

Meeting:	Cabinet
Date:	16 July 2009
Subject:	Cedars Youth and Community Centre, Chicheley Gardens, Harrow Weald
Key Decision:	Yes
Responsible Officer:	Paul Clark – Corporate Director Children’s Services Andrew Trehern – Corporate Director Place Shaping
Portfolio Holder:	Cllr Christine Bednell – Portfolio Holders for Children’s Services Cllr Tony Ferrari - Portfolio Holder for Major Projects and Property
Exempt:	No
Enclosures:	Plan 1 Existing Site Plan

Section 1 – Summary and Recommendations

This report provides Cabinet with details of the proposed redevelopment of Cedars Youth and Community Centre and seeks authority to enter into partnership and property agreements with Watford Football Club Community Sports and Education Trust.

Recommendations:

Cabinet is recommended to:

- I. Confirm support for the redevelopment of Cedars Youth and Community Centre in partnership with Watford FC CSE Trust recognising that the scheme will be a considerable asset to the local community and enable the Council to provide first class facilities at the Cedars Youth and Community Centre Site and outreach work to all parts of the Harrow community without extra capital costs.

- II. Authorise the Corporate Director Children's Services in consultation with Portfolio Holder for Children's Services to enter into a Partnership Agreement with Watford FC CSE Trust.
- III. Note the finance implications set out in the report.
- IV. Authorise the Corporate Director Place Shaping in consultation with Portfolio Holder for Major Projects and Property to:
 - Enter into the Deed of Dedication with the Big Lottery Fund and Watford FC CSE Trust.
 - Enter into an agreement for lease and subsequent lease with Watford FC CSE Trust for Cedars Youth and Community Centre and permit the Big Lottery Fund to have a legal charge over the property for 20 years.
 - To include within the lease terms the ability for the Big Lottery Fund to assign the lease should they become the tenant by virtue of the legal charge.

Reason: (For recommendation)

To secure substantial capital investment and operational capacity and capability to transform youth and community services at Cedars Youth and Community Centre.

Section 2 – Report

Introductory paragraph

1. The Department of Children, Schools and Families (DCSF) announced in early 2008 a 'My Place' competition for partnerships with Local Authorities to win funds to develop 'world class youth and community facilities'. The competition was administered by the Big Lottery Fund although the grant is not lottery funded. The closing date for entries was mid September 2008.

The bid was required to have:

- Innovation
- Provide 'state of the art' facilities for the community, with a focus on young people
- Partnership between a Local Authority and:
 - A charitable / voluntary organisation
 - A business
 - Young people.

2. Building on already established relationships between Harrow Council, the Watford Football Club Community Sports and Education Trust (Watford FC CSE Trust), Mobile Promotions (a private sector partner), the Cedars Tenants and Residents Association and local young people, an application was diligently drafted and agreed for Cedars Youth and Community Centre. Against all expectations the bid was successful and an in principle grant of £4.2 million capital was offered to Watford FC CSE Trust to develop a 21st century youth and community centre in conjunction with the Council, to be up and running prior to the Olympics in 2012.
3. The new Cedars Youth and Community Centre will be based on and around the existing Cedars Youth Centre site and will be progressed with the same partners who submitted the original bid. It is intended that Watford FC CSE Trust, as the recipient of the grant monies, will commission the works and there should be no cost to the Council for the capital build. However the partnership will be required to cover the ongoing revenue costs and ensure sustainability.
4. A central element to the facility is the mobile resource unit (MRU) which will be used flexibly across the borough to further reach out to and benefit the residents of Harrow and those in contact with the community trust. This ground breaking mobile technology will enable fast deployment, and an easily adaptable facility to provide broader geographical coverage for the educational programmes. It is expected that a similar vehicle to the one bid for will be available to view at this year's Under One Sky event on 28 June 2009.
5. Although adjacent to Cedars Hall, the Cedars Youth and Community Centre MyPlace project is a distinct and separate project from the Cedars Hall project which is led by Kids Can Achieve.

