



Please note: this Feasibility Study was completed in late 2019, before the many changes of circumstances of 2020. Since then we have moved on to identify a suitable property that is **not** identified in this document.

The Feasibility Study, however, is used to show that there is a need for a cultural youth facility, that it be in Newbridge, and that it is feasible for one to exist.

While Crooked House commissioned this research we will not be the legal promoters or owners of the centre, but would be anchor tenants amongst others.

The aspects of this study dealing with the use of the centre, the governance of it, and the design, remain our recommendations.

As of September 2020 we are in the process of developing a Business Plan which will be a practical and clear document outlining the next steps to take in the development of a cultural centre for young people.

- 10th September 2020

Feasibility study for the
provision of an open access
social, recreational, arts and culture space for young
people in Newbridge

COMMUNIQUE
INTERNATIONAL



EUROPEAN UNION
Investing in your future
European Social Fund



Riailtas na hÉireann
Government of Ireland



LCDC
Local Community Development Centre



Acknowledgements

Our thanks to the Crooked House Board and Research sub-committee for their guidance and support in compiling this feasibility study.

A round of applause for all the young people, who participated enthusiastically in our extensive consultation process, and special appreciation to the volunteer Project Workers in Crooked House.

The experience, expertise and insights offered by public sector partners, elected representatives and agency and community and voluntary sector stakeholders shines through the consultation feedback and underpins its conclusions. Thanks for sharing so generously.



Contents

Acknowledgements.....	i
Executive Summary.....	6
Consultation conclusions	7
Policy conclusions	7
Organisation, structure and governance issues.....	8
Organisation, structure and governance recommendations.....	9
Site Identification and Search Outcomes.....	10
Projected Costs	11
1 Introduction	13
2 The Consultation: Our approach.....	15
2.1 Youth consultation	16
2.2 Methodology	16
2.3 Feedback.....	17
2.3.1 Participation in a new facility	17
2.3.2 What would you like to see in the new facility?	17
2.3.3 What difference will the new facility make for young people?.....	18
2.3.4 How will the new facility be run?	18
2.3.5 Young People: What they said.....	20
2.4 Other stakeholders	21
2.4.1 The Building	21
2.4.2 Activities	22
2.4.3 Governance	22
2.4.4 Conclusion	24
2.4.5 Consultees' Vision.....	24
Activities.....	24
Governance	24
Values.....	24
2.4.6 Stakeholders: What they said	25
3 Policy Context, Governance, Structures.....	26
3.1 The Policy Context.....	26
3.1.1 Kildare County Council's role.....	26
3.1.2 Kildare County Council and Youth Arts.....	27
3.1.3 Creative Ireland Programme 2016-2022 and Kildare	29
3.1.4 Kildare Local Economic and Community Plan (LECP)	30
3.1.5 Kildare CYPSC: Children and Young People's Plan 2015 – 2017	32



Open access social, recreational, arts and culture space for young people in Newbridge	FEASIBILITY STUDY
3.1.6 National Youth Council of Ireland (NYCI) Youth Arts Programme.....	32
3.1.7 An Chomhairle Ealaíon/Arts Council Making Great Art Work.....	33
3.1.8 Conclusions.....	33
3.2 Organisational Structure and Governance Issues	34
3.2.1 Other models.....	34
3.2.2 Irish models	35
3.2.3 Crooked House Theatre Company CLG	36
3.2.4 Possible models	39
3.2.5 Summary.....	40
3.3 Conclusion & Recommendations	41
3.3.1 Recommendations.....	41
3.3.2 Conclusions.....	42
4 Spatial Policy, Population Projections, Site Identification Methodology.....	43
4.1 Current Physical Space	43
4.2 Physical Space Requirements	43
4.2.1 Summary of Space Requirements: Conceptual Space	45
4.3 Site Finding	46
4.3.1 Sites Currently Available.....	48
4.3.2 Planning History Search.....	51
4.3.3 Other Planned Development.....	51
4.4 Conclusion & Recommendations	54
4.4.3 Three Potential New Crooked House Spaces	55
5 Projected Costs	58
5.1 Site Acquisition & Development (Capital Costs).....	58
5.2 Operating Cost Models.....	59
5.3 Recommendations.....	60
Appendix 1: Consultation Overview.....	61
A1.1 Our Methodology	62
A1.2 The Process	62
Stakeholder analysis	62
A1.3 Call for submissions	63
A1.4 Media activity	63
A1.5 On-line survey.....	63
A1.6 Survey overview.....	64
A1.7: 29 October 2018 Report Newbridge Consultation 1	66
A1.8: 17 November 2018 Report Newbridge Consultation 2	76

Open access social, recreational, arts and culture space for young people in Newbridge	FEASIBILITY STUDY
A1.9: 8 December 2018 Report Newbridge Consultation 3	85
1.10 : 8 December 2018 Report Newbridge Consultation 4	93
A1.11: 29 November 2018 LCDL Engagement Letter	101
A1.11: 22 November 2018 Crooked House Theatre Press Release	103
A1.12: 27 November 2018 Leinster Leader (Page 8)	106
A1.13: 11 December 2018 2018-12-11-Leinster Leader (Page 4)	107
A1.14 List of Consultees	108
Appendix 2: Schedule of International and Other Models	110
Appendix 3: Intended Development Profile of Newbridge	112
A3.1 Planned Development of Newbridge	112
A3.2 Population Estimates & Targets	113
A3.2.1 Population Growth Proportionate to Position in Settlement Strategy	113
A3.2.2 Current Population	115
A3.2.3 Assignment of expected Population Growth	118
A3.3 Demand exists for an expanded Crooked House facility	120

List of Figures

Figure 2.1 The Engagement Pyramid, Gideon Rosenblatt	15
Figure 3.1 Youth Theatre Map snapshot & extract	38
Figure 4.1 Conceptual Crooked House Future Space. (4 no. floors; 200 m2 per floor inc. basement)	45
Figure 4.2 Depiction of 5 & 10 minute walking distance radii overlaid on Newbridge LAP map	46
Figure 4.3 Site Search Area within 5 to 10 minute walking radii from current Crooked House Location	47
Figure 4.4 Review of Available Sites to be read in conjunction with Table 4.2	49
Figure 4.5 Repeat of LAP Development Framework Strategy and Fig. 21 Design Brief Study Areas	52
Figure 4.6 Repeat Newbridge Urban Regeneration Strategy: A Cultural & Civic Quarter for Newbridge	54

Appendix 3

Figure 0.1 Repeat of Newbridge LAP 2013 – 2019 (with variation no.1) Land Use Zoning Objectives	112
Figure 0.2 Kildare County Settlement Hierarchy	114
Figure 0.3 SAPS settlement boundary for Newbridge 2011 and 2016	117
Figure 0.4 Census 2016 SAPS settlement Newbridge % of population by Age Group	117

List of Tables

Table 3.1 LECF Goals for Children & Young People.....	31
Table 4.1 Possible Additional / complementary uses for CH floor	45
Table 4.2 Summary Review of Available Sites	50

Appendix 3

Table 0.1 Kildare Development Plan Population projection table with actual 2016 census results	115
Table 0.2 Kildare Development Plan Housing projection table with actual 2016 census results	115
Table 0.3 Strategic Planning Area (SPA) and County Population Tables extracts from Draft EMRA RSES	119



Executive Summary

Since 1993, Crooked House and Kildare Youth Theatre (Crooked House) has delivered developmental, educational and training programmes in the arts for children, young people and youth leaders in the Kildare area. There was little focus on youth arts in the county until Crooked House established Kildare Youth Theatre in 1996. In the following years, other youth theatres emerged. Crooked House also nurtured young filmmakers, dancers, musicians and writers. This contributed significantly to the development of youth arts in Kildare. Subsequently a youth arts strategy was developed by Kildare County Council and they appointed a youth arts officer to the Arts Service.

Commented [EB1]: Peter are you happy with this section?

Newbridge has a young population that is naturally growing and is a priority settlement for targeted growth. Conversely, Newbridge holds minimal facilities to address youth needs. In 2017, during a meeting and subsequent discussions to explore the future of Ó Modhráin Hall, the lack of a dedicated space for young people in Newbridge was raised and thereafter a commitment was given by several of the attendees involved to pursue the issue.

Crooked House decided to bring together several stakeholders to identify a solution. It commissioned the Communiqué International team, through an open tender process funded by Kildare LEADER partnership, to undertake a feasibility study to explore the possibilities for the provision of an open access social, recreational, arts and culture space for young people in Newbridge.

The team adopted a mixed methodology approach underpinned by:

- Consultation, extensive policy research and literature review,
- identification of potential governance structures and operational models,
- analysis of planning and spatial development,
- identifying and appraising potentially available sites,
- and related supports and cost projections.

This Executive Summary sets out conclusions and recommendations that reflect the approach adopted:

- 1.0 Introduction
- 2.0 The Consultation
- 3.0 Policy Context, Governance, Structures
- 4.0 Spatial Policy, Population Projections, Site Identification Methodology
- 5.0 Projected Costs

Consultation and population projection outcomes show demand exists for a dedicated cultural youth facility

Our population estimates at Appendix 3 show that the town's youth population now and into the future is more than capable of supporting Crooked House and other youth cultural projects at an equivalent of 300 annual members (excluding outreach) in an expanded facility:

- At 2016, this capacity would account for 13.5% of the 12-18 age group, where that age cohort

- accounted for 9.7% of the town's total population,
- It reflects 1% of anticipated town population by about 2026 and 10% of post-primary school enrolments now.

Consultation conclusions

The consultation process harvested ideas and views from a broad range of stakeholders, and young people in particular about the potential for locating a youth cultural resource centre in Newbridge, where Crooked House can be one of many continuing to deliver its ambitious programme of work.

Young people believed that the new facility could have a transformative effect on Newbridge particularly from an Arts and Culture point of view. The young people also felt strongly that having the facility would reduce anti-social behaviour, and more importantly would promote social inclusion.

Other stakeholders believed that it is important that the proposed centre be in Newbridge; the geographic heart of the county.

Conclusions from the process acknowledged that the path to success is marked by the availability of the physical space, a good governance model and structure, a deliverable vision/mission/values and objectives, a sustainable model of resourcing and a plan as to how income generation will be met.

It is widely felt that a collaborative model will be the only way to deliver this future space. The strategic participation of key statutory youth-focused stakeholders and other partners working in the sector will be essential for viability in the longer term.

Policy conclusions

There is a positive and, in principle, supportive environment within the policy and funding sector for the development of Youth Arts.

On policy grounds, there is a clear argument for the potential value and desirability of a new facility for Kildare Youth Theatre, ideally in Newbridge which has been identified as an area of need in the CYPSC Plan 2015. However, this alone does not demonstrate feasibility, rather it reinforces the outcome of consultation. A Crooked House dedicated facility with Kildare Youth Theatre would only partly address the bigger issues of county-wide provision of youth services, including youth arts and theatre.

Our understanding and analysis of the strategic and political context is that any such facility will need to be multi-use and focused on diverse user groups, rather than concentrated on any single organisation or service. We also understand that viewed through the lens of county-wide provision, there will be competing priority areas within the county, and this will impact on the ability of Newbridge to attract and secure priority and resources.

Demographic profiling of Newbridge set against spatial policy and development objectives for the town at Section 4.0 and Appendix 4 demonstrate that the capacity for the envisaged facility exists.

Organisation, structure and governance issues

Organisational issues, structures and governance matters will determine, to a large extent, the conditions for feasibility that would exist, should a site or building become available.

In order to have a high level of confidence in the feasibility of the project there are a number of conditions that need to exist:

- (a) the availability of a suitable site, and**
- (b) an organisation with an appropriate management structure that meets recommended practice in terms of structure and governance.**

In addition to these, there is a need for a cohesive stakeholder group to support and help drive the project with diverse types of support, and an obvious need for finance (and the capacity to manage the finances) in order to make the project happen.

Crooked House recognizes the need for an independent body to be formed that will be the governing organization in charge of this project and facility. Crooked House will be a stakeholder, and a key user of the facility along with other youth cultural and support organisations.

Increasingly, funders are expecting organisations to have attained certain levels of compliance with recommended practice in organisational structure and governance, and it is increasingly the norm for funded organisations to have a plan and a pathway towards compliance with the Governance Code and other regulatory practices and requirements.

The feasibility of the proposed project will depend to a significant extent on the nature of the organisation or entity that leads the project and the arrangements for management and operation of the facility. Given the nature of Crooked House and its ambitions – to continue to provide and develop the services and activities that it has grown since 1993 – it seems more likely that Crooked House wishes to be the occupier or user or anchor tenant in the proposed new facility. These options could be managed under a conventional lease, under a cultural use agreement or licence, or through a service level agreement (SLA).

In summary, the conditions for feasibility that need to exist alongside the availability of a suitable site or premises, will include the organisational structures, relationships, strategic partnerships and

Commented [EB2]: Needs attention - 3 paragraphs deleted, I think this one is OK to leave

Open access social, recreational, arts and culture space for young people in Newbridge ——— FEASIBILITY STUDY ———
operational arrangements that increase the likelihood of the project being a success. Putting these in place will ensure that there is adequate governance and management capacity to protect the public investment in the project and ensure it realises its potential for Newbridge and its hinterland.

Organisation, structure and governance recommendations

There are clear practical options that it is now timely to consider to support a phased strategic approach to a capital development project in which Crooked House could be a significant stakeholder. One approach could be to break the project into discrete operational phases, for example:

1. **Acquisition and development of site/premises:** The organizational body responsible for the project could establish a company (**DevCo**) specifically for the purposes of acquiring and developing a site and building; this will involve raising potentially large amounts of money from a variety of sources;
2. **Ownership of building:** options could include that ownership of the asset is vested in **DevCo** or that ownership transfers to another entity that would be responsible solely for owning the asset (**HoldCo**); this entity would be the owner/landlord;
3. **Building management, maintenance and operations:** **DevCo** or **HoldCo** could enter into arrangements with another entity (**NewCo**) to manage and direct the operation, usage and maintenance of the building; the project organisers could establish a company (**NewCo**) specifically charged with owning and managing the building; the functions of this entity would be to manage the operation, usage and maintenance of the building; this entity could hold the building under lease from **DevCo** or **HoldCo** (which offers security of tenure) or could operate under a licence or cultural use agreement (which is potentially more flexible but offers no security of tenure).

Section 5.0 of this feasibility study provides budgetary guidance on the operating costs of a future youth facility.

Site Identification and Search Outcomes

Using consultation outcomes, steering group vision and estimates of usage tested against population projections and planned growth: a 600 – 800 m² facility has been identified for future requirements.

This facility must be assured and therefore must be on long lease or bought.

The Research sub-committee will identify the suitable governance actors and structure for securing a facility.

