. Any other implications**

There are no further known implications.

**15. Consultation**

The list of consultees is provided after paragraph 18.

**16. Timetable for Implementation**

Task	Target Date
Cabinet Meeting	19 <sup>th</sup> April 2023
Commence an Options review of delivery model of youth services.	June 2023
Develop and complete a comprehensive timeline for the YAC redevelopment programme	July 2023

**17. Appendices**

Appendix One - Proposal on required future design works for the YAC

**18. Background Information**

There is no further background information.



## Consultation

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent to consultee</b>	<b>Date response received</b>	<b>Comments appear in paragraph:</b>
<b>Internal</b>				
Cllr Kamaljit Nagpal	Cabinet Member for Fairer Start	22/03/2023		Throughout
Cllr Aysha Raza	Cabinet Member for Tackling Inequality	22/03/2023		Throughout
Carolyn Fair	Acting Strategic Director Children and Families	22/03/2023		Throughout
Sandra Fryer	Interim Director of Growth and Sustainability	22/03/2023		Throughout
Emily Hill	Interim Strategic Director of Corporate Resources	22/03/2023		5. Financial
Russell Smith	Finance Business Partner, Environment and Customer Services, and Corporate Resources	20/03/2023		5. Financial
Helen Harris	Director, Legal Services	22/03/2023		Throughout
Kathleen Ennis	Legal Services	00/03/2023		Throughout
<b>External</b>				
Janpal Basran and Harsev Bains	Southall Community Alliance	15/03/2023		Throughout
Elly Heaton-Virgo	Chief Executive – Young Ealing Foundation	15/02/2023		Throughout

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Key decision	NO
Report no.:	Report author and contact for queries:
	Ian Jenkins <a href="mailto:jenkinsi@ealing.gov.uk">jenkinsi@ealing.gov.uk</a>

## **Appendix One**

The proposal for the renovation work at the YAC will cost approximately £2.8 million. A contingency has been included in the costings. The costs are based on what needs to be done to bring the building up to a required standard through to including additional works which will turn the YAC into an environmentally friendly, safe and modern centre that children, young people and the community value.

### **Indicative Cost Estimates**

The cost proposals are indicative and will require a feasibility study to be completed. These costings will be reviewed as the specification becomes clearer.

### **Basis of Cost Estimate Assumptions**

- The Program Design Units design and management fees based upon traditional refurbishment work.
- No additional services capacity required.
- The contractor will have vacant possession of the work areas.
- All internal partitions deemed to be non-load bearing where demolished.
- Connections to existing foul and surface water drainage possible.
- No temporary accommodation required. The Dormers Hub will be the temporary youth centre, and will utilize £200K of funds previously allocated.

### **Exclusions**

- Out of hours working.
- Legal fees.
- VAT.
- Compliance with changes in legislation or regulations.
- Diversions or upgrading of unknown services.
- Unforeseen works arising out the opening of the existing fabric.
- Consequential improvement required by Building Control.

It is not envisaged that the remodeling works will necessitate any modification of the existing lightning protection system.

	<b>GIFA (m<sup>2</sup>)</b>	<b>Estimated Project Costs</b>
Proposal	706 m <sup>2</sup>	£2,880,000

The proposal includes the following works:

1. Windows and doors to be replaced, with controls fitted.
2. Introduce environmental standards to the building design.
3. Floors and carpets need to be finished appropriately.
4. Fire compliance with fire doors and alarms.
5. Accessibility to all areas needs remodeling.
6. Redecorating the whole premises.
7. Heating needs replacing, which includes the boiler, and radiators.

8. Electrics need to be replaced, which includes internal and external lighting.
9. Security needs upgrading with CCTV cameras and alarms.
10. IT cabling and Wi-Fi points need replacing.
11. Creating a climate compatible building and environment.
12. Upgrade the existing sound studio.
13. Boundary fencing needs replacing throughout.
14. Relandscaping the site to install a MUGA with Astro turf and flood lighting.
15. Remodeling the interior to create better useable space including the reception area, gym and fitness area, offices, sound studio.
16. Create a new kitchen and relaxation area and supply kitchen.
17. Create a useable reception area.
18. Redesign the first-floor space to increase storage, workspace and office area.
19. Replace all fixtures and fittings.
20. Extension to the community room to expand space for partners and community use.
21. Canopy for the MUGA for all weather use.
22. Replace the stairs for the first floor.
23. Install fire sprinklers throughout the building.
24. Installing a lift to support wider access.
25. Redesigning the outdoor area and creating a gardening area.