Current Situation

6. The allocation of an "in principle" grant of £4.2m provides an unrivalled opportunity for the Council, working with the community, to provide modern, 21st Century facilities for the people of Harrow, and in particular the residents of Harrow Weald. Young People and local residents are currently taking part in consultations on the shaping of the Project including the design, development and ultimate use of this exciting new facility and meeting place. To date three events have been held, two with the local community where in total 30 people attended with some contributing to both meetings, and one with local young people where there were 40 attendees. A further two events are currently planned, one for staff and a further event for the young people. Visits to local schools have also been arranged to consult with the young people there.

7. The main focus of these events has been on agreeing a joint vision with local residents and users and providing an opportunity for the project leads to answer questions and address any issues local residents may have. Overall, there is good local support for the project although concerns have been raised about encroachment onto the park and the impact of car parking in the vicinity, particularly when considered in conjunction with the proposed Cedars Hall project.
8. After this process has been completed, the partners will then work with the architects and builders to produce the designs that reflect the input of residents and young people and demonstrate how the facility will meet the aspirations of both the young and the old.
9. An Executive MyPlace Project Management Board has been established with membership from Harrow Council, Watford FC CSE Trust and Mobile Promotions. This group's first actions were to appoint a Project Manager and to establish an Operational MyPlace Project Management Group.
10. The Project Manager is currently the Senior Manager for Social Inclusion with Watford FC CSE Trust and he has been integral in securing the MyPlace grant along with Harrow Council representatives. He is currently seconded on a part time basis, in order to progress the project within the very tight timescales set by the external funding body.
11. The project includes a Mobile Resource Unit (MRU) which will provide access around the Borough to facilities which will support education and learning, sport, ICT, art and other appropriate youth provision. The MRU is a HGV with trailer of approximately 36 tonnes. It is not envisaged that the vehicle will have the same life expectancy as the remainder of the project.
12. To meet the MyPlace grant requirements a number of documents need completing and submitting to the DCSF by 26 August 2009. Some specific requirements are :
 - Legal documentation whereby the Council commits the user of the site to delivery of the project, to include a Deed of Dedication and the grant of a 20 year lease to Watford FC CSE Trust, with a legal charge in favour of the Big Lottery Fund over that leasehold interest.
 - Partnership Agreement between Harrow Council and Watford FC CSE Trust.
 - Business Plan from Watford FC CSE Trust.
 - Either submission of Planning Application or documentation to demonstrate meaningful discussions with the Planning Authority in respect of working up plans and designs for the Project prior to the submission of the planning application.
 - Capital Delivery Plan prepared by Watford FC CSE Trust with support from LOM Architects and Harrow Council.

MyPlace are providing a lead-in payment of up to 5% of the total grant, to enable the Project to progress the required work. This will cover some staff costs and any necessary fees and charges.

13. Members need to be aware of the externally imposed deadlines which have to be met in order to secure the grant money. It is important to note that the partnership has only won through the competitive stage of the application process and it still needs to satisfy the Big Lottery as to its ability to deliver on time, on budget and to the highest standard. If the Executive Board cannot convince the Big Lottery of this, the award of £4.2m will be withdrawn.
14. The finalised design will be submitted to Planning Services for planning permission following more consultation. The draft design submitted with the bid to the Big Lottery envisaged the use of an additional area of the green space and green belt between the Cedars Youth and Community Centre and Cedars Hall for the multi use games area. However, following discussions with the local community there is a strong view that the green space should remain accessible to all.
15. The new building will not extend beyond the existing site and alternatives to a synthetic multi use games area are being investigated by the Partnership. This could be a managed green playing field, seeded with a more resilient strain of grass able to take the increased use. The Council will also be looking, in discussion with the local community at ways to improve the park, especially the playing surfaces so that they are more resilient to extra use. The inclusion of additional facilities would provide significant income to support the running of the new Centre and its removal may affect the viability of the project.
16. When the 'in principle' offer was made, MyPlace confirmed that this was one of the strongest bids it received, built on a strong community engagement, established partnerships and a 'world class' vision. The edge that Harrow's Project had over similar projects was the combination of the three elements - the building, the MRU and the outside play/sports area. It is envisaged that the final design will still contain aspects of each of these elements, whilst remaining faithful to the wishes and desires of the majority of the local community and will not reduce the area of the Park available for public use. This is critical as if the Partnership does not keep the main principles of the bid it risks losing the £4.2m.
17. If a part of the area of green belt and open space is included in the final proposed scheme in any form, it would require planning permission as part of the overall scheme. In addition, as this is an area of open space, its inclusion within the lease to Watford FC CSE will require the land to be advertised for two weeks to notify the public of this proposed lease. The Council will have to consider any representations made and make any necessary alterations prior to the completion of the lease.