Established urban areas have existing building stock, therefore the new facility may not be purpose built but retrofitted;

- Even with stakeholder support and dedicated company/group for site procurement, it is likely that funding streams may be limited.
- The Research sub-committee recognises that flexibility is required in identifying a new location, thus 'site' in this exercise has the meaning of either a new build site or retrofit of an

Open access social, recreational, arts and culture space for young people in Newbridge ————— FEASIBILITY STUDY —————
existing building.

A site finding study (buildings and sites) has been undertaken and it is found that there is no site for sale or long lease suitable for the project. This is not to say that suitable space will not be available at a later date, and here, at section 4.2, the requirements of a new space are set out in order they can be deployed to test against any new sites that may become available.

In the course of the site finding study; three projects that may be capable of accommodating the project arose, each with unique characteristics: St. Conleth's Park redevelopment; forward planning submissions re. the Cultural and Civic Quarter for Newbridge; and the Library redevelopment.

None of the potential spaces identified is immediately available, though each is in, or just beyond the planning stage. The recommendations for each of the potential routes to securing a future growth space is predicated on the project convening the group they envisage best suited to this task. This group is likely and most effectively represented by individuals, who mirror the deliverers and occupiers of the Crooked House space, and thus may contain technical 'design and build' specialists, legal advisors, arts leaders and stakeholders. This group must be capable of meaningfully engaging with public service and private enterprise. Their governance structure will be informed by the recommendations at Section 3 of this report.

In general, subject to building survey and compliance assessment, the repurposing of an existing building is less expensive and time consuming than a dedicated build. Section 5.0 provides some budget guidance on site acquisition.

Projected Costs

The Study simply concludes that a space is required, there is appetite for same and a sustainable supply of users. Dedicated funding will be required to eventuate a dedicated youth facility future space.

In order that a sustainable business model is developed to match a convened and operational board, management team and site, the Feasibility Study closes with an order of magnitude of costs guide to site acquisition and operations.

In summary; acquisition and fit out of an existing building can be budgeted at minimum €1.5M and the construction of a new building at €2.7M.

Any of the above elements (acquisition, design, build, fit out) may be secured via funding or donation (time, monetary resources).

The proposed multi-use building will comprise a mix of cost centres and profit centres, as is standard with similar models throughout Ireland. Although the precise details of the proposed new centre are yet to be confirmed, this study has assumed that the final building/centre will be comparable to a small- to medium-scale mixed-use arts centre or multi-function community centre.

For illustrative and indicative purposes, this study has looked at the financial profile of a sample set of arts companies that are broadly comparable in scale to the proposed development. This study **recommends** that as the project develops, the Research sub-committee should begin the exercise of drawing up scenarios for the possible operating costs and revenue models for the proposed new centre. A useful template and model exists in the funding application form used by An Chomhairle Ealaíon/The Arts Council. Other funding and development agencies will have broadly similar requirements for information on projected operating costs and revenue.

This study **recommends** that the project team begins the process of developing capacity to create a more comprehensive business plan, using the resources available from the Kildare Enterprise Office.

The expansion of Crooked House services at a dedicated facility, alongside other STEM, sports and social youth activities, will be an important sustainable resource for a youthful growing town, and aid in the delivery of The Arts in Education Charter (2013) and government objectives for increased participation of young people in the arts and selected STEM activities.

1 Introduction

Since 1993, Crooked House and Kildare Youth Theatre has delivered developmental, educational and training programmes in the arts for children, young people and youth leaders in the Kildare area. These programmes focus mainly on supporting participants' wellbeing, artistic expression, positive mental health, life-skills development and self-confidence. They also develop participants' specific abilities and skills in acting and performance. Members run and rent the space they use, where they develop new work, host international exchanges, and provide cultural youth work with the assistance of a team of volunteers from Ireland and Europe. Crooked House operates from a space over Johnson's Pub in Newbridge, which it rents from a private landlord. All access to Crooked House projects and programmes is free.

This initiative arose when a group of people involved in the community came together to question why a community facility (Ó Modhráin Memorial Hall) was being sold to a private developer. Those who attended a public meeting in the Town Hall in August 2017 were concerned at the sale of the building (derelict for several decades) in a prime location beside the Whitewater Shopping Centre. They asked whether it could be refurbished as a public facility. Newbridge does not have a town community centre or an active community development association. During the meeting and subsequent discussions, the lack of a dedicated space for young people in Newbridge was raised and thereafter a commitment was given by several of the people involved to pursue the issue.

This discussion on the need for space for young people has been led from the outset by Crooked House Theatre CLG, which has worked with young people in Newbridge through Kildare Youth Theatre for the past 25 years. Crooked House is the project promoter for the Leader funding. Newbridge has a young population that is naturally growing and is a priority settlement for targeted growth minimal facilities to address youth needs. Crooked House decided to bring a number of stakeholders together to identify a solution. It commissioned the Communiqué International team, through an open tender process funded by Kildare LEADER partnership, to undertake a feasibility study to explore the possibilities for the **provision** of an open access social, recreational, arts and culture space for young people there.

Its terms of reference described the context and desired outcomes:

- A practical and solutions-driven study focusing on the views of young people around what type of space works for them and matching that with the opportunities available to make that a reality.
- Address the provision, management, operations, delivery, funding and sustainability of a dedicated youth space in Newbridge, to be delivered in the medium term.
- Ensure an open and transparent process led by a commitment to youth participation in all aspects of the project and communicating with the various communities of interest.

The team adopted a mixed methodology approach underpinned by:

- Consultation,
- extensive policy research and literature review,
- analysis of planning and spatial development, assessment of physical infrastructure;

Open access social, recreational, arts and culture space for young people in Newbridge ——— FEASIBILITY STUDY ———
identifying and appraising potentially available sites and related supports, and

- identification of potential governance structures and operational models.
- In order to inform our findings, we placed a strong emphasis on consultation with a broad range of stakeholders, specifically focusing on young people, bearing in mind that they are not 'beings in becoming' but 'citizens of today'.

2 The Consultation: Our approach



Figure 2.1 The Engagement Pyramid, Gideon Rosenblatt

This consultation process harvested ideas and views from a broad range of stakeholders, and young people in particular, about the potential for locating a youth cultural resource centre in Newbridge, where Crooked House can continue to deliver its ambitious programme of work with young people. When undertaking the assignment, we took the view that an approach of persistence and partnership was required to generate the best value from people's opinions.

We acknowledged that achieving a successful outcome would be dependent on the sum of the study's individual parts, and how they created synergies with other Kildare county and town plans and policies for long-term sustainability. Therefore, throughout our engagement with stakeholders, we emphasised that we were anxious to progress from diagnostics to action with an eye to the implications of existing policy.

We believed that it was important to build on existing relationships that Crooked House had successfully established over the years, as well as leveraging from its excellent reputation, thus strengthening trust and transparency throughout the consultation process. Our experience of conducting successful consultation processes has shown the importance of generating the 'experience' of making a difference as distinct from the abstract prospect of it. We understood that the quality of consultation with young people, as key stakeholders, would be critical. We wanted to create a participative environment for them, where new ideas were welcomed and accepted, and where they were empowered to contribute and to be involved in engineering the decisions that would benefit them.

2.1 Youth consultation

Apart from undertaking an on-line survey¹, we were keen to engage directly with young people of varying profiles through Crooked House, local organisations and schools. Particular emphasis was placed on the face to face youth consultation, which took place via 4 focus groups over a 5-week period in Newbridge and Naas.

These groups included teenagers and young adults in their 20s. Many of them, particularly the teenagers, already engaged through YouTube, Facebook, Instagram, Snapchat, WhatsApp and Twitter. We used social media to inform them about the consultation, i.e. primarily as a promotional tool for the ‘real’ event, as opposed to undertaking extensive engagement in a virtual space. Recent research has shown that young people often feel disconnected, and do not want to be reached through social and online channels alone but prefer face-to-face communication and dislike the sense of detachment that comes from social media.

We found that the young people valued the real connections and the workshops’ experiences, rather than just virtual interaction, and therefore we prioritised face-to-face interaction with them, while using the social media tool as back-up.

We identified 3 target groups drawn from existing service users and younger children from the Family Resource Centre network in Newbridge, and with Comhairle na nÓg in Naas, which provided us with a segment of the broader geographic spread of young people, who might travel to Newbridge to participate in such a resource, were it available:

Category 1 – Young people involved in the arts,

Category 2- Young people involved in local youth services,

Category 3- Young people who do not engage in any youth service activity.

2.2 Methodology

This consultation was designed to be a hybrid of world café and structured dialogue. It focused on 4 key areas; Participation, Activities, Outcomes and Governance. We included energiser games as a lead-in to group discussions and allowed time for reflection and comment after each section.

We explored the potential of such a resource through a number of trigger prompts:

- What would make you get up and go to such a place? (Participation)
- What would prevent you going? (Barriers)
- What do you think you would want to do there? (Activity)
- What would you want to get out of it? (Outcomes)
- What would be the most important thing about a place like this? (Values)
- Of the models presented, what features would be most important to you? (Menu)

¹ Appendix 1

Throughout our discussions with them, barriers to attendance identified by the young people included lack of privacy, difficulty in accessing a facility, distance to travel, opening hours, cost, a negative atmosphere, overcrowding, too many rules, bad reputation and location V transport.

2.3 Feedback²

2.3.1 Participation in a new facility

What would make you attend the youth facility?

Two key reasons were given in answer to the question ‘What would make you attend the facility?’ Young people cited the quality of the atmosphere in the facility and the types of activities that would be available to them there.

The atmosphere was cited by all groups. It must be youth friendly. It must be bright and welcoming with places to hang out. It should have music on in the background and staff that know how to deal with young people. It must be open to all young people to attend.

The young people were clear that there should be a range of activities in place to meet the various social and developmental needs which should include arts, social, educational and cultural activities. In essence, they felt that the atmosphere and look of the place would attract the young people and the range and level of activities would make them stay and engage.

2.3.2 What would you like to see in the new facility?

All groups highlighted the need for a range of activities to suit the variety of needs and interests of the target group as follows:

Social

A gathering space was mentioned numerous times by all groups. Young people are looking for a safe place to gather and meet friends. They felt that local shopping centres are not overly welcoming; they can restrict access and are quite strict if they perceive that young people are loitering. The need for a safe place to hang out with comfortable sofas and access to food at reasonable rates would be a priority.

Recreational

A wide range of recreational activities was proposed.

Speciality clubs and societies were also high on the agenda. These would include small groups of young people with a special interest in one area such as the arts, books, comics, movies etc.

Arts

² Appendix 1 Focus group feedback by meeting

The **arts featured strongly** in the consultation with an expressed need to develop a range of programmes to develop the artistic talents of the young people. The activities included drama, photography, painting, music tuition and performances.

Culture

Throughout the consultations, the groups identified the need for a lot more to be done to develop young people's awareness of other cultures and to have events to experience other cultures. This would take the form of culture nights, food appreciation, music and arts performances from other countries.

The groups also saw the centre as a base to develop European Exchanges with other groups in different countries.

Other activities

Animals featured strongly in all groups as the young people liked the idea of having some "House" pets in the facility – possibly a cat or some fish. Again, many special interest groups were mentioned including meditation sessions, grinds, revision classes, gardening and astronomy.

2.3.3 What difference will the new facility make for young people?

The young people were very clear that this facility has potential to make a significant impact on young people's lives. It can help them develop skills, meet new friends, provide safety and security and could act as an alternative to anti-social behaviour.

What difference will the new facility make for Newbridge?

The new facility could have a transformative effect on Newbridge particularly from an Arts and Culture point of view. There was a substantial feeling that by developing the arts and artistic performance there would be a knock-on effect that would improve the quality of all arts, the quality of performance, the interest within the community and the profile of Newbridge as an Arts hub. Impact on Arts and Culture in Newbridge would be significant as it would increase the numbers of people engaging in the arts. It would also help to discover new talent and would generate more arts performances and exhibitions locally. The young people also felt strongly that having the facility would reduce anti-social behaviour, and more importantly would promote social inclusion.

2.3.4 How will the new facility be run?

Governance

Young people suggested that a lot of work will be needed to come up with the best governance model which will have the balance of youth input and the implementation and management of proper policies and procedures. The model of governance proposed was an overall committee to have responsibility, (which would include young people's representatives), and professional staff to carry out the day to day operational aspects of the facility. Key stakeholders were identified as Kildare County Council, Local Youth Theatres, Youth Services and other statutory partners and interest groups. The young people's groups were mindful of the different levels of expertise required to deal with the different stakeholders and the responsibility of managing a facility of this size and stature. Young

people defined their roles as having an input to decision making, but with no direct responsibility for operating the resource.

Values

The key values identified were respect, tolerance, acceptance, accessibility, non-judgemental, welcoming and encouragement of self-expression.

Equality

All participants in the consultation agreed that the facility needed to be accessible for all young people in the community, regardless of gender, ethnicity, economic status or background.

Access

The groups were clear that this would be an Out of School hours facility as a priority, with evenings and weekends especially important. There was some debate about potentially having different times for different age groups in the facility, as 11-14-year olds may perhaps require different activities to 15-18 years. They also stressed that the centre could be used by school groups and others during the day time.



2.3.5 Young People: What they said ...



2.4 Other stakeholders

A series of telephone conversations took place with key agency stakeholders and other service providers between November 2018 and February 2019.³

In general, what has emerged from these conversations was acknowledgment of the overwhelming need for a youth facility in Newbridge. Many stakeholders referred to the history behind various efforts over many years to deliver such a facility. There were references to a business plan completed ten years ago, which had gained little traction.

Each stakeholder referred to the enormous contribution that Crooked House has made to the lives of the young people, who participated in activities there. Everybody also agreed on the excellent quality of the work produced by groups engaging in the project.

Moreover, stakeholders acknowledged that with the national economy in recovery and a focus on encouraging creativity at local level, renewed impetus might be channelled into establishing a youth cultural hub and resource centre.

It was also broadly agreed that the key to success is to have the right people inform the process. There must be ongoing listening and transparency in communication; an openness to share detail from design stage through to implementation to completion and inform stakeholders at each point of the process so that if required, various elements can be tweaked.

Specific points raised included: 2.4.1 The building, 2.4.2 Activities, 2.4.3 Governance.

2.4.1 The Building

Issues in relation to a lack of suitable resource in which to work with young people were flagged numerous times among all stakeholders.

A number of stakeholders asserted that it is unacceptable for agencies and the voluntary sector to be obliged to pay competitive private rents to enable them to fulfil their missions, when they are funded by the Government in the first place. It does not make sense for State monies to be invested in such a way.

A building-based entity has implications for costs and for governance. What to avoid is:

- A single purpose building, which may not be viable on its own; nobody wants something that is not going to be put to the best possible use.
- Inability to use a building or having a building that is lying idle, because not enough thought has gone into the governance issues, and there is no agreed management structure in place.

