

Report of the Built Environment Programme Manager

Report to the Chief Officer Learning Improvement

Date: 22nd September 2017

Subject: Design & Cost Report for Refurbishment works at St Catherine's Children's Home.



Capital Scheme Number: 32453/STC/000

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Bramley and Stanningley	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to seek approval to incur capital expenditure of £231,123 from capital scheme number 32453/STC/000 to deliver a refurbishment scheme that will ensure a suitable physical and aesthetic environment as described in the Children's Homes; National Minimum Standards 10.3.
2. Leeds City Council has a duty to offer sufficient and suitable accommodation for all Children and Young People who need to be accommodated and looked after. To ensure Leeds City Council meets this duty a programme of refurbishment works has been identified following a review of mainstream children's homes.
3. Whilst the current level of investment has continued to ensure the homes are safe and secure, the décor in many of the homes is dated and the environment perceived to be institutional and not sufficiently 'homely'. The refurbishment identified within this report will ensure the children's homes within Leeds will keep pace with modern family life and the appropriate domestic changes.
4. Leeds City Council's partners NPS Leeds Ltd will provide design and technical services for the proposed scheme, and the internal works will be delivered by the internal service provider, Leeds Building Services.

Recommendations

The Chief Officer Learning Improvement is requested to:

1. Authorise expenditure of £231,123 from capital scheme number 32453/STC/000 to undertake the proposed refurbishment works at St Catherine's Children's Home.
2. Note the programme dates identified in section 4.2 of this report in relation to the implementation of this decision.
3. Note that the officer responsible for implementation is the Built Environment Project Officer.

- 1.1. The purpose of this report is:
- To provide background information and detail to the Chief Officer Learning Improvement concerning the proposed refurbishment works to be undertaken at St. Catherine's Children's Home.
 - Seek authority to incur capital expenditure of £231,123 to undertake the refurbishment works at St Catherine's children's home.

2.0 Background Information

- 2.1. The Children's Services 'Turning the Curve' plan has successfully reduced the number of looked after children by reducing the number of external residential and independent fostering placements.
- 2.2. In July 2013, Executive Board approved the Children's Services strategy to close the remaining larger homes and replace them with smaller homes creating a more domestic and less institutional environment and to improve quality, range of services, outcomes for children and reduce dependence on expensive external placements through more suitable local provision.
- 2.3. To support this strategy, the refurbishment of identified children's homes within Leeds will ensure Leeds City Council meets national guidance for living standards in children's homes. It will improve the authority's capacity to offer better quality in-house placements, designed to be short term where ever possible, at a lower cost to external residential placements and provide a more cost effective range of provision for children who need to be looked after even for a temporary period.
- 2.4. The development and next stage of the strategy is to move away from children remaining in homes on an ongoing basis, instead moving towards shared care, reunification with their families, extended family or foster care.

3.0 Main Points

3.1. Design Proposals and Full Scheme Description

The proposed refurbishment works to St Catherine's children's home consists of the following components:

- Reducing the current institutional feel by removing surface mounted services around the building and replacing other overt elements such as door closers with subtle integrated products where ever possible.
- Relocating the staff areas such as the office function away from the domestic / living areas.
- Introducing free flow between the kitchen and dining space to echo a more modern way of living.
- Refurbishing all rooms throughout the building to ensure the décor is up-to-date and presents a 'homely' feel.
- Introduce a 'chill out' room with additional IT provision to enhance the social element of the home.

- 3.2. Through consultation with St Catherine's home, consideration was given to numerous options of how the proposed refurbishment work would best enhance the existing provision and 'design out', where ever possible, the historic challenges and building limitations faced by the staff and young people alike.
- 3.3. The estimated scheme cost is £231,123; this includes £170,952 for construction, an allocation of £29,160 for design / technical fees, £10,000 for furniture & equipment and £21,011 for project contingency.
- 3.4. To enable the refurbishment works to proceed as expediently as possible and reduce any risks associated with intrusive building works, the management team at St Catherine's children's home will relocate the young people into alternative accommodation. This decision was taken following a consultation with senior colleagues. Any costs incurred will not form part of this DCR.
- 3.5. Planning Permission is not required for this type of refurbishment scheme, but Building Control approval will be sought as required.

4.0 Programme

4.1. The proposed refurbishment of St Catherine's children's home will commence on 02nd October 2017. The schedule of works will be delivered in one phase over an 8 week programme.

4.2. The key milestones to achieve this programme are detailed below:

- | | |
|-------------------------------------|------------------------------------|
| ○ Design freeze confirmed | w/c 17 th July 2017 |
| ○ Tender return | w/c 14 th August 2017 |
| ○ Approval of authority to spend | w/c 02 nd October 2017 |
| ○ Start on-site | w/c 09 th October 2017 |
| ○ Completion of internal works | w/c 04 th December 2017 |
| ○ Occupation by residents and staff | w/c 04 th December 2017 |

4.3. The approval of Authority to Spend, as requested within this report, is on the critical path and therefore crucial to the delivery of the project in accordance with the dates listed above.

5.0 Corporate Considerations

5.1. Consultation and Engagement

5.1.1. The refurbishment programme has been the subject of extensive consultation with Children's Services Officers, the staff and young people in the home, Planning, LCC Building Control, West Yorkshire Fire & Rescue Service, Finance Officers and Senior Elected Members.