18. Formal pre-application meetings are being arranged with Planning Services in order to ensure that the submitted design takes full account of the different planning constraints and opportunities for the site. A key issue will be the impact of the scheme on the Green Belt and open space and the boundary between the two.
19. It has been decided that the MRU will not be located on the Cedars Youth and Community Centre Site, as first envisaged by the bid. This is in response to residents concerns that its location on the site will give rise to traffic and parking problems in the area.
20. During the build phase it is proposed that current activities at the centre will move to other locations in the area such as the adjacent church hall, local schools, the Bannister Sports Centre and the Arts Centre.

Legal Documentation

21. MyPlace require the Council to enter into legal agreements with them (in the guise of the Big Lottery Fund) and with Watford FC CSE Trust to ensure that the grant money is used for youth and community services for the next 20 years as intended. The first is the completion of a Deed of Dedication which prevents the Council from disposing of the site without the consent of MyPlace. The deed will place a restriction on the Council's freehold title in favour of the Big Lottery Fund and contains covenants by the Council and Watford FC CSE Trust that the land is to be used for delivering the project and not for any other purpose. This is an interim measure to secure MyPlace's interest until the building has been constructed and the lease and Legal Charge have been granted
22. As the grant has been awarded to Watford FC CSE Trust, MyPlace requires Watford FC CSE Trust, as a condition of the grant, to have a 20 year lease of Cedars Youth and Community Centre over which the Big Lottery Fund will have a legal charge. This is to ensure that the property continues to be used for youth activities for the next 20 years. There is no requirement for Watford FC CSE Trust to pay back the grant unless there is a breach of the terms and conditions of the grant (for example a change of use of the property).
23. Prior to the grant of the lease Harrow Council and Watford FC CSE Trust will enter into an Agreement for Lease. This will guarantee to Watford FC CSE Trust that the Council will grant them the required lease subject to planning permission for the project being granted and the completion of the new building.

24. It is proposed that the lease will be granted at a peppercorn rent with the Council responsible for arranging insurance of the building. The lease will provide that Watford FC CSE Trust will be responsible for the cost of repairs, rates and utilities, although for so long as the partnership subsists, the money for these items will come from a central budget to which both main parties will contribute. This is explained further in the Partnership Agreement and Financial Considerations Sections below. The lease will be outside the Landlord and Tenant Act 1954 and thus the tenant, Watford FC CSE Trust, will not have an automatic right to renew the lease on expiry of the twenty year period.
25. The lease will include a provision to allow no assignment or subletting by Watford FC CSE Trust; however, should the Big Lottery Fund step into the lease by virtue of their legal charge, they will require the ability to assign to another organisation to continue the project. It is envisaged that the Big Lottery Fund would only resort to this action if there was a major breach of the terms and conditions of the grant to Watford FC CSE Trust. As the Council would not wish to be forced into a partnership arrangement with another body it will request that should the Big Lottery Fund take such action under its legal charge, it will first offer the property back to the Council to continue to its use as a Youth and Community Centre. This would most likely require the Council to covenant to use the property as required by the conditions of the grant. These matters are still under discussion and there is no guarantee that MyPlace will accept this arrangement.
26. The Deed of Dedication and the legal charge present risk implications for the Council if there is a problem in delivering the project (see the Risk Management Implications section below). However, assuming that the centre can be built within budget then the only ongoing use the Council would wish to make of the property is as a Youth and Community Centre. Therefore the risk of the property passing out of the use for which the grant was intended is remote and the likelihood of MyPlace exercising their rights under the legal charge would seem very much reduced.
27. The lease will recognise that the project is a partnership between Harrow Council and Watford FC CSE Trust and the terms of the lease will reflect this partnership arrangement.