The concept of a single purpose building did not receive an enthusiastic response, in general. Respondents noted the difficulty of resourcing such a facility and the governance issues that could apply. One respondent noted that an important factor in all of this is that Arts funding tends to be

³ Appendix A1.9 *List of consultees*

allocated to project-based activities rather than to a building-based entity, particularly since the change in Arts Council policy.

The building should have an environment that suits both the extroverted and introverted service user, i.e. large open spaces and smaller, more intimate, fewer intimidating spaces.

2.4.2 Activities

The range of activities that might take place there would ideally be cultural and artistic in nature.

Synergies were acknowledged between the type of activities engaged in by Crooked House and those of Kildare-Wicklow ETB, Foróige, Kildare Youth Services and some local schools. Each of Crooked House's activities correspond with the Kildare /Wicklow Educational Training Board brief of education, cultural involvement and support that they offer young people.

One respondent articulated concern around growing polarisation within busy pressurised society. Some element of the project/service should be dedicated to developing civic awareness in young people as a crucial investment into the future. In large and growing towns like Newbridge, it is challenging to inculcate the *We* rather than the *I*, where a sense of anonymity can be pervasive in the face of such a large and growing population. It would be great to see projects that encourage personal resilience for young people, in conjunction with our responsibilities and reliance on one another to function as a community.

2.4.3 Governance

There is a need to ensure that ongoing checks and balances on processes are in place and that regular monitoring and reviewing happens. Any centre funded by Government needs to be sustainable; it also needs a strong strategy describing its vision, mission, values and clear goals.

The benefit of Crooked House being involved is that it provides a safe space in every way - peer leadership is a significant strength.

The Youth Work approach should complement and support anything that the artistic approach might undertake. It would also have to operate within the Quality Standards Framework for Youth Organisations. ETB Youth workers could facilitate that if the project doesn't already have it - bring it through the different stages, undertake the youth consultation, community consultation and get them over the line.

Through Community education services, it would be possible to source funding for trained facilitators to work with them on governance issues.

The idea of a partner-approach would make it a viable proposition. In terms of staffing a 'Shared Space', if Crooked House could provide the space with other partners, other entities could perhaps contribute a Project Worker or a Caretaker Manager.

Complementarity and collaborative approaches would strengthen any funding application and would be better value for money. The more organisations focus on working together, the stronger and the

In addition to delivery of space, ongoing sustainability needs to be addressed through provision of secure funding streams to support initiatives that are service user led and importantly, the engagement of a suitable manager, who will grow the service and optimise the experience for service users. Sometimes too much pressure is placed on youth organisations to operate youth facilities.

The weight of several partners is needed around the table, who have experience, insights and the necessary knowledge to make it work.

One respondent described the risks around two specific models:

- 1 A Board which is volunteer led with professional legal, financial and HR skills. This can be difficult to support as people realise that they are in deeper water than they anticipated because they have to operate a centre, they can often lose impetus as a result. It is also becoming increasingly difficult for voluntary boards to support the exacting regulatory environment and conditions therein.
- 2 A Board which is made up of directors from amongst the agency partners. On the one hand, that could be very viable because interagency partnerships in Kildare have been tried and tested and work very well together. On the other hand, sometimes, organisations aren't very keen to have staff members act as directors. People also realise the onus that is on them personally to act in directors' roles and are less willing to assume responsibility.

2.4.4 Conclusion

The path to success is marked by the availability of the physical space, a good governance model and structure, a deliverable vision/mission/values and objectives, a sustainable model of resourcing and a plan as to how income generation will be met. It is widely felt that a collaborative model will be the only way to deliver this type of initiative. The strategic participation of key statutory youth-focused stakeholders and other partners working in the sector will be essential for its viability in the longer term.

2.4.5 Consultees' Vision

A large multi-purpose facility with a cultural and youth focus, where Crooked House would be one of the anchor tenants. It could house teenagers and young people 12 -30. It would be accessible to other groups with a youth focus.

Activities

- It could provide youth services in general absorbing activities of other youth service providers.
- It would need to have two large workshop spaces for dance, theatre-making, and creative activity.
- It could be a training facility for youth leadership and volunteer training.
- It could have a developmental purpose for young artists with a sound proofed studio space and IT facilities.
- A downstairs basement could double up as an alcohol-free nightclub - also as an academy for DJs.

Open access social, recreational, arts and culture space for young people in Newbridge ————— FEASIBILITY STUDY —

- It could be a hub to incorporate a youth café with reception area and offices.
- It could include accommodation for dance, youth club and smaller practice rooms.
- It could build in space for film-viewing, reading and for teaching sessions.
- Its outreach could cover student numbers from 700 - 5000.

Governance

- It would be governed by a board of interagency stakeholders, who would operate best-practice policies and procedures.
- It would require a key stakeholder to take a lead role.
- It would offer a wide range of youth supports in partnership with other statutory and voluntary stakeholders.
- It would be inclusive, accessible and safe and would operate within the Quality Standards Framework for Youth Organisations.
- A centre manager would manage day to day operations with a voluntary team to offer support. Young people would have a say in decision-making.

Values

- Access, Creativity, Equality, Inclusive, Respect

2.4.6

Stakeholders: What they said

The unacceptable thing is that agencies and voluntary

sector stakeholders are obliged to compete for space in the private rental sector building.

A place for young people to engage with one another is really essential in the face of growing societal polarisation within a busy pressurised society

There is a dearth of space to meet young people's needs in the town

A strategic priority in CYPSC's strategic plan is to identify suitable facilities for young people in Newbridge

If this is to work, a number of partners around the table with experience, insights and the necessary knowledge is needed to make it work

A peer-led model is a significant strength

Don't underestimate the energy and effort that go into running and managing an entity like this

The more organisations are working together, the stronger and the better the process and the outcomes.

Have the right people inform the process

There must be ongoing listening and transparency in communication. We need to learn from mistakes of the past

It would be great to see projects that encourage both personal resilience for young people in conjunction with our responsibilities and reliance on one another to function as a community

Success will be marked by the availability of the physical space, a good governance model and structure, an agreed strategic direction, a sustainable resourcing model and an income generation plan.

Any centre funded by Government needs to be sustainable; it also needs a strong strategy describing its vision, mission, values and clear goals

3 Policy Context, Governance, Structures

3.1 The Policy Context

This representative review of the policy context is focused on local and national research, strategy and policy for Youth Arts. The overall national policy framework for children and young people is set out in *Better Outcomes Brighter Futures 2014-2020* which aims to coordinate policy across all areas of Government, and the 2015 National Youth Strategy commits to making provision for youth arts. The main sources of information covered in this representative review should be viewed in light of those national, county and youth policy frameworks and are chosen for their direct relevance to local arts provision in Kildare. They include:

- Kildare County Council
- Kildare County Arts Service
- An Chomhairle Ealaíon/The Arts Council
- Creative Ireland
- National Youth Council of Ireland

3.1.1 Kildare County Council's role

Kildare County Council Arts Service sees its role as the fostering, promotion and development of the Arts in Co Kildare, and it makes reference to the Arts Acts (1951, 1973, 2003) which provide the framework for the State's role in supporting and assisting the arts, through the work of An Chomhairle Ealaíon/The Arts Council, the Local Authorities and other bodies. The Arts Act 2003 states that:

"A local authority may provide such financial or other assistance as it considers appropriate to such persons or in respect of such activities, projects or undertakings, for the purposes of

(a) stimulate public interest in the arts

(b) promote knowledge, appreciation and practice of the arts

(c) improving standards in the arts, within its functional area."

The Kildare County Arts Service mission statement is to *"further develop an arts service for Kildare Council, which engages and inspires citizens of the county, placing the arts at the centre of the economic, social, cultural development of Kildare."*

The Arts Service espouses a strategic approach which is articulated as follows: *"In order that arts development is sustainable, Kildare County Council Arts Service is committed to the further development and consolidation of strategic partnerships, internally within Kildare County Council, locally, nationally and trans nationally."*

3.1.2 Kildare County Council and Youth Arts

Kildare County Council defines a young person as being aged between 12 and 25 years of age⁴.

The Council's policy refers to a range of sectoral policy and strategy documents that have been published by organisations that have recognised subject expertise in the arts of Youth Arts. This creates a robust policy framework within which Kildare County Council articulates its perspectives and strategic direction.

Kildare County Council's Youth Arts Strategy (***Making Inroads: Youth Arts Strategy 2009-2011***) describes the Council's understanding of youth arts, and its role in supporting youth arts, with reference to a number of independent research and policy papers that focus on this area of arts practice:

***"The Participation of Young People in the Arts in Ireland** report commissioned by the Arts Council of Ireland in 2002 describes Youth Arts as: 'The practice of all art forms in which young people in the 12–25-year age range engage as active participants as consumers / audience members in their own free time.'*

***Arts in Their Lives, A Policy on Young People and the Arts** commissioned by the National Youth Council of Ireland confirms this and expands upon it. 'Youth Arts can broadly be defined as young people taking part voluntarily in creative, cultural or expressive activity outside of the formal education process. It can encompass participation and appreciation, as well as engagement with arts work specifically created by, with or for young people.'*

Kildare County Council recognises Youth Arts as being something that *'encompasses the needs of the young person in tandem with the integrity of the art form, each having importance and value. Kildare County Council recognises the need to support Youth Arts organisations whose artistic process and engagement with young people is still developing. Young people generally engage with Youth Arts on a voluntary basis, in their own free time and outside of the formal school system.'*

Kildare County Council understands that diversity of needs exists within the 12 – 25 years age group, and that the type of programmes and services required for this group may differ to that of other age groups.

Kildare County Council acknowledges the breadth of experience of young people within the 12 – 25-year age bracket which includes:

- Second Level Students
- College Students
- Emerging Artists
- Young People generally

⁴ <http://www.kildare.ie/ArtsService/PoliciesandPublications/LinktoDocument,20084,en.pdf>

The county arts strategy (***Continue to Make Inroads: An Arts Development Plan for Kildare Local Authorities 2012-2016***) identifies Youth Arts as one of a set of key areas for development:

- Youth Arts
- Arts and health, specifically mental health, health of older people, children experiencing chronic illness
- Arts and disability
- Arts and education
- Integration and inclusion

This iteration of the county arts strategy also commits to a range of actions, of which the following are germane to the present study:

- *Continue to cultivate artistic excellence in the county through the provision of a quality arts programme across a variety of art forms*
- *Continue to support the development of arts infrastructure in the county through capital investment and other means*
- *Provide guidance for arts organisations on governance relating to company law and other statutory obligations*
- *Provide work placement programmes for third level graduates of arts and arts administration courses*
- *Continue to provide professional development opportunities for artists*
- *Continue to provide development opportunities for non-artists administering arts programmes*
- *Continue to work with the business community, including Chambers of Commerce, to create strategic opportunities*
- *Assist and act on behalf of artists and arts organisations to seek the use of vacant and temporary space for work, exhibition and performance*
- *Assist artists and other arts organisations to procure funding and other resources from other agencies*
- *Continue to explore opportunities for shared resources particularly in the area of arts administration and technical services.*

In the context of the present feasibility study, these commitments represent potentially significant support and resources that could assist and enable the project to progress from fitting within policy to becoming the implementation of several strategic actions. The reference above to “*work with the business community, including Chambers of Commerce, to create strategic opportunities*” opens the prospect of a role for enterprise development or facilitation as part of the scope of a new youth facility.

In its ***Youth Arts Strategy 2009-2011*** Kildare County Council outlines its commitment to the continued development and support of Youth Arts in County Kildare, noting that one of the key goals of ***Kildare 2012: An Economic, Social and Cultural Strategy for Kildare*** is to ‘*promote recreation, amenity and culture as an integral part of living*’ to ensure a better quality of life for the county’s citizens.

That document also sets out the guiding principles that will underpin Kildare County Council's engagement with Youth Arts: *"the development of Kildare County Council's Youth Arts strategy will be guided by the following principles:*

- *Access and Participation*
- *A Partnership Approach*
- *Best Practice*
- *Training and Professional Development*
- *Documentation and Evaluation"*

The aims of Kildare's Youth Arts Strategy are:

1. *Encourage organisations with responsibility for young people to engage in quality Youth Arts practice.*
2. *Explore innovative and sustainable models for Youth Arts programming.*
3. *Support Youth Arts training and professional development for youth leaders and young people.*
4. *Explore the potential of technology in Youth Arts provision.*

The Strategy outlines several proposed actions aimed at improving the Youth Arts infrastructure in Kildare:

- *Examine opportunities within Kildare County Council departments to support Youth Arts development.*
- *With Riverbank Arts Centre, and other venues examine opportunities to showcase Youth Arts practice across art forms.*
- *Liaise with local community transport companies to provide transportation for young people to key arts events.*
- *Explore the possibilities of Youth Arts programming and training for leaders in Youth Cafes throughout County Kildare.*

3.1.3 Creative Ireland Programme 2016-2022 and Kildare

As part of the *Creative Ireland Programme 2016-2022*, Kildare Arts Service produced a creativity and cultural strategy⁵. This strategy contains measures that are relevant to Youth Arts and this feasibility study. These include the following introductory statement:

"Our increasing population of children and young people generates a responsibility for Kildare County Council in providing cultural services and facilities. We also recognise our significant ageing population and the challenges and opportunities that this creates around 'quality of life.' Within this Strategy, we look forward to embracing our cultural heritage, as well as our future."

The following strategic priorities are identified for Children and Young People in Kildare:

- *Continue to create environments for children and young people to explore, test, engage and inspire; and provide avenues which increase interest in science, technology, engineering, arts and mathematics (steam) subjects*

⁵ https://www.creativeireland.gov.ie/sites/default/files/media/file-uploads/2018-09/CreativeCounty_Kildare_screen_0.pdf

- Consider the potential within cultural and creative environments, to facilitate access to emerging technologies and coding
- Continue to push the definitions of ‘play’, ‘culture’, ‘wellbeing’ and ‘creativity’, when devising programmes for children.
- Continue to work with organisations that advocate for children and young people to develop strategies and to support programmes of work
- Continue to work with Kildare Education Centre to support the Creative Youth Programme
- Devise a programme for Cruinniú, the National Creativity Day for Children and Young People.

3.1.4 Kildare Local Economic and Community Plan (LECP)

The Kildare LECP contains a detailed assessment of the place of children and young people in the County and its future, and it draws extensively on the work carried out in Kildare by the Children and Young People’s Services Committee (CYPSC) in the preparation of the Kildare **Children and Young People’s Plan 2015-2017**.

For the purposes of this study it is useful to view the LECP as part of a dynamic policy and funding context that includes TUSLA, POBAL, the ETBs and funding programmes such as LEADER and SICAP. Each of these plays a role in identifying and addressing challenges that affect the opportunities and prospects for young people to attain their potential and play an active role as citizens. In the context of this feasibility study, there are obvious resonances, synergies, interdependencies and mutual interests among these agencies and funding programmes that could be served, and whose strategic objectives could be delivered, by a multi-use youth space along the lines of what is envisioned by Crooked House and the young people and other stakeholders, who have contributed to the consultation and research for this study.

