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Report of the Built Environment Programme Manager

Report to the Head of Service Learning Systems

Date: 09 January 2018

Subject: Design & Cost Report and Tender Acceptance for Refurbishment works at Luttrell Crescent Children's Home.



Capital Scheme Number: 32453/LUT/000

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Weetwood	⊠ Yes	□ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	⊠ No
Is the decision eligible for Call-In?	☐ Yes	⊠ No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	☐ Yes	⊠ No

Summary of main issues

- 1. The purpose of this report is to seek approval to incur capital expenditure of £236,820 from capital scheme number 32453/LUT/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 appropriate domestic changes.
- 4. The internal works will be delivered by the internal service provider, Leeds Building Services.

Recommendations

The Head of Service Learning Systems is requested to:

- 1. Authorise expenditure of £236,820 from capital scheme number 32453/LUT/000 to undertake the proposed refurbishment works at Luttrell Crescent Children's Home.
- 2. Authorise acceptance of the tender submitted by Leeds Building Services in the sum of £210,290. This figure is purely the construction work and is exclusive of ancillary costs.
- 3. Note the programme dates identified in section 4.2 of this report in relation to the implementation of this decision.
- 4. Note that the officer responsible for implementation is the Built Environment Project Officer.

1.0 Purpose of this Report

1.1. The purpose of this report is:

- To provide background information and detail to the Head of Service Learning Systems regarding the proposed refurbishment works to be undertaken at Luttrell Crescent children's home.
- Seek authority to incur capital expenditure of £236,820 to undertake the refurbishment works at Luttrell Crescent children's home.
- Seek authority to accept the tender return from the internal service provider, LBS, and commence work on-site as identified within this report.

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 the dependence of expensive external placements through more suitable local provision.
- 2.3. To support this strategy, refurbishment of the 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 inhouse placements, designed to be short term where ever possible, and at a lower cost to external residential placements whilst provide a more cost effective range of provisions 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 and promote a move 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 Luttrell Crescent 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 Luttrell Crescent children'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 £236,820; this includes £210,290 for construction, an allocation of £5,000 for external works and £21,530 for project contingency and fees.
- 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 Luttrell Crescent 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 the proposed internal refurbishment scheme, however Building Control approval will be sought as required.

4.0 Programme

- 4.1. The schedule of works will be delivered in one phase over a 5 week programme.
- 4.2. The key milestones to achieve this programme are detailed below:

Design freeze confirmed
 Tender return
 Approval of authority to spend
 Start on-site
 Completion of internal works
 Occupation by residents and staff
 W/c 20th Nov 2017
 w/c 18th December 2017
 w/c 13th January 2018
 w/c 15th January 2018
 w/c 12th February 2018
 W/c 12th February 2018

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, relevant meetings have been held with the aforementioned officers to ensure the proposed changes, designed to ensure a 'homely feel', are made in line with current regulations, national standards and guidelines.

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 City Priorities

- 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 supports 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 £236,820; this includes £210,290 for construction, an allocation of £5,000 for external works and £21,530 for project contingency and fees.
- 5.4.2. The cost will be met through capital scheme number 32453/LUT/000 as part of the Children's Home refurbishment programme.
- 5.4.3. The specification, detailed design and subsequent quote was supported 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	2017	FORECAST				
	£000's		2017/18 s £000's	2018/19 £000's	2019/20 £000's	2016/20 £000's	2021 On £000's
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	TOTAL	TO MARCH	FORECAST				
required for this Approval		2017	2017/18	2018/19	2019/20	2016/20	2021 On
required for this Approval	£000's	£000's	£000's	£000's	£000's	£000's	£000's
LAND (1)	0.0		0.0				
CONSTRUCTION (3)	210.3		210.3				
FURN & EQPT (5)	0.0		0.0				
DESIGN FEES (6)	0.0		0.0				
OTHER COSTS (7)	26.5		26.5				
TOTALS	236.8	0.0	236.8	0.0	0.0	0.0	0.0
Total overall Funding	TOTAL	TO MARCH	FORECAST				
(As per latest Capital		2017	2017/18	2018/19	2019/20	2016/20	2021 On
Programme)	£000's	£000's	£000's	£000's	£000's	£000's	£000's
	0.0						
Capital receipts	236.8		236.8				
	0.0						
Total Funding	236.8	0.0	236.8	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/LUT/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 Decision' (Significant Operational) 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 and the internal service provider (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 require a refurbishment programme to address the current condition issues and reduce the institutional feel present within these homes.
- 6.2. The proposed refurbishment project at Luttrell Crescent 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). The work has been designed and specified in partnership with the children's home staff and other key stakeholders. The cost of the refurbishment, and necessary supporting works, will be met through capital scheme 32453/LUT/000 to the value of £236,820.
- 6.3. The scope of works at Luttrell Crescent children's home, has been developed through continued consultation with the appropriate stakeholders.

7.0 Recommendations

- 7.1. The Head of Service Learning Systems is requested to:
- 7.1.1. Authorise expenditure of £236,820 from capital scheme number 32453/LUT/000 to undertake the proposed refurbishment works at Luttrell Crescent Children's Home.
- 7.1.2. Authorise acceptance of the tender submitted by Leeds Building Services in the sum of £210,290. This figure is purely the construction work and is exclusive of ancillary costs.
- 7.1.3. Note the programme dates identified in section 4.2 of this report in relation to the implementation of this decision.
- 7.1.4. Note that the officer responsible for implementation is the Built Environment Project Officer.

8.0 Background Documents¹

1.1. Appendix A – Equality Impact Assessment Screening Document

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.