Partnership Agreement

28. The aim of the partnership between Harrow Council and Watford FC CSE Trust is to deliver the MyPlace project. The Partnership Agreement establishes the roles and responsibilities of Harrow Council and Watford FC CSE Trust and sets out the main terms of the arrangement between the parties. It is envisaged that the partnership agreement will run for the full 20 year term of the lease.

29. The new centre will be run by the current project manager employed by Watford FC CSE Trust to over see youth provision on the site. He will report to a Steering Group made up of representatives from Harrow Council, Watford FC CSE Trust and centre users who will be responsible for setting the direction of the Centre and resolving any issues.

Business Plan

30. The Business Plan, currently being prepared by Watford FC CSE Trust with input from Mobile Promotions will support the bid for funds from MyPlace. It will include a clear strategy for generating funds to finance the revenue costs of both building and MRU. Funding sources include hiring/leasing fees/new funding streams for new projects that the partnership intend to deliver out of the MRU and building and investigating the possibility of finding a commercial sponsor for the MRU.
31. The Business Plan cash flow will reflect the income generation capability of the final design of the facility. Thus if it is decided that the multi-use games area will not be part of the final proposal the Business Plan will take account of this loss of income.

Options considered

32. **Do nothing** – Cedars Youth and Community Centre is becoming increasingly less fit for purpose and unable to deliver the activities and facilities that young people and the community expect and need. The Council has no funding for the significant refurbishment that it will soon need and is unlikely to be able to afford modernisation or replacement of the property once the deterioration reaches a critical point. By refusing the partnership arrangement with Watford FC CSE Trust or failing to achieve the deadline for submission to MyPlace, the Council will lose all the investment that MyPlace wishes to make in the Borough.
33. **Enter into partnership with** Watford FC CSE Trust – this will bring £4.2m investment into Harrow which will provide ‘world class’, 21st century facilities for the youth of the Borough. In addition, it will provide much needed and accessible facilities for the local community with a new building and a mobile resource centre at no capital cost to the Council.

Recommendation

34. Cabinet is requested to:-

1. Confirm support for the redevelopment of Cedars Youth and Community Centre in partnership with Watford FC CSE Trust recognising that the scheme will be a considerable asset to the local community and enable the Council to provide first class facilities at the Cedars Youth and Community Centre Site and outreach work to all parts of the Harrow community without extra capital costs.
2. Authorise the Corporate Director Children's Services in consultation with Portfolio Holder for Children's Services to enter into a Partnership Agreement with Watford FC CSE Trust.
3. Note the finance implications set out in paragraphs 56 - 59.
4. Authorise the Corporate Director Place Shaping in consultation with Portfolio Holder for Major Projects and Property to:
 - Enter into the Deed of Dedication with the Big Lottery Fund and Watford FC CSE Trust.
 - Enter into an agreement for lease and subsequent lease with Watford FC CSE Trust for Cedars Youth and Community Centre and permit the Big Lottery Fund to have a legal charge over the property for 20 years.
 - To include within the lease terms the ability for the Big Lottery Fund to assign the lease should they become the tenant by virtue of the legal charge.

Implications of the Recommendation

Resources, costs

35. The current Cedars Youth Centre is a thriving and high achieving Children's Services facility. However, due to its size, design and internal fittings there is limited scope for modernisation without a major refurbishment. The heating, lighting and office facilities are in need of significant upgrading or replacement and a recent health and safety review expressed concern as to the state of the electrics. The last boiler survey suggested that the current installation will be irreparable when next it breaks down.
36. The current limitations of the building have also made it difficult to generate revenue from private lettings. Activities are restricted due to lack of space and the open plan design of the building limits the number of users at any one time. The current income does not cover the caretaking/security and other outgoings.