The LECP states that:

“Kildare has the highest rate of young people in the country. There are 77,832 people aged between 0-24 in Kildare representing 37% of the total county population. Even in absolute terms this is a significant number, and only Cork County, Dublin City, Fingal, and South Dublin have a higher number of children and young people. Clearly therefore policy development in Kildare needs to have regard to this reality.

A total of 3,417 babies were born in Kildare in 2013, equivalent to 16.2 births for every 1,000 of the county population. This is the second highest birth rate nationally and is greater than the average for the State (15 per 1,000) and the region (16 per 1,000). Underlining this theme of a young population is the fact that Kildare has the fourth highest rate of 0-4-year olds, and the second highest rate of 5-12-year olds, in the State. This factor alone presents very immediate and very significant policy implications in terms of planning for appropriate education services delivery in the county over the next five years.

This significant cohort of young people is of itself indicative of a vibrant and young population in the county, a significant proportion of which is moving through the family formation stage of the conventional lifecycle. Whilst this is a positive feature of life in Kildare, it can also create certain

challenges and negative outcomes, as some young people may struggle to gain access to the social and support services they need.

There are over 2,000 young people on the live register in Kildare. More than one young person a week presents to hospital as a result of deliberate self-harm. In 2013 there were a reported 57 such hospital presentations, and there were 27 admissions of Children to psychiatric care in Kildare. This is higher than the State average. Kildare also has high levels of referrals to TUSLA Child welfare and protection teams. In relative terms, investment in Children and young people services in Kildare is low. In 2011, the Department of Children and Youth Affairs invested €13.55 per young person in Kildare, which was the third lowest per capita allocation in the State.

There is also concern about the growing level of substance misuse amongst young people in Kildare. There has been year on year increases in the number of young people referred into the local HALO programme for young people with substance use issues."

The LECP positions children and young people as a High-Level Goal and articulates this goal as follows:

Strengthen the growth and development of children and young people across the county particularly those that are most vulnerable

Looking at the broader area of arts and culture, the LECP establishes that "the theme of Community, Recreation, Heritage, Arts and Culture is a significant component of this LECP. It is positioned as a High-Level Goal because access to these facilities is as important as access to employment. The latter provides us with the means to live, while the former provides us with the opportunities that we need to live connected, healthy, and fulfilling lives.

Therefore, Kildare County Council, in partnership with communities, non-governmental agencies, and government agencies at national level, will plan and work to ensure that people living in Kildare can access the community, recreational and leisure facilities that they and their families need."

The LECP identifies the following goals that relate to Children and Young People and that are relevant to this feasibility study:

9.2 To continue to plan for the provision of accessible youth spaces in newly designed community facilities across the county	9.2.1 Integrate the design of youth space facilities as part of all newly planned community facilities in the county.	KCC, CKLP, local communities, Kildare Youth Service and other youth service providers	2016-2021	Community facilities that are designed to fit the needs of young people and allow for increased services/supports for young people in their communities
9.3 To increase youth involvement in planning and representative structures	9.3.1 Support the work of Comhairle na nÓg to involve young people in policy and decision-making processes that affects their lives in line with national guidelines	Comhairle na nÓg, KYS, KCC	2016-2021	Increased involvement and engagement of young people in policy and decision

Table 3.1 LECP Goals for children & young people

3.1.5 Kildare CYPSC: Children and Young People's Plan 2015 – 2017

This plan is informed by very detailed profiling and analysis of the needs and challenges that affect Kildare's young citizens and, relevant to this feasibility study, it contains the following:

Youth Facilities and Activities

The need for enhanced access to youth facilities and activities was strongly identified as an issue by participants of Comhairle na nÓg and by parents and young people who were consulted as part of "Play Day". This is echoed by service providers who repeatedly highlight the importance of social, recreational and sporting activities for the wellbeing of Children and young people. Link to the Action Plan:

- Continue to support the development of the Youth Hub in Kildare Town.
- Support the development of dedicated youth space in areas where a need has been identified e.g. Newbridge, Monasterevin, Rathangan.

3.1.6 National Youth Council of Ireland (NYCI) Youth Arts Programme

NYCI delivers, in association with An Chomhairle Ealaíon/Arts Council, a range of supports for Youth Arts. NYCI also develops and publishes policy, research, advocacy and other strategic resources for this sector.

NYCI's position on Young People and access and participation in the arts is that:

"Ireland is a signatory to the United Nations Convention on the Rights of the Child states that "Member governments shall respect and promote the right of the Child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity."

*Inequality of access is the major issue in relation to arts provision for Irish Children and young people, affecting the quality of their education and their social inclusion. It is one of the dimensions under which disadvantage and poverty is demonstrated. **Growing Up in Ireland** states that by age 9, only 47% of Children and young people are participating in recreational activities after school. Participation strongly relates at that point to maternal education and family income. This means that a child's access to the arts will be dependent on not only their privilege, but the privilege their parents experienced growing up.*

NYCI advocates for a strategic approach to supporting Youth Arts: *"The absence of a strategic approach to provision and planning and the lack of adequate funding means that a young person's access to the arts can often be determined by whether or not they are lucky enough to be in an area in which there is strong local provision and if not, whether their parents can pay for it instead."*

The NYCI report **Young People, Creative Action and Social Change: A report on the value of participation in the arts for young people** includes the following recommendation which is relevant to this feasibility study:

“Developing a sustainable arts infrastructure: Some co-ordinators spoke about the importance of developing a sustainable arts infrastructure, particularly in rural areas, in order for young people to access and engage with the arts. Consideration should be given to where there is a need for a sustainable arts infrastructure and how such an infrastructure can be developed.”

3.1.7 An Chomhairle Ealaíon/Arts Council Making Great Art Work

The Arts Council’s 10-year strategy contains the following objectives for Children and Young people, as part of its approach to public engagement with the arts:

“Objective 8: Plan and provide for Children and young people

- We will advocate for the centrality of the arts in formal education at all levels and for the provision of quality vocational training in the arts.
- We will work with the Departments of Arts and of Education to achieve full implementation of the Arts in Education Charter.
- We will invest in artists, arts organisations and key programmes dedicated to developing high quality work in arts-in-education and youth arts, and we will support the provision of excellent arts experiences for young people in the public domain.
- We will make provision for children and young people a key focus of our relationship with local government.
- We will incorporate our commitment to young people into the mainstream of our decision-making and, where appropriate, into our funding agreements with arts organisations.

Objective 9: Champion and encourage amateur and voluntary practice

- We will highlight the cultural importance and social value of amateur arts practice in our advice and advocacy programmes.
- We will acknowledge the particular significance of amateur practice in certain artforms or genres.
- We will recognise the valuable work of volunteers especially in venues and festivals throughout the country and we will incentivise good practice in that regard by organisations we fund.”

3.1.8 Conclusions

Clearly there is a positive and, in principle, supportive environment within the policy and funding sector for the development of Youth Arts. There is a corpus of insightful and deeply researched documentation that provides both an evidence base and a strategic rationale for supporting Youth Arts within the broader spheres of Youth Work and Arts & Culture.

On policy grounds, there is a clear argument for the potential value and desirability of a new cultural facility for young people, ideally in Newbridge which has been identified as an area of need in the CYPSC Plan 2015.

Our understanding and analysis of the strategic and political context is that any such facility will need to be multi-use and focused on diverse user groups, rather than concentrated on any single organisation or service. We also understand that viewed through the lens of county-wide provision, there will be competing priority areas within the county, and this will impact on the ability of Newbridge to attract and secure priority and resources.

3.2 Organisational Structure and Governance Issues

This study considers a range of factors and conditions that influence the feasibility of the proposed development of a new youth space and multi-use facility for young people.

This section of the report deals with this last category of issues: organisational structures, governance, operating models and other strategically and operationally significant questions and issues. These elements will determine, to a large extent, the conditions for feasibility that would exist should a site or building become available. An understanding of these issues has additional utility in that it will suggest a roadmap for building capacity and knowledge of how to structure the enterprise in a way that is more robust, more resilient and more sustainable than current organisational arrangements.

In looking at operating environments and operating models in other jurisdictions, it is clear that Ireland lags behind in terms of **implementing** policy and strategy – there is no deficit of policy, strategy or plans here in Ireland.

3.2.1 Other models

In examining the variety of approaches to designing and operating a facility, this study looked at examples in other jurisdictions including Scotland, Tasmania and Finland.⁶

The utility of the comparisons with international examples lies principally in seeing how the broad vision expressed by Crooked House and the project team is in harmony with what are considered good exemplars elsewhere: high-quality, well-designed spaces, designed with the specific needs of young people in mind, high levels of youth input into the running of the facilities, a focus on multi-use spaces, an emphasis on safety, fun, inclusivity, openness, diversity and wellbeing.

There is a significantly lower level of congruence when it comes to the policy and resourcing environments. In the case of Scotland and Finland, there are comprehensive approaches to implementing and funding very significant (in Irish terms) resources and facilities for youth theatre. For the purposes of this study, it is considered that the example of youth theatre provision in Scotland is most relevant and accessible.

Youth Theatre is strong in Scotland because there is a tradition that most major theatre venues and companies have a youth theatre department; there is a strong tradition of amateur drama, and policymaking in Scotland has been informed by these traditions.

⁶ Appendix A1.9 *List of organisations*

One contributor to this study explained that the large venues and companies are the backbone of youth theatre, and that national and local policy is well designed to understand and support youth theatre, both within the arts context and more broadly within the domains of youthwork and wellbeing. This means that youth theatre organisations tend to be relatively well resourced and supported and are seen as an integral part of the arts sector, the youthwork sector and the performing arts industry.

These close links with theatre companies, theatre venues and the expertise, knowledge, networks and opportunities that go with that are very significant supports. This differs from the situation in Ireland, where only around 50% of youth theatres are connected in some way to a parent organisation, and where most youth theatres do not have regular guaranteed access to theatre spaces and resources.

3.2.2 Irish models

There are no examples of other models here in Ireland or locally in Kildare that are perhaps more relevant to what is envisaged for the project. However, there are models which provide a youth space that is multi-functional and designed and operated in a way that meets the needs, ambitions and dreams of young people as effectively as possible, and where young people actively have a say, in a structured and managed way, into what happens. What is absent is a model of a space that is driven by youth cultural expression and the arts, with traditional youth work also provided. There are several models of this kind of centre in Finland, the Netherlands, Australia and in the USA. But there are none that we know of in Ireland.

Locally in Kildare Town, the development of **The Hive** offers an interesting and evolving model of how to create a multi-use youth space that responds to identified needs, delivers elements of established services to support young people and provides a space with many of the characteristics and personality that young people are looking for (drop-in space, a café, a place to hangout).

The structure behind **The Hive** has a limited company with, currently, a multi-stakeholder board that includes Kildare County Council, Tusla, An Garda Síochána, Foróige, Kildare Youth Service, the ETB and parent representation. Our understanding is that the Board is exploring ways to increase the local community's stake holding through membership of the Board, while reducing the presence of the statutory bodies, now that their development work nears completion. We also understand that there are proposals being explored to create a Youth Steering Group that will embody the interests and needs of the young people whom **The Hive** is there to serve, and that this group will have a line of communication directly with the Board. This is a potentially effective and innovative solution that, in the long term, could build capacity among young people as well as ensuring that the Board remains in tune and in contact with its key stakeholders – the young people.

However, **The Hive** is broadly focused on youth work and this project needs to have cultural activity as its focus. Therefore the space needs to reflect that. Youth work provision would occur in the space, but uniquely, the centre would be among the first of its kind to focus on youth cultural expression.

Another usefully comparable model exists in **The Magnet** in Newry which is a voluntary youth centre catering for young people aged 16 - 25 from Newry and the surrounding areas. **The Magnet** was established as a Charity in 1988 and incorporated as a company in 2014. The centre is unique in that

The Magnet provides a range of informal educational and recreational activities for young people as well as providing opportunities for young people to socialise in an alcohol-free environment alongside health information and counselling to young people. The centre relies heavily on volunteers to deliver many of its programmes; volunteer recruitment and training are strategically essential to its operation and development. *The Magnet* has attracted funding and other support from a range of statutory bodies in Northern Ireland and, interestingly, it proves that it is possible to have an entity completely managed by young people and fully compliant with all relevant regulatory requirement, as demonstrated by the Charities Commission for Northern Ireland⁷:

In order to have a high level of confidence in the feasibility of the project, there are a number of conditions that need to exist: (a) the availability of a suitable site and (b) an organisation with an appropriate management structure that meets recommended practice in terms of structure and governance. Governance will be a major issue. In addition to these, there is a need for a cohesive stakeholder group to support and help drive the project with diverse types of support, and an obvious need for finance (and the capacity to manage the finances) in order to make the project happen.

3.2.3 Crooked House Theatre Company CLG

Crooked House Theatre Company is a Company Limited by Guarantee (CRO number 311330) and is registered with the Charities Regulatory Authority (CRA number 20143534) and is registered with the Revenue Charities Unit (reference number 20229).

The Company was established in 1993 as a theatre and arts organisation working with artists, actors, and non-actors in a range of settings to develop new performance material.

According to publicly available information⁸ the company currently has 4 directors or trustees – Evonne Boland, Kieran Behan, Mary Doyle and Mary Linehan. This meets the requirements of Section 43 of the company's Articles of Association.

The company's most recent financial statements are its 2018 Abridged Financial Statements available online⁹.

Crooked House is the parent company of Kildare Youth Theatre which it founded in 1996. Kildare Youth Theatre operates as a project within the ambit of Crooked House. Kildare Youth Theatre is a long-standing, affiliated member of Youth Theatre Ireland and the Director of Crooked House is on the board of directors of Youth Theatre Ireland.

Crooked House is supported by Kildare County Council and has also received project support arising from successful applications for funding to Erasmus+, The Arts Council, Kildare and Wicklow ETB, and the HSE.

The Company describes its work as follows:

"We work mainly with young and emerging performers, supporting a vibrant youth organization and a well-developed outreach and educational programme.

Our work is often in collaboration with international partners (for example, with the Royal National Theatre London – as part of their Connections youth theatre programme); or as co-creators of projects

Open access social, recreational, arts and culture space for young people in Newbridge ——— FEASIBILITY STUDY —
such as with *Osmosis (Greece)*, *the National Theatre of Scotland*, *Teatro della Limonaia (Italy)*, *Le Grand Bleu (France)* and *Rogaland Teater (Norway)*.