5.1.2. Whilst no planning approval is required for the internal refurbishment of the homes, meetings have been held with the aforementioned officers to ensure the proposed changes, designed to ensure a 'homely feel', are being made in line with current regulations and national standards.

5.2. Equality and Diversity / Cohesion and Integration

5.2.1. The recommendation within this report does not have any direct nor specific impact on any of the groups falling under equality legislation and the need to eliminate discrimination and promote equality. A screening document has been prepared to support the approvals requested, the screening document has been issued to the Equality Team for approval.

5.3. **Council Policies and Best Council Plan**

5.3.1. Following changes to legislation, quality standards and compliance towards the Ofsted inspection framework, a review of both the mainstream children's homes and homes for children and young people with complex needs and disabilities has identified capital requirement in respect of suitability and whole scale condition issues. Leeds has a duty to offer sufficient and suitable accommodation for all children and young people who need to be accommodated and looked after, including sufficient and appropriate accommodation for care leavers. Officers within Children's Services have also considered the financial benefits that would accompany a reduced number of external residential placements through quality in-house provision.

5.3.2. This scheme is due to be delivered under the City Council's continuation & development of the Children's Homes Strategy which delivers the aspiration to be a Child Friendly City, and will improve the provision for children and young people who are looked after.

5.4. **Resource and Value for Money**

5.4.1. The estimated scheme cost is £231,123; this includes £170,952 for construction, an allocation of £29,160 for design / technical fees, £10,000 for furniture & equipment and £21,011 for other project related costs.

5.4.2. The cost will be met through capital scheme number 32453/STC/000 as part of the Children's Home refurbishment programme.

5.4.3. A cost estimates and detailed design was generated via Leeds City Council's joint venture partners NPS Leeds Ltd. The subsequent tender was issued by Leeds Building Services (LBS). All works will be delivered by Leeds City Council's internal service provider (LBS) in line with the authority's Contract Procedure Rules (CPR 3.1.4).

5.4.4. **Capital Funding & Cash Flow**

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2017 £000's	FORECAST				
			2017/18 £000's	2018/19 £000's	2019/20 £000's	2016/20 £000's	2021 On £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2017 £000's	FORECAST				
			2017/18 £000's	2018/19 £000's	2019/20 £000's	2016/20 £000's	2021 On £000's
LAND (1)	0.0		0.0				
CONSTRUCTION (3)	170.9		170.9				
FURN & EQPT (5)	10.0		10.0				
DESIGN FEES (6)	0.0		0.0				
OTHER COSTS (7)	50.2		50.2				
TOTALS	231.1	0.0	231.1	0.0	0.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2017 £000's	FORECAST				
			2017/18 £000's	2018/19 £000's	2019/20 £000's	2016/20 £000's	2021 On £000's
	0.0						
Capital receipts	231.1		231.1				
	0.0						
Total Funding	231.1	0.0	231.1	0.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Parent Scheme Number: 32453/STC/000

Title: Children's Homes Refurbishment Programme 2017/18

5.5. Revenue Effects

- 5.5.1. Under local management arrangements each home affected by the works will be responsible for meeting all revenue costs. Any revenue implications arising from this project will be managed within the budget allocated for the appropriate children's home.

5.6. Legal Implications, Access to Information and Call-In

- 5.6.1. The approval of this report constitutes an 'Executive (Significant Operational) Decision' and as such will not be subject to 'Call-In'.
- 5.6.2. There are no other legal implications or access to information issues arising from this report.

5.7. Risk Management

- 5.7.1. Risk is to be managed through application of 'best practice' project management tools and techniques via the City Council's 'Delivering Successful Change' methodology. Experienced Project Management resource from the Children's Services Built Environment team, NPS Leeds and the ISP (Leeds Building Services) will be tasked with ensuring the project remains within the predetermined risk tolerances.
- 5.7.2. A programme level risk log has been maintained throughout the project and escalation is via the Programme Manager.
- 5.7.3. Consultation with Planning and Building Control has been undertaken with a view to designing out key risks. Items remaining on the risk log will be managed via exception.

6.0 Conclusions

- 6.1. As a result of the new quality standards guidance, Leeds City Council's children's homes residential provision requires a refurbishment programme to address the current condition issues and to reduce the current institutional feel of the homes.
- 6.2. The proposed refurbishment project at St Catherine's children's home has been designed to reduce the institutional feel and promote a homely environment, whilst also meeting national guidance for living standards in children's homes. The project will be managed by Children's Services in conjunction with Leeds City Council's internal service provider (LBS), and the authority's joint venture partners NPS. The work has been designed and specified in partnership with the children's home staff and other key stakeholders. The cost of the accommodation, and necessary supporting works, will be met through capital scheme 32453/STC/000 to the value of £231,123.
- 6.3. The scope of works at St Catherine's children's home, for November 2017 delivery, has been developed through continued consultation with the appropriate stakeholders.

7.0 Recommendations

- 7.1. The Chief Officer Learning Improvement is requested to:
 - 7.1.1. Authorise expenditure of £231,123 from capital scheme number 32453/STC/000 to undertake the proposed refurbishment works at St Catherine's Children's Home.
 - 7.1.2. Note the programme dates identified in section 4.2 of this report in relation to the implementation of this decision.
 - 7.1.3. Note that the officer responsible for implementation is the Built Environment Project Officer.

8.0 Background Documents¹

- 8.1. None.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.