37. The current budget for the running cost of the building, including rates, utilities and maintenance but excluding staff, is £15k. However in 2008/09 the council actually spent over £30k. The overspend was mainly a result of exceptional repairs on the kitchen, carpet and flooring, electrics and upgrading the toilets and this contributed to the eventual overspend within Young People's Services. These repairs were required by the Health and Safety Advisor in order to keep the property open and operational.
38. It is proposed to use the current £15k budget for running costs, along with the funding of £15k the Council currently pays to Watford FC CSE Trust for providing the Kickz project for this site, to finance the Council's on going commitment to the project.
39. In addition to the running costs, the Council currently funds the salary of one youth worker, a 0.5 FTE caretaker and a 0.25 FTE cleaner at the site. During the rebuild these staff will transfer to other projects within the Department as well as supporting any existing activities relocated from the Youth Centre.
40. When the new building becomes operational the budget for the running of the Centre will be made up of:
 - Revenue generated from the Centre from hiring out the facilities.
 - The contribution of £30k from Harrow Council comprised of the current budget for running the existing building and the Council funding to deliver the Kickz Project.
 - Watford FC CSE Trust will contribute the £40k pa budget used for their part of the delivery of the Kickz provision.
 - The Council will finance one youth worker, a 0.5 FTE caretaker and 0.25 FTE cleaner.
 - Watford FC CSE Trust will finance two full time employees including a Project Manager and a Community Coach to deliver activities at the Centre and in the surrounding area.
41. The Centre will establish a sinking fund to finance future repairs. Should any surplus be generated it will be used to support the property and provide additional services. Should there be a shortfall in budget then this will be addressed by the Committee by either reducing services or seeking additional contributions from the main partners.
42. The revenue costs for operating the MRU will be funded from the new Cedars Youth and Community Centre Budget. The Business Plan, currently being prepared by Watford FC CSE Trust with input from Mobile Promotions, will include a clear strategy for generating funds to finance the revenue costs of both building and MRU. Funding sources include hiring/leasing fees/new funding streams for new projects that the partnership intend to deliver out of the MRU and building and investigating the possibility of a commercial sponsor for the MRU.

Staffing/workforce implications

43. When the new building is completed, the current Council employed staff, or their replacements will return to the site. There is in place a part-time project worker funded by Watford FC CSE Trust and this post will also transfer to the new building. It is not envisaged that the development will lead to any redundancies.
44. Watford FC CSE Trust will base two full time employees at the centre, a Project Officer and Community Coach. These staff members will deliver projects/activities at Cedars Youth and Community Centre and be responsible for delivering outcomes in other areas of the Borough.
45. Depending on final design there maybe a requirement to increase the workforce capacity. The £4.2 million grant is solely for the capital development and cannot be used for revenue expenditure. It is envisaged that any additional staff needs will be funded from the contributions from the Council and Watford FC CSE Trust and any revenue gained from private lettings.

Legal Implications

46. Section 123 of the Local Government Act 1972 gives councils the power to dispose of land, although it specifies that, except with the consent of the Secretary of State, a Council shall not dispose of land (otherwise than by way of a short tenancy, i.e. for a term not exceeding 7 years) for a consideration less than the best that can reasonably be obtained. However, the General Disposal Consent (England) 2003 provides for the disposal of land at less than best consideration other than by way of a short tenancy in the following circumstances;-

(1) The Local Authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any person's resident or present in its area:

- a) The promotion or improvement of economic well- being;
- b) The promotion or improvement of social well-being;
- c) The promotion or improvement of environmental well-being; and

(2) The difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000.

47. Since the site forms part of open space, under Section 123(A) of the Local Government Act 1972 any disposal by way of lease would need to be advertised for two consecutive weeks in a local newspaper, and any objections considered by the Corporate Director – Place Shaping in consultation with the Portfolio Holder Major Contracts and Property.

48. The Council has the power to enter into the proposed partnership arrangements under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976, Section 111 Local Government Act 1972, Section 1 Local Government (Contracts) Act 1997 and Section 2 Local Government Act 2000. In accordance with Section 2 Local Government Act 2000 officers consider that the project will promote or improve the economic, social or environmental well being of the borough through the provision of improved, high quality youth and community facilities. Regard has been given to the Council's Sustainable Community Strategy and it is considered that the project is in accordance with the Strategy's stated aims, which include providing social opportunities for children and young people, increasing health and well being through the provision of sports activities and providing neighbourhood focussed services.