⁷ <https://www.CH/KYTaritycommissionni.org.uk/CH/KYTarity-details/?regid=100661&subid=0>

⁸ (<https://searCH/KYT.benefacts.ie/org/072f9be3-38cb-48a7-9833-2c79df97ee6d/crooked-house-theatre-company-limited-by-guarantee>)

⁹ <https://searCH/KYT.benefacts.ie/org/072f9be3-38cb-48a7-9833-2c79df97ee6d/crooked-house-theatre-company-limited-by-guarantee>



Over the past 15 years we have developed Theatre of the Oppressed techniques for an Irish context, delivering training and projects in Ireland and abroad. We develop and facilitate participatory theatre (and applied theatre) programmes for NGOs, agencies, and community/youth organisations nationally. Many of these programmes are part of positive mental health initiatives, and although they are not dramatherapy programmes, they aim to develop life-enhancing skills mainly with young people. In this sense they are sometimes considered to be “suicide prevention” measures. For more on this visit our blog at <http://www.trapped-radical.blogspot.com/>

We have also premiered plays in Kildare and Dublin by writers such as Ken Bourke (1997), Anthony Neilson (1998), John Guare (1999), Mark Ravenhill (2000), Edward Bond (2001), Darren Donohue (2003), Michel Marc Bouchard (2008), Laura Wade (2009), and Kevin Elyot (2010)."

Crooked House is an important part of Ireland's youth theatre sector which is made up of 57 youth theatre organisations with a combined membership of some 2500 young people and includes a national umbrella organisation Youth Theatre Ireland. **Kildare Youth Theatre is the largest youth theatre in the country, and the oldest in Kildare. It is also one of only a handful that offer everything for free to members. It has remarkable success in training young people and supporting them to gain places in the world's most prestigious acting colleges in London.**

The number of youth theatre organisations seems to remain fairly stable at 57, and aside from County Westmeath which does not have a youth theatre, youth theatre organisations are part of the local social and cultural infrastructure of the country.

The set of 57 youth theatre organisations can be described broadly as follows (based on research currently in hand by YTI, not yet published, and included here in an indicative way only):

- Around 50% are independent
- Around 50% are run or supported or attached in some way to another 'parent' organisation such as a venue or other organisation
- Most are unincorporated associations
- Some are structured as a CLG
- Some are registered with CRA
- All rely to varying degrees on volunteers and voluntary committees
- Most do not have an office
- Most do not own or control access to a space or building, and instead rely on access to community spaces
- Those who have a relationship with a venue/building tend to have some access to the venue/building
- Few youth theatres have core funding and instead rely on project funding – this creates difficulties in having the organisational, structural and governance arrangements that funders increasingly seek

The distribution of Youth Theatre in Ireland is illustrated in a snapshot of the interactive map by Youth Theatre Ireland at figure 3.2.

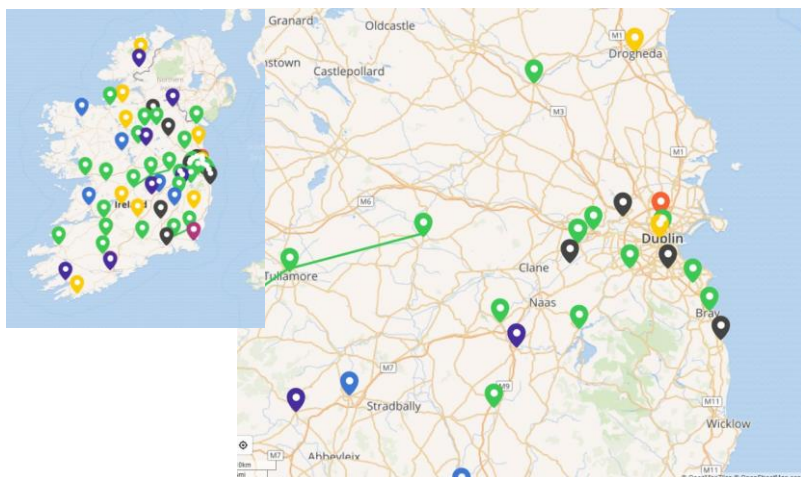


Figure 3.1 Youth Theatre Map snapshot & extract¹⁰

Within its sector, Crooked House is very well regarded for the quality of its programmes, its success in managing complex international projects, its ability to maintain an engagement with young people over 18 through challenging work, and its success in managing Erasmus programmes. Contributors to this study commented that Crooked House is unique in its success in retaining a cohort of over 18's engaged in youth theatre and attributed this to the strength and challenging nature of its programme. It is also unique in Europe in having more males involved in theatre programmes than female.

Other observations were that youth theatre is strong in Kildare because the professional company (Crooked House) founded the first one so long ago; and now there is a vibrant youth arts sector that has been reasonably well supported by the Local Authority, the Arts Council and others; that there is a tradition of amateur drama that creates a supportive ambience for youth theatre; and that Kildare is unique in having two youth theatres that are regularly funded.

Crooked House is similar to many arts organisations built around the vision, skills and motivation of a creative individual.

The legal company structure for Crooked House meets the requirements of the company's Articles of Association.

Crooked House has demonstrated its capacity over the years to apply for, receive, use and account for public funds from a range of funders, and it has also successfully managed a relationship with Clann Credo related to cash-flowing this feasibility study.

Commented [EB3]: Is that accurate??

3.2.4 Possible models

The feasibility of the proposed project will depend to a significant extent on the nature of the organisation or entity that leads the project and the arrangements for management and operation of

Open access social, recreational, arts and culture space for young people in Newbridge ——— FEASIBILITY STUDY — the facility. Given the nature of Crooked House and its ambitions – to continue to provide and develop the services and activities that it has grown since 1993 – it seems more likely that Crooked House wishes to be the occupier or user or anchor tenant in the proposed new facility. These options could be managed under a conventional lease, under a cultural use agreement or licence, or through a service level agreement (SLA). That said, there are important practical questions for Crooked House and other stakeholders, including Kildare County Council and Kildare County Arts Service:

- Where does this proposal fit within the hierarchy of county-wide priorities?
- Who will be the lead partner in any development?
- Who will own the new facility?
- If the developer is KCC, which of these options are preferred: lease-tenant (under landlord and tenant legislation), licence (under a cultural use agreement or licence governed by contract law) or SLA?
- Who will carry the costs of construction/refurbishment and bridging (if required)?
- How will the cost of use of the proposed new facility be established and will there be a cost recovery model?
- Will there be a new, separate management company to run the facility?

3.2.5 Summary

In summary, the conditions for feasibility that need to exist alongside the availability of a suitable site or premises, will include the organisational structures, relationships, strategic partnerships and operational arrangements that increase the likelihood of the project being a success. Putting these in place will ensure that there is adequate governance and management capacity to protect the public investment in the project and ensure it realises its potential for Newbridge and its hinterland.

An effective and pragmatic approach to dealing with the specific issues of structure, governance and capacity may be to develop a more strategic relationship with KCC in order to bring this proposed development onto the county agenda as part of the provision of youth services, including youth arts in Kildare. The most recent county arts development plan (**Continue to) Make Inroads: An Arts Development Plan for Kildare Local Authorities 2012-2016**) could offer fruitful opportunities here in facilitating the type of organisational, strategic and network development that this project needs, and without which there are likely to be risks to the feasibility of the project at this time.

In the case of this project, the consultation and research undertaken for this study indicate that there is sufficient and clear evidence of an emerging network of local strategic partnerships, alliances and shared goals to suggest that the proposed project could be feasible in the short to medium-term.

3.3 Conclusion & Recommendations

There are development opportunities envisaged for Newbridge which may offer feasible solutions for this project.

Precisely what future steps the project may need to consider will depend on currently unknown factors. That said, there are clear practical options that it is now timely to consider to support a phased strategic approach to a capital development project in which Crooked House, and other youth service providers, could be stakeholders.

1. **Acquisition and development of site/premises:** Establish a company (**DevCo**) specifically for the purposes of acquiring and developing a site and building; this will involve raising potentially large amounts of money from a variety of sources;
2. **Ownership of building:** options could include that ownership of the asset is vested in **DevCo** or that ownership transfers to another entity that would be responsible solely for owning the asset (**HoldCo**); this entity would be the owner/landlord;
3. **Building management, maintenance and operations:** **DevCo** or **HoldCo** could enter into arrangements with another entity (**NewCo**) to manage and direct the operation, usage and maintenance of the building; establish a company (**NewCo**) specifically charged with owning and managing the building; the functions of this entity would be to manage the operation, usage and maintenance of the building; this entity could hold the building under lease from **DevCo** or **HoldCo** (which offers security of tenure) or could operate under a licence or cultural use agreement (which is potentially more flexible but offers no security of tenure).

3.3.1 Recommendations

The study **recommends** that the project develops its network of stakeholders and strategic allies to help it identify individuals, who could provide the required expertise and skills at Board level to assist the team decide on the most effective course of action.

Section 5.0 of this feasibility study provides budgetary guidance on the operating costs of a future Crooked House facility.

3.3.2 Conclusions

At local and national level, there is a broadly supportive policy context that could accommodate a proposal to develop an initiative to strengthen Youth Arts provision in, and for County Kildare, through a building-based initiative (although this is implied rather than explicitly stated in policy and strategy documents). However, this possibility needs to be tempered with other factors and realities; including the prioritisation of resources in line with population density throughout the county, the issue of county-wide provision of youth services including arts, the availability of suitable sites in Newbridge, planning and zoning issues, availability of capital funding and effective mechanisms and structures for accessing these funds, as well as practical matters relating to arrangements for the ownership, management, maintenance, usage and overall governance of any new facility.

A further issue to consider is the capacity of the existing cultural and arts services, led by the Kildare Library service, to undertake and/or promote a new dedicated facility for Youth Arts in general and, more specifically, for Youth Theatre, and in particular, Crooked House. On balance, the existence of a generally favourable policy context is positive.

4 Spatial Policy, Population Projections, Site Identification Methodology

The identified optimal governance structure is here joined by a review of physical space to accommodate that growth.

Therefore, together with consultation outcomes *“the what”*, this section of the report seeks to guide *“the where”* to be considered in conjunction with *“the how”* at the governance section.

4.1 Current Physical Space

Since 1993, Crooked House has become a successfully integrated arts and development service for youth delivering programmes from their current facility, and in outreach and educational programmes.

Crooked House currently permanently occupies circa 160 square metres (m²), over one level on the first floor of the Liffey Arms at no. 1 Main Street, Newbridge. This is a leasehold property with 4 no. activity/multipurpose rooms, WC and kitchenette.

Crooked House currently serves approximately 120 members¹² on a permanent full-time basis i.e. they use the Crooked House facility and double that (240 no.) through their outreach and educational programmes.

Crooked House identifies a demand for, and an ability to expand each of their current services and to add to those services.

The current premises is incapable of extension for expansion due to lack of additional floors in its current building and absence of extension potential, due to the first floor location and occupancy basis.

In order to meet current and growing demand, a permanent space is required for Crooked House.

4.2 Physical Space Requirements

The following space requirements are identified by a combination of Crooked House Research sub-committee and Board and, stakeholder and youth consultation.

Size: A function of population the facility seeks to serve, and services intended for offer. Having regard to; intended and observed population projections, the relatively youthful population profile of Newbridge at Appendix 3; intended active engagement of youth in Crooked House arts programmes

¹² ‘members’ used to describe users of Crooked House services. Where this report refers to full-time this reflects one user of one programme at Crooked House i.e. 1 member : 1 service. It may be that a single member utilises multiple services. This figure excludes person in outreach programmes that are delivered elsewhere.

alongside other youth programmes (sports, sciences); and the servicing abilities of Crooked House (no. of staff members) an increase to **300** full time users has been estimated.

Total youth (12 – 30) population / uptake of arts programmes – servicing abilities of CH& KYT = 300 full time members.

Using a per head of space requirement of 2.5 m² this yields a space requirement of 750 m².

This requirement is translated to between 600 - 800 m² for the purposes of flexibility in site finding and the multifunction nature of the spaces within a new facility.

Function: Multipurpose arts services, including small performance space. Expansion of all current Crooked House in-house programmes: music, playwriting, performance, after school homework club, drop-in.

Crooked House delivers structured programmes in hourly or two hourly increments. Spaces can be used for multiple uses.

The drop-in aspect of Crooked House has revealed as important for youth in consultation and will be facilitated in a new space.

Appearance: Dedicated building (own door preferred), universally accessible, on-street presence and main access from street level.

Tenure: Long lease or ownership preferred.

Partnering: Crooked House recognise an ability to incorporate other programmes and partners.

Location: continue to serve Newbridge at a town centre location proximate to the existing arts landmarks (Riverbank Arts Centre and Library) in order to strengthen the arts profile of the town. The next section of the report sets out the methodology to identify a search area for a new facility.

The search area resulting is at figures 4.2 and 4.3 where the closer 5 minute or 400m metre radii is preferred for proximity over that within the 800m radii.

New or Old: The project team is sensitive to their location, understanding that a town centre location likely means that a virgin green or brownfield site will not be available to build a dedicated facility. Therefore, existing building / parts of building are open for consideration to repurpose for the project.

Cost: Any site / building identified will have to be secured in the first instance and works carried out either to build a facility or repurpose a building. The degree of works, time, professional and other inputs will vary in each case, but either will involve the following procurement stages:

Design + Planning Permission + Build + Building Regulating Compliance + Disabled Access Compliance

In general, subject to building survey and compliance assessment, the repurposing of an existing building is less expensive and time consuming than a dedicated build. Section 5.0 provides some budget guidance on site acquisition.

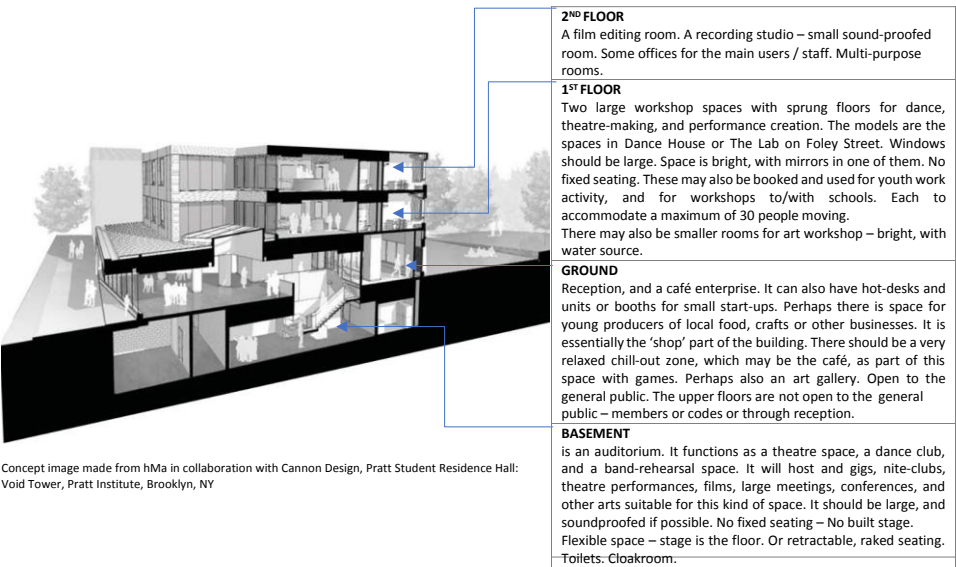
4.2.1 Summary of Space Requirements: Conceptual Space

It was felt useful to gain a spatial understanding of the new facility space. Therefore, using the physical space requirements a conceptual model and description of a new facility space is at figure 4.1.

Flexibility is an overriding feature of the new facility to be delivered by a group who will rely on funding / donations for a new space. As such, the conceptual model presented is not prescriptive and the space may be delivered in an entirely different format.

Table 4.1 is a summary of the potential uses of each of the floors provided by the Research Steering Group.

Figure 4.1 Conceptual Crooked House Future Space. (4 no. floors; 200 m2 per floor inc. basement)



Concept image made from hMa in collaboration with Cannon Design, Pratt Student Residence Hall: Void Tower, Pratt Institute, Brooklyn, NY

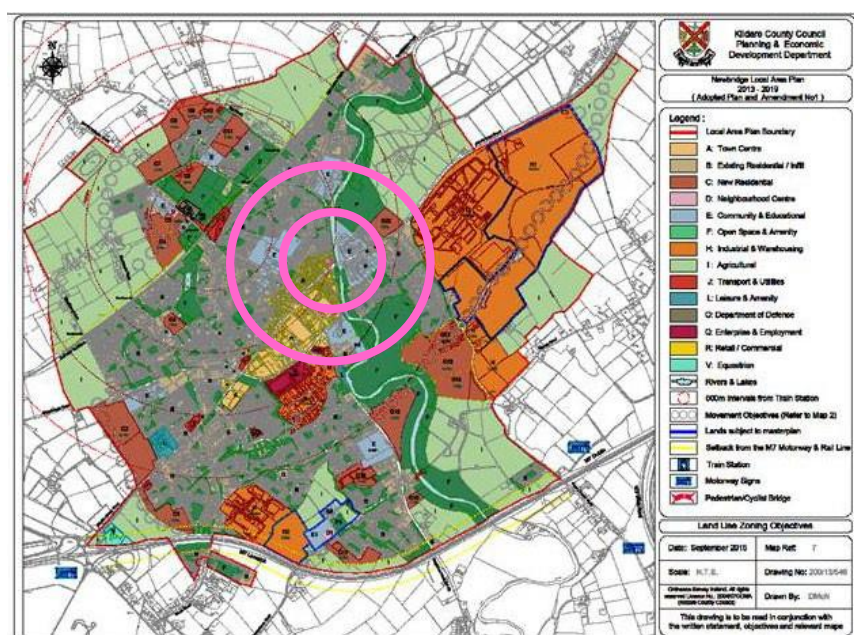
Table 4.1 Possible Additional / complementary uses for CH floor

BASEMENT	GROUND FLOOR	1 ST FLOOR	2 ND FLOOR
<ul style="list-style-type: none">• Becomes a second or studio space for Riverbank for 'overspill' or in the case of smaller performances. But not at the expense of the youth programme.• Rental at very low charge to bands for rehearsal• Nite-club (non-alcohol) every month at least• DJ sessions• Band gigs• Performances by Kildare Youth Theatre and other theatre	<ul style="list-style-type: none">• Café – offering school lunches during term time / somewhere like Ubh (https://ubh.ie/) or other local enterprise – source of employment for young people (possible training).• Start-up hub – hiring space for hot-desks, booths for meetings, etc.• Display or stalls for local artisan produce from young producers.	<ul style="list-style-type: none">• Workshops spaces advertised to the schools to bring groups in for creative or movement-based works• Riverbank programme workshops by visiting artists etc• Used as training rooms – for hire• Used by Crooked House as a base from which to make work• Recording and film-editing etc – hire of space• Other users who may seek long-term use are Kildare Youth Services, Newbridge Centre for the Unemployed, Foróige, The Order of Malta, etc. They would not be able to block-book a room for the year but would have to share it.• Link with providers for courses and programmes – the underground space and the 2 workshops should be able to host classes and trainings. Perhaps with Maynooth University, County Kildare Leader Partnership, Kildare Wicklow ETB	

4.3 Site Finding

A town centre location is considered most suitable to cater to the travel abilities of the youth population of Newbridge being designed and intended for the prioritisation of the pedestrian with the greatest concentration of sustainable travel and traffic calming in the town. It is the town centre that is intended for the greatest mix of uses to encourage visitors and into which traffic routes within the town, including school and residential, are concentrated.

Figure 4.2 Depiction of 5 & 10 minute walking distance radii overlaid on Newbridge LAP Land Use Zoning Objectives Map @ Kildare County Council



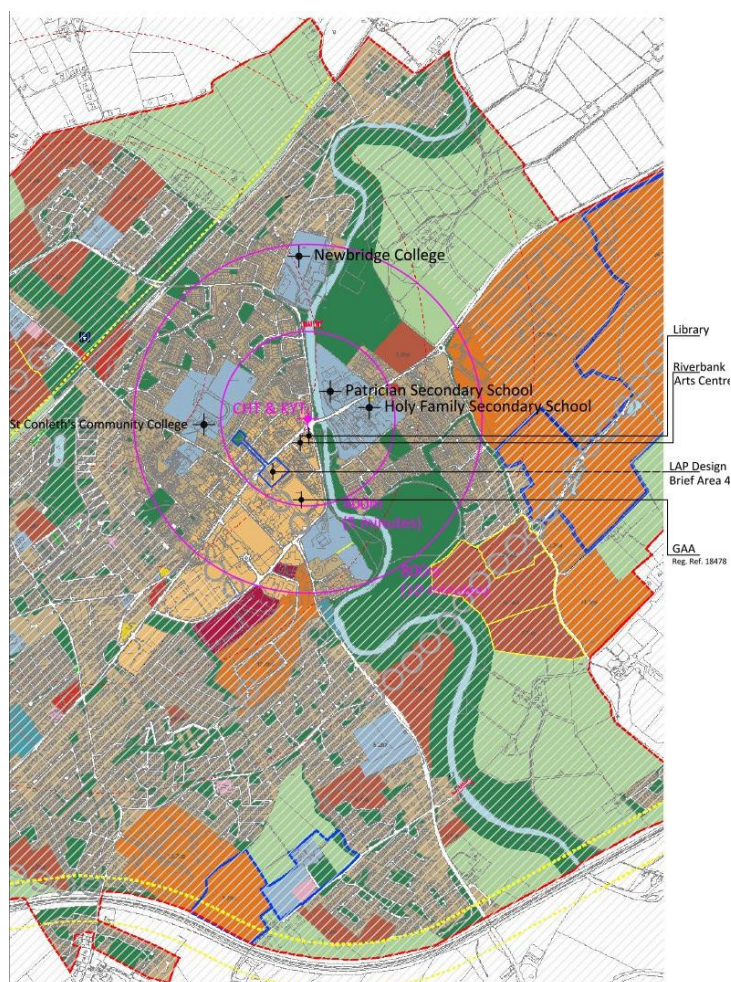
The project should be open during the day and in the evenings (after school). Safety (personal) emerged as a concern of youth in consultation. In this regard, any dedicated facility would be open from early morning (before school) into the evening and therefore a town centre location is the most suitable to accommodate a duration of use of this time from approximately 0700:2200 hours. An increase in day and night-time use within the town will increase the passive surveillance of the street and thus increase personal safety.

Having regard to tables 17.9 (car parking) and 17.10 (cycle parking) of the County Development Plan a facility with cycle parking and commuted car parking is identified as required. Parking requirement is reduced to pick up and drop off. Performance generated traffic can be accommodated on-street at a town centre location given infrequency of performances at times outside of working hours.

The search area for a space for the project is therefore focused on the town centre area from the current ‘arts fulcrum’ created at the junction of Main Street (R445) and the Athgarvan Road (R416) between Crooked House, The Riverbank Arts Centre and the Library.

400m and 800m radii have been identified from this fulcrum to reflect 5- and 10-minute walking times in accordance with *Transport for Ireland* guidance. See figure 4.2 that shows walking radii from the existing facility overlaid on Newbridge Local Area Plan land use zoning map and figure 4.3 that is a close-up of that walking radii area which is the search area.

Figure 4.3 Site Search Area within 5 to 10 minute walking radii from current Crooked House Location overlaid on Newbridge LAP Land Use Zoning Objectives Map



The River Liffey, running parallel to the Athgarvan Road, represents a significant physical feature that has been successfully utilised as a Linear Park but also creates a barrier that naturally demarcates the edge of the Town Centre; as reflected in the identified Core Retail Area that ends just west of the above identified ‘arts quarter’ (Map ref. V1-9.2 of the County Development Plan 2017-202) and the *Town Centre* land use zoning under the LAP.

With regard to the above, the identified search area at figure 4.3 has been reviewed to identify suitable sites for the project. In view of the preferred town centre location and value for money considerations; ‘sites’ here has the meaning of both sites and buildings or parts of buildings. Having regard to the sustainable growth phase of the project it was considered prudent to identify sites available now and upcoming.

In this regard, sites that are not available to occupy because they have not been offered on the market were not reviewed. For this reason, O’Modhráin Hall was not reviewed as the sites ‘available’. It was sold at auction in July 2017 and is the subject of a live planning application for demolition and replacement with 4 shops, 2 offices and 6 apartments; Reg. Ref. 18740 refers. This was notified grant of permission that was appealed in April 2019. It must be assumed that a grant of planning permission either by the local authority, or on appeal will lead to the redevelopment of this building by its owner. Moreover, the commercial space proposed in this application is not large enough to accommodate CH & KYT.

The NAMA list of properties enforced upon in Newbridge, that may come for sale due to this enforcement was reviewed. Two properties are listed in Newbridge at Roseberry Hill and Milltown Road; both are outside the search area.

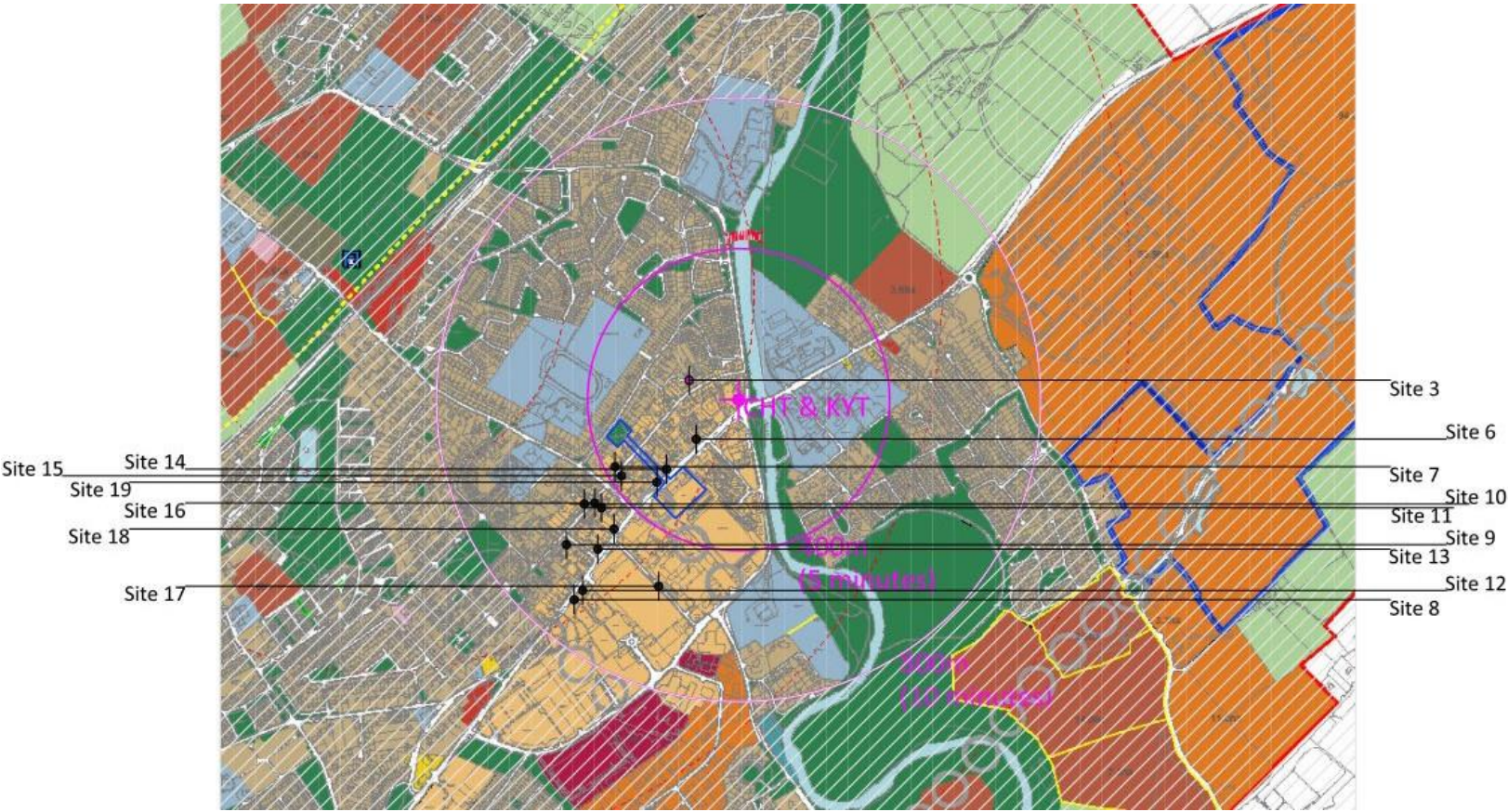
The site-finding study comprised reviews of; sites advertised for sale/long lease; planning history and statutory development objectives.

4.3.1 Sites Currently Available

The review table 4.2 describes each of the properties identified within the search area for sale or lease and goes on to rate each according to the criteria at the last section of this report.

In summary, for the main reason of size (too small) and, to a lesser extent tenure, all currently advertised sites for sale or long lease are rejected.