Equalities Impact

49. This is a large and exciting development and will facilitate a significant improvement to the available youth and community facilities in one of the more high risk areas of the borough. The area, by Harrow standards, has previously had relatively high levels of crime, anti social behaviour, truancy and adverse media attention and was identified for the first "Week of Action". This has not been the case over the last couple of years and it is believed by the Council in discussion with the police and local head teachers that this is in part due to the rejuvenation of the existing Cedars Youth Centre and Kickz Project. The new Centre will be a key milestone in Harrow's ongoing place shaping vision and tangible evidence of our commitment to young and old people, now and for the future.
50. Since the "in principle" offer, Watford FC CSE Trust and Harrow Council have held several consultation meetings; these have had good representation from the borough's diverse community. In addition, there has been positive engagement with Harrow's elected Youth Parliament and this project has become one of their priority actions to support.
51. When completed, the new Cedars Youth and Community Centre will be available to members of the local community to use or to hire. There will be an emphasis on activities that appeal to all age groups and events which promote community cohesion and interfaith dialogue.
52. The architects and builders will ensure that the building is fully compliant with statutory disability and accessibility requirements.
53. The proposed MRU will ensure that youth activities will be available for the entire Borough.

Community Safety

54. The local Tenants' and Residents' Association are fully involved in the design and development of the new facility and have provided much useful information about local needs and concerns. There is data from the police to show that there has already been a significant reduction in crime and antisocial behaviour committed by young people in the locality since the Cedars Youth Centre has increased its attendance levels. Based on local and national research it is well evidenced that the more positive activities there are available for young people and the more appealing the 'places to go and things to do' are, the more crime and fear of crime reduces in the area.
55. The architects and builders will ensure appropriate consideration is given to the community safety impact of the development and as much as possible "design out" the potential for crime, antisocial behaviour and nuisance. The neighbourhood police team for the area has been represented at the consultation events and are fully supportive of the development. They envisage that the building will become one of their key 'call in' points on their patrols. The Police Crime Prevention Design Adviser will also advise on the proposals as they develop, as part of the planning pre-application process.

Financial Implications

56. Under the terms of the award the capital grant of £4.2m will be awarded to Watford FC CSE Trust to procure and project manage the build of the new premises and the MRU. A key requirement of the new build design is that it is affordable from the grant funding. However in capital schemes of this size there is always a risk that the build cost will be greater than budgeted. To mitigate this risk Watford FC CSE Trust intends to procure the build at a fixed price tender.
57. On becoming operational, both the building and the MRU will be managed by Watford FC CSE Trust. The Council's on going financial contribution will be £30k and this will be financed from the existing budget for the current youth centre plus the £15k budget for the Kickz project. This contribution will be linked to performance as specified in a Service Level Agreement. The management of the centre will be overseen by the Steering Group. Watford FC CSE Trust is expected to produce separate accounts for the project which will be submitted to the Steering Group.

58. The new build and MRU is being designed to have a greater potential for revenue generation, for example through the provision of a more resilient grass playing area or an all weather pitch. If the all weather pitch is not part of the final scheme this will significantly reduce the opportunity to generate income and will require other funding sources to be found. Although the Business Case is still to be finalised, the current expectation is that the contribution of £30k from the Council plus the £40k contribution from Watford FC CSE Trust should be sufficient for the project to be self financing. Under the terms of the draft Partnership Agreement any surplus from the project will be used to set up a sinking fund to finance the on going maintenance of the building and MRU. However it is not expected to generate sufficient resources to finance a replacement MRU, which as highlighted in the report is unlikely to last for the full 20 years.
59. The Trust is expected to manage the service within the available resources. If there is an unavoidable overspend under the draft Partnership Agreement it would be funded on a 50/50 basis between the Council and Watford FC CSE Trust subject to approval by the Steering Group. This risk needs to be taken in the context that given the age of the current building, and the subsequent increase in maintenance costs, if the project does not go ahead there would be increasing pressure on the current budget. For example in 2008/09 the actual running costs were £15k greater than budgeted mainly due to an overspend on repairs and maintenance.