Figure 4.4 Review of Available Sites to be read in conjunction with Table 4.2



Open access social, recreational, arts and culture space for young people in Newbridge

FEASIBILITY STUDY

Table 4.2 Summary Review of Available Sites¹³

No.	Advertised Name	1. Size	2. Function & Appearance	3. Tenure	4. Location	5. Age/Status/build/refit potential	6. Zoning	7. Cost
1	Development Lands, Newbridge	85.58 ha.	Possible own-door access because Greenfield Site	Rent (unlikely to secure smaller portion)	Remote (off R445)	New Build required	Countryside	POA
2	Whitewater Shopping Centre, Newbridge, Co. Kildare	30,000 sqm	Possible own-door access	Rent (unlikely to secure smaller portion)	Outside SearCH/KYT Area	Existing Retail Units within shopping centre	Town Centre	POA
3	376 Eyre Street Cottage, Eyre Street, Newbridge, Co. Kildare	7,600 sqm	Possible own-door access (existing 2 cottages)	Sale (entire site for sale)	Inside 5 min	Existing cottages (demolition & rebuild required)	Town Centre	€ 550,000.00
4	Unit 20 Newbridge Industrial Estate	2,601 sqm	Possible own-door access (existing Industrial unit)	Rent (unlikely to secure smaller portion)	Outside SearCH/KYT Area	Existing Industrial Unit	Enterprise & Employment	POA
5	Development Site and Cottage, Naas Road, Newbridge, Co. Kildare	800 sqm	Possible own-door access (existing cottage)	Sale	Inside 10 min (but east of Liffey)	Existing cottage (demolition required). Planning Ref. 189674 funeral home, shop & parking (2013).	Retail/Commercial	€ 230,000.00
6	18 Main Street, Newbridge	107 sqm	Possible own-door access (ground floor only)	Rent	Inside 5 min	One rentable level only. Floor area increase impossible - Existing take-away.	Town Centre	POA
7	Unit 2 Astral House, Newbridge, Co. Kildare	42 sqm	Possible own-door access (ground floor only)	Rent	Inside 5 min	One rentable level only. Floor area increase impossible - Existing shop.	Town Centre	€ 11,000.00 pa
8	Moorefield Road, Newbridge, Co. Kildare	132 sqm	Possible own-door access (ground floor only)	Rent	Inside 10 min	One rentable level only floor area increase impossible - Existing shop.	Town Centre	€ 26,400.00 pa
9	Henry Street, Newbridge, Co. Kildare	68 sqm	Possible own-door access (single storey unit)	Sale	Inside 10 min	Could demolish & rebuild but footprint too small - Existing shop.	Town Centre	€ 180,000.00
10	Super Pizza, Henry St., Newbridge	90 sqm	Possible own-door access (half of ground floor only)	Rent	Inside 10 min	Half of one rentable level only. Floor area increase impossible - Existing pizza shop.	Town Centre	POA
11	Unit 4 Limerick Lane, Town Centre, Newbridge, Co. Kildare	136 sqm	Possible own-door access (split level)	Sale or Rent	Inside 10 min	Could demolish but footprint too small for accommodation - Existing shop.	Town Centre	€ 175,000.00 / € 45,600.00 pa
12	The Courtyard Shopping Centre, Newbridge, Co. Kildare	multiple units 87 to 940 sqm	Unknown but assumed	Rent	Inside 10 min	Existing Retail Units within shopping centre	Town Centre	POA
13	Edward Street, Newbridge, Co. Kildare	52 sqm	1st floor	Rent	Inside 10 min	Impossible to increase rental space at 1 st floor - Existing office.	Town Centre	€ 10,800.00 pa
14	Georges Street, Newbridge, Co. Kildare	101 sqm	1st floor	Rent	Inside 5 min	Impossible to increase rental space at 1 st floor - Existing office.	Town Centre	€ 10,000.00 pa
15	Eyre Street, Newbridge, Co. Kildare	48 sqm	Possible own-door access (ground floor only)	Rent	Inside 5 min	One rentable level only. Floor area increase impossible - Existing take-away.	Town Centre	€9,600.00
16	22 Henry Street, Newbridge, Co. Kildare	55 sqm	Possible own-door access (ground floor only)	Rent	Inside 10 min	One rentable level only floor area increase impossible - Existing office.	Town Centre	POA
17	Thai Plus, Unit 14b Cutlery Rd, Newbridge, Co. Kildare	89 sqm	Possible own-door access (may be ground floor only)	Rent (9 yrs left)	Inside 10 min	One rentable level only floor area increase impossible - Existing takeaway.	Town Centre	Negotiable
18	Edward Street, Newbridge, Co. Kildare, Newbridge, Co. Kildare	165 sqm	Possible own-door access (grd & 1st floors of 2 storey unit)	Rent	Inside 10 min	Could demolish & rebuild but footprint too small for accommodation - Existing takeaway.	Town Centre	Negotiable
19	Main Street, Newbridge, Co. Kildare	33 sqm	1st floor	Rent	Inside 5 min	Impossible to increase rental space at 1 st floor - Existing office	Town Centre	€ 8,400.00 pa

¹³ Column Headings: 1. Size: 600 – 800 sqm of accommodation required; 2. Function & Appearance: Brief description of property for sale/rent; 3. Tenure: Type of 'ownership' offered. Rent only useful in this case if it is long term and internal alterations that would be necessary to be made can be implemented; 4. Location: In relation to Search Area; 5. Age/Status/build/refit potential: This relates to cost and how many procurement stages necessary to secure accommodation at the reviewed site; 6. Zoning: Land use zoning objective within Newbridge LAP 2013 -2019 or County Development Plan 2017-2023. Indicative of acceptability in principle of proposed land use; 7. Cost: Based on cost of the reviewed. Not recorded as traffic light issue as reflects advertised cost and not total procurement cost.



4.3.2 Planning History Search

A remote planning application search was performed for the search area in March 2019. The search criteria limited the search for permissions within to the previous 4 no. years in view of planning permission having a general lifespan of 5 no. years. The search was further limited to non-residential use in order to identify developments / redevelopment that can alone, or in combination, accommodate the project.

This search identified only one development proposal within the search area that may have the potential for the addition or incorporation of Crooked House space that will not undermine the intended primary use. In this case, there is potential that the youth facility would be an ideal co-location use for reason of its all day and evening presence and focus of the intended primary use for amenity.

Reg. Ref. 18478¹⁴ is planning permissions granted in October 2018 for the complete redevelopment of St. Conleth's Park (GAA) including a new two-storey stand building. This site is mostly within the 400m search radii.

4.3.3 Other Planned Development

The statutory development objectives for what uses are suitable where in the future development of Newbridge are contained in the extended **Local Area Plan (LAP) 2013-2019 for Newbridge**, introduced at Appendix 3.

The majority of the identified search area is within the Town Centre area, identified in the LAP, of which specific Policies and Objectives have been set in the LAP at Section 7.5 *Town Centre* and 7. *Urban Design and Town Centre Development*. The development of the town centre by an overarching urban design approach is supported in the Plan. Section 7.6 provides an analysis of an identified town centre study area, where existing and historic street patterns are identified as the framework upon which envisaged suitable uses will be placed to encourage a strong, active and safe town centre area.

The Newbridge Local Area Plan (LAP) sets the forward planning objectives of the local authority i.e. what uses will be located where, and how they will look.

Permeability is paramount in the design of the town centre in order to move people along. Using sustainable transportation means the prioritisation of pedestrians, cyclists and public transport above the private car. The LAP envisaged urban design intervention encouraging permeability delivered in tandem with market-driven town centre redevelopment. There is a prospect that this permeability

¹⁴ 1) Demolition of the existing covered stand building, the club house, the scoreboard and section of the front boundary wall and turnstiles; (2) The construction of a new 2-storey covered stand building, with facilities within the stand, comprising spectator seating, players' and officials' changing areas, spectators' concourses, circulation, toilet areas, first-aid administrative offices, multi-purpose room, VIP/meeting areas, hospitality and bar serving facilities; confectionery/snack-bar facilities, stores, plant room and associated ancillary areas; (3) Modification to external hard and soft landscaping; (4) Alteration to existing boundary treatment/external signage; (5) Alterations to the existing main entrance and provision of a new entrance plaza (adjacent to the public car park off Main Street), incorporating a single storey stand-alone ticket office (30 sqm) and turnstiles with associated hoardings and signage; (6) Re-instatement of access through the existing stone archway on Athgarvan Road, currently block-up, to provide pedestrian access; (7) Works to the playing pitch including the replacement of some of the existing pitch enclosures/ball netting and an increase of the playing field dimensions from 139m x 81.4m to approximately 143.5 x 83m; (8) Provision of new scoreboard; (9) Provision of flood lighting (3 No. lighting columns at 33.5m high and 1 No. column 27.4m high above pitch level); (10) Provision of associated support services and infrastructural works at the County GAA grounds,

and improvement will be delivered early, as the **National Transport Authority (NTA)**, (whose mandate is for sustainable transport), has scheduled Newbridge as one of the towns for which a **Local Transport Plan will be made and delivered**. The fulcrum of the search area is at a crossroads and its improvement to prioritise pedestrians will be favourable for facility users and their physical safety.

The LAP prioritises town centre redevelopment. The NTA is to imminently develop a Local Transport Plan for Newbridge that will have regard to the Local Area Plan, and which will increase town centre permeability to the benefit of the movement of pedestrians and cyclist in this area. This will improve the urban environment for users of the facility and a submission should be made to this Plan.

Using the existing street pattern, key buildings and views and prioritisation of permeability, the LAP sets a Proposed Urban Design Strategy that identifies part of the town centre study area for protection, consolidation, expansion and strengthening from which more detailed Public Realm, Movement and Built Form strategies are made, shown together in a Development Framework Strategy (at figure 4.5).

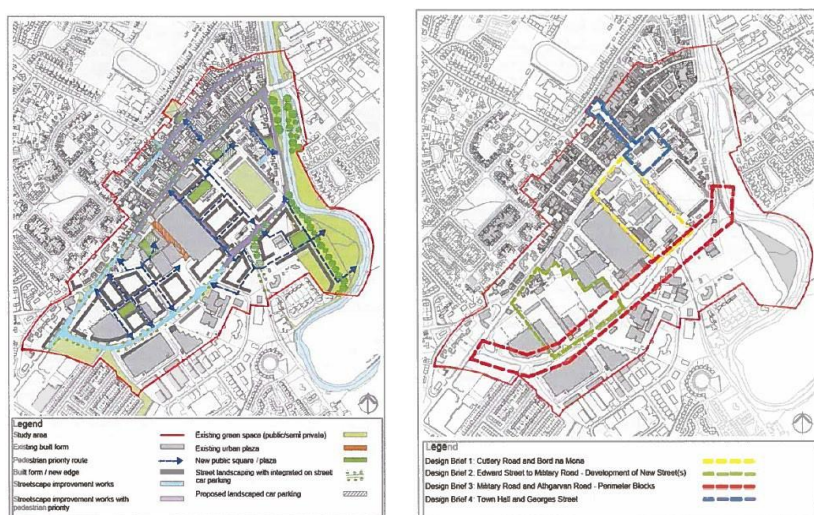


Figure 4.5 Repeat of LAP Fig. 18 Development Framework Strategy (left) and Fig. 21 Design Brief Study Areas (right)

The LAP Development Framework identified 4 key areas for which redevelopment is to be prioritised. After the Urban Design Manual Best Practice Guide (DoEHLG, 2009) Design Briefs are presented for each of these areas depicted at figure 4.5. **Of the Design Brief Areas no. 4 Town Hall and George's Street is the closest to the existing Crooked House facility and the search area fulcrum.** As it sits alongside the riverbank and library to the north and GAA pitch to the south, **this Design Brief Area has the greatest potential to fulfil a role as an arts and amenity quarter identified as the cultural quarter** and is therefore a preferred location for the youth facility that accords with the stated vision for this Design Brief Area ; *"The vision is to reinvigorate the historic heart of Newbridge around the historical central axis of the Town Hall, Georges Street and Market Square*

(traversing Eyre street). While this will not compete with the larger retail multiples, there is an opportunity to develop a cultural quarter, focusing on boutique style shopping mixed with a café/restaurant culture.”

Newbridge LAP uses an Urban design approach to identify 4 no. *Design Brief Areas*. Design Brief Area no. 4 Town Hall and George’s Street is identified as a *cultural quarter*. The arts and performance focus of the project will suit its location within the cultural quarter, which is within the identified 5 min search area.

In addition to the imminent Local Transport Plan for Newbridge was the announcement of allocation of funding for Newbridge under the Urban Regeneration and Development Fund (URDF) in November 2018. It is noted here that there were two categories of projects funded; category A projects that were ready to proceed in 2019 and category B that required further investigation in 2019. **The Newbridge proposal is in Category B and therefore will be further developed by the local authority in 2019.**

The application for URDF funding was supported by an urban design strategy prepared for the local authority by Metropolitan Workshop entitled *A Cultural & Civic Quarter for Newbridge*. The area identified in this strategy expands the already identified Design Brief Area no. 4 (the cultural quarter) in the Newbridge LAP to include St. Conleth’s GAA pitch. Importantly it includes the current Crooked House location and is entirely within the project’s new space search area.

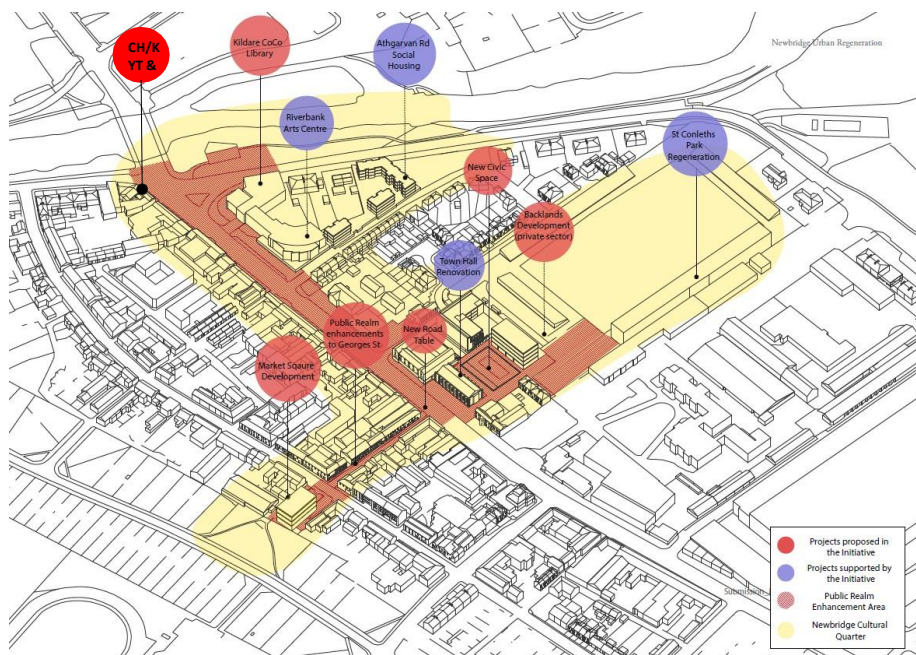


Figure 4.6 Repeat Newbridge Urban Regeneration Strategy: A Cultural & Civic Quarter for Newbridge for Application to Urban Regeneration and Development Fund 2018. CH/KYT & KYT current location has been included.