Performance Issues

60. Once active, the new Cedars Youth and Community Centre will impact favourably on a range of key performance indicators including :
- National Indicator (NI) 110 - increasing young people's participation in positive activities,
Actual 08/09 = 74.6 Target 09/10 = 76
 - NI 111 -reducing first-time entrants to the youth justice system,
Actual 08/09 = Available June Target 09/10 = not yet set
 - NI 112 - reducing under 18 conception rates,
Actual 08/09 = -5.1 Target 09/10 = -3
 - NI 114 - reducing the rate of permanent exclusions from schools - Actual 08/09 = 0.196 Target 09/10 = not yet set and NI 117 not in education and employment or training (NEET) -
Actual 08/09 = 3.8 Target 09/10 = not yet set
 - NI 115 - reducing substance misuse by young people.
Actual 08/09 = 5.6 Target 09/10 = 6

61. The action will contribute to improving the management of the Council's Assets; both within Use of Resources and Comprehensive Area Assessment require the Council and partners to demonstrate improvement and innovation in Asset Management.

Environmental Impact

62. The above proposal does not conflict with relevant Environmental Legislation and no Environmental Impact assessments are considered necessary. However a green travel plan will be completed, taking into consideration the combined effect with any likely development of Cedars Hall.
63. Redevelopment of Cedars Youth and Community Centre offers the opportunity to bring the energy performance of the building up to modern standards by improving insulation, using renewable energy technologies, and ensuring that efficient heating, heating controls and lighting are installed. This would result in lower carbon emissions and reduced running costs.
64. Similarly, the redevelopment should seek to install water efficient equipment wherever possible to minimise demand for potable water. This would reduce running costs and help to minimise additional demand for water in an area of the country that is classified as water-stressed by the Environment Agency.

Risk Management Implications

65. A project of this size and complexity has many risks attached. Initially there is the short time scale imposed by MyPlace for the completion of various stages by 26 August 2009. To mitigate this, the Executive Management Group has been put together with senior officers from Harrow Council and Watford FC CSE Trust to oversee and co-ordinate the project.
66. The bid made to the MyPlace competition proposed a three part scheme; a new youth and community centre, the MRU and the use of the green belt open space between the Youth Centre and Cedars Hall as the multi use games area. The ability to use an additional area of land in the open space for the games area is not certain and if it can not be included then there are risks about MyPlace awarding the grant due to the alteration. It is hoped that a compromise solution will be found that is acceptable to all. However some options may lead to a shortfall in revenue which will potentially need to be provided by the Council.

67. The cost of the build programme is envisaged to be c£2.2m with the remaining money required for the MRU and associated consultants and statutory fees. The grant money will be managed by Watford FC CSE Trust who will arrange for a fixed price building contract to be signed with advice from their solicitors. This will mitigate the risk of cost overruns and overall the project costs exceeding the budget available.
68. Once the building is complete and the project up and running, there is the risk of the project having insufficient budget to operate the centre or the MRU. Watford FC CSE Trust is preparing a detailed business plan as part of the submission to MyPlace in August 2009. This will provide comfort as to the initial ability of the project to fund itself. However the project is planned for the next 20 years and preparing an accurate cash flow that far into the future is not feasible and therefore there is some inherent risk for the Council that additional funding above the £30,000 currently budgeted for will be needed.
69. Finally, by allowing the Big Lottery Fund to take a legal charge over the property the Council risks the Fund assuming control of the property should Watford FC CSE Trust default on the use of the building as a Youth and Community Centre, cease to exist or otherwise commit a major breach of the terms and conditions of grant. However, since the use of the building will be restricted to a youth and community centre, and the main aim of all parties is to use the property as such, the risk of the Big Lottery Fund taking over the role of tenant is low. As stated above the Council will be exploring the opportunity with the Big Lottery Fund to have first refusal for operating the property should Watford FC CSE Trust default under the terms of the grant, although this may be subject to the Council entering into a Deed of Dedication.
70. A Risk Management Seminar is being held with MyPlace on 17 June 2009 to discuss the risks of the project and methods of mitigation.

Section 3 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 11 June 2009		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 June 2009		

Section 4 – Performance Officer Clearance

Name: Anu Singh



on behalf of the*
Divisional Director
(Strategy and
Improvement)

Date: 9 June 2009

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards



on behalf of the*
Divisional Director
(Environmental
Services)

Date: 15 June 2009

Section 6 - Contact Details and Background Papers

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Background Papers: None