The *cultural quarter* identified in the Newbridge LAP and St Conleth's GAA pitch is identified as a *Cultural and Civic Quarter* for Newbridge urban design study submitted to obtain URDF funding. This project is approved for progression through further study by the local authority under URDF funding in 2019. It is recommended that the project shall engage with the progression of this study in order to aid the local authority in their detailed design, and ultimately secure a physical space for sustainable expansion.

It is submitted that the LAP displays and absence of envisaged new cultural uses at Design Brief Area no. 4; the *cultural quarter*. This cultural quarter is expanded to a *Cultural & Civic Quarter* by the local authority in their submission for approved URDF funding. The entire of this Cultural and Civic Quarter is within the optimum new location area for the project. An expanded facility in this Cultural and Civic Quarter will deliver a much-needed cultural land use for existing or future buildings. It is ideal for such a quarter as it will bring activity to streets, (including performance), without creating commercial competition that will undermine larger multiples or boutique shops.

4.4 Conclusion & Recommendations

The current Crooked House facility is unsuitable for future growth as it is too small and cannot be expanded.

Using consultation outcomes, steering group vision and estimates of usage tested against population projections a 600 – 800 m² facility has been identified as suitable for future requirements.

This facility must be assured and therefore must be on long lease or bought.

The steering group will identify the suitable governance actors and structure for securing a facility.

The constraints of an established urban area are understood as are the funding limitations around procurement. **Established urban areas have existing building stock, therefore the new facility may not be purpose built but retrofitted;**

- Even with stakeholder support and dedicated company/group for site procurement, it is likely that funding streams may be limited.
- The Research sub-committee recognises that flexibility is required in identifying a new location, thus 'site' in this exercise has the meaning of either a new build site or retrofit of an existing building.

A site finding study (buildings and sites) has been undertaken and it is found that there is no site for sale or long lease suitable for the project. This is not to say that suitable space will not be available at a later date, and here, at section 4.2, the requirements of a new space are set out in order that they can be deployed to test against any new sites that may become available.

In the course of the site finding study; three projects that may be capable of accommodating the project arose, each with unique characteristics: St. Conleth's Park redevelopment; forward

planning submissions re. the Cultural and Civic Quarter for Newbridge; and the Library redevelopment.

None of the potential spaces identified is immediately available, though each is in or just beyond the planning stage. Therefore, **immediate engagement is required in order to position the project as credible occupiers of potential future spaces.** The recommendations for each of the potential routes to securing a future growth space is predicated on the project team convening the group they envisage best suited to this task. It is likely that this group will comprise of individuals who mirror the deliverers and occupiers of the Crooked House space and thus may contain technical design and build specialists, legal advisors, arts leaders and stakeholders. This group must be capable of meaningfully engaging with public service and private enterprise. Their governance structure will be informed by the advices at Section 3 of this report.

4.4.3 Three Potential New Youth Cultural Project Spaces

4.4.3.1 St. Conleth's Park (GAA) redevelopment

St. Conleth's Park (GAA) redevelopment has recently been granted planning permission (Reg. Ref. 18478) but is yet to go to site. The redevelopment will install stands and buildings around the pitch. These stands and buildings could accommodate the project, albeit with some redesign of permitted development. The community service purpose of both the GAA and the project are complementary. It is felt that the project is a sustainable development prospect for the St. Conleth's redevelopment, as it would utilise built space at times compatible with training and matches.

To investigate the potential of this location, negotiation is required with the GAA. The securing of funding for the project facility is likely paramount to the degree to which the project would be a suitable partner for the St. Conleth's Park redevelopment in design, execution and commitment for use of resulting space to ensure return on investment. This matter requires consideration in order for meaningful engagement with the developers of St. Conleth's Park. In the initial interaction it is recommended that the project convenes its envisaged group for the progression of a new location in order that;

- the actual ability of the project to occupy the development is evidenced,
- the potential for co-location can be assessed and agreed, and
- the project has the capability to move forward in a meaningful way with the developers.

4.4.3.2 Forward Planning Proposals: LAP, Local Transport Plan & URDF sponsored Cultural & Civic Quarter

The Newbridge Local Area Plan (LAP) at its Development Framework identifies 4 no. Design Brief Areas for which the project redevelopment is to be prioritised. The Design Brief Areas no. 4 Town Hall and George's Street is the closest to the existing Crooked House facility and the search area fulcrum. As it sits alongside the riverbank and library to the north, and GAA pitch to the south, this Design Brief Area has the greatest potential to fulfil a role as an arts and amenity quarter identified as

the *cultural quarter* and is therefore a preferred location for the project facility that accords with the stated vision for this Design Brief Area.

This cultural quarter is expanded to include St. Conleth's GAA to become **A Cultural and Civic Quarter** that is to undergo further detailed design and study in 2019 by the Local Authority, who successfully secured URDF funding for this purpose using an urban design strategy for this Cultural and Civic Quarter.

The current next steps in improving the town centre environment is to be led by the Local Authority;

- **The NTA Local Transport Plan** will deliver the town centre permeability improvements that will open up the access to the Design Brief areas, including the cultural quarter.
- **The URDF funding is to be deployed over 2019** for the further study and design of the Newbridge Cultural and Civic Quarter.

The Research steering group has been advised to make a submission to any improvement plans for Newbridge, emphasising its established status and ability to service greater numbers of youth who are proven to be in the local area. Any submission by the project should emphasise its cultural / arts manifesto and therefore its suitability for occupation of the Design Brief 4 cultural quarter after the LAP. In this way, there may be opportunity for occupation of existing buildings or new /part of new buildings by Crooked House.

Interaction and negotiation is required with the Local Authority to investigate the potential of being provided a space as part of forward planning proposals for Newbridge. For the project to appear and operate as a meaningful redevelopment partner to the Local Authority or to private developers, where social infrastructure is to be delivered as part of their development in the cultural quarter, the project is advised to inaugurate a group for this purpose. This group may best be populated by individuals with a skillset that will match the requirements' characteristics of the Local Authority or private developers (e.g. design, development, surveying, funding, arts programme delivery leaders).

4.4.3.3 Library redevelopment

It is noted that the urban design study *A Cultural and Civic Quarter for Newbridge* used to secure URDF funding, submitted in support of the secured URDF funding, includes reference to a planned redevelopment of the public library. The library lies within the project search area. The study identifies that the library proposal will deliver 2,340 m² of "*accessible, welcoming and free cultural space*" in Newbridge. The reference to actual space indicates that plans for this redevelopment are progressed, though they have not been yet publicly released and will be subject to planning permission. Notwithstanding, there may be opportunity for Crooked House to occupy part of this space or, if designs are at an early stage, there may be opportunity to make provision for additional space to accommodate Crooked House.

To investigate the potential of this location, negotiation is required with the local authority. The library proposal is like St. Conleth's Park as both are redevelopment projects. In common with the St. Conleth's Park redevelopment, albeit less progressed, the library redevelopment appears to have undergone at least preliminary design. The recommendation here is the same as that for St. Conleth's redevelopment; that in order for the project to appear as a credible partner for this

redevelopment and occupier of the space that they convene their envisaged group for the progression of new location.

5 Projected Costs

5.1 Site Acquisition & Development (Capital Costs)

According to the Society of Chartered Surveyors Ireland (SCSI)¹⁵ Construction Tender Prices rose by 7.7% for the full year of 2018. There is concern that at this rate, projects will become inviable and those returned for 2019 so far show a slight decrease in rate of inflation.

The latest June 2017 SCSI Construction Cost¹⁶ indices show those costs inflating at a lower rate than tender prices.

The Royal Institute of the Architects of Ireland (RAI) from time to time produce costs guidance. The latest is for 2016 and recent enough to provide cost guidance.

In order to provide a guide to costs, we assume that the project construction will be like a commercial office development. The **cost for the construction** of a building like that to basic 'shell and core' indicated at section 4 of this report (600-800 m²) **will be conservatively between €1,000,000 and €1,200,000, depending on size.**¹⁷ It is more likely to be in the upper range, as this cost estimate excludes site development works. In this regard, the reader is advised that construction of a basement is, per square metre, a higher cost than construction over ground where no cut, tanking, fill etc. is required.

The building then requires **fit out**. The fit out of the project building would be in the range of quality as internal spaces are large but there is significant call for welfare facilities and the need for sound proofing, sprung floors and some fit-out of ground floor spaces to higher commercial standard as we believe it is intended to attract commercial partners for part occupation of this space. The **cost of fit out will be the same as the building at, conservatively, €1,000,000 to €1,200,000¹⁸, depending on size.**

An 8% additional budget provision is recommended for all construction projects, in addition to having them supervised by a quantity surveyor.

The above costs do not reflect;

- **site acquisition costs.** Throughout this report we have recommended that any 'site' secured be a purchase or long-term lease. This is for reason of the investment that would be required to secure a new premises. A review of table 4.2 provides a realistic guide to site acquisition prices in Newbridge. A figure of **€250,000** for building of 800 m² and or site of just over 800 m² can be utilised for budget purposes. This excludes tax and professional fees.
- **Design and project management team for delivery of the space**, including securing of necessary permits. This cost varies but, for estimation purposes a minimum of 6% of a build cost is recommended.

¹⁵ The SCSI Index is the only independent assessment of construction tender prices in Ireland, The Survey tracks Tender Price inflation in commercial construction projects with capital values over €0.5 million.

¹⁶ Construction Cost Index is based on costs and therefore does not necessarily reflect Tender Prices. The index tracks materials and labour costs in the industry. The Indices should not be used for projecting Tender Prices

without taking into account all relevant factors. The Construction Cost Index numbers exclude VAT.

¹⁷ RIAI, 2016 costs: developer standard commercial office development at €1,400 to €1,800 per m²

¹⁸ RIAI, 2016 costs: developer standard commercial fit out (Corporate HQ) at €1,470 to €1,850 per m²

In summary; acquisition and fit out of an existing building can be budgeted at minimum €1.5M and the construction of a new building at €2.7M.

Any of the above elements (acquisition, design, build, fit out) may be secured via funding or donation (time, monetary resources).

5.2 Operating Cost Models

This part of the study aims to establish broadly accurate assumptions for the running costs on an annual basis of a small- to medium-scale multi use cultural facility.

The proposed multi-use building will comprise a mix of cost centres and profit centres, as is standard with similar models throughout Ireland. Although the precise details of the proposed new centre are yet to be confirmed, this study has assumed that the final building/centre will be comparable to a small- to medium-scale mixed-use arts centre or multi-function community centre. This assumption is grounded in the following list of potential costs (which is indicative and for illustrative purposes only):

- There will be spaces for developing, rehearsing and performing work, this needs to be managed, maintained and insured
- There will be a hanging-out space, a social area
- There will be general office space
- There will be public circulation space
- There will be a coffee shop, café or similar facility (with associated costs)
- There will be office spaces
- There will be equipment, plant and machinery to maintain
- There will be storage
- There will be outdoor space to manage
- There will be ongoing maintenance costs, repairs, renewals
- There will be staffing and general office administration costs
- There will be marketing, advertising, PR and other information-based costs
- There will be costs relating to insurances, utilities, consumables
- There will be costs relating to compliance with regulations and standards e.g. with coffee shop/café

For illustrative and indicative purposes, this study has looked at the financial profile of a sample set of arts companies that are broadly comparable in scale to the proposed development by the project. The sample group includes Waterford Youth Arts (Waterford), Dublin Youth Theatre (Dublin) and An Táin Arts Centre (Dundalk).

The table below gives a high-level analysis of operating costs, gross income and numbers employed. The data used below is publicly available.

Organisation	2017 expenditure ('000)	2017 income ('000)	Number of employees	Structure
Waterford Youth Arts	219	230	10 (4x admin and 6x tutors)	CLG
Dublin Youth Theatre	104	105	1 (admin)	CLG
An Táin Arts Centre	575	524	7 (2x Mgmt, 2x Admin, 1x TeCH/KYT, 2x FOH)	CLG

The variability in numbers employed versus operating costs reflects the mix of employment arrangements that are common throughout this sector – paid staff and staff working on schemes or projects.

Crooked House has advised of the availability of 8 volunteers from Europe for a year each. They have also identified the possibility of a receptionist being sourced using European Social Corps volunteers.

This study has also reviewed the 2010 Feasibility Study carried out by Mentor Economics Development Limited, which contains a useful framework for a business plan (projections of income and expenditure, and indicative capital costs) for the development and operation of a comparable facility (The Culture Factory). The 2010 figures were:

Capital costs: €177k

Running costs: €152k

Income: 116k

The income assumptions were based on the centre offering a mix of services that would generate revenue:

Service	Estimated Income '000
Membership fees	17
Internet Café	10
Internet services	10
Pool tables	4
Juke box	2.5
Sale of computer consumables	1
Office Rents	15
Rents from other tenants	8
Parking	15
Box-office, gigs	15
Rehearsal space	5
Occasional room hire	2.5
Recording studio	1
TOTAL	116

The running costs of €152k include provision for 2x staff (1x Manager @€40k and 1x Administrator €30k).

5.3 Recommendations

This study **recommends** that as the project develops, the Crooked House Research Steering Group should begin the exercise of drawing up scenarios for the possible operating costs and revenue models for the proposed new centre. A useful template and model exist in the funding application form used by An Chomhairle Ealaíon/The Arts Council. Other funding and development agencies will have broadly similar requirements for information on projected operating costs and revenue.

This study **recommends** that the project begins the process of developing capacity to create a business plan, using the resources available from the Kildare Enterprise Office¹⁹:

¹⁹ <https://www.localenterprise.ie/Kildare/>

Appendix 1: Consultation Overview

We adopted an integrated approach to the consultation, and made a point of engaging with young people and project leaders in Crooked House to take photographs, provide interview material and post on social media.

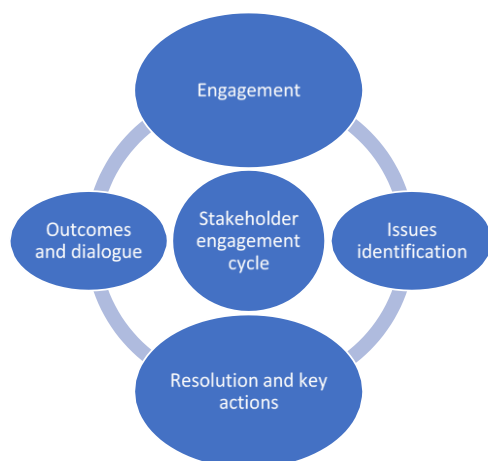


Table Error! No text of specified style in document..1 Stakeholder engagement cycle

Throughout the consultation phase, we emphasised the importance of participation. We wanted to give everybody a compelling reason to:

- Participate in generating the questions that needed to be addressed in any ongoing thinking about the project.
- Identify the current areas of priority that were important to them.
- Think ‘out loud’, publicly and transparently about the rights and responsibilities of each of the players in relation to any future model.
- Engage in dialogue about resources and futures that would be meaningful, sustainable and useful in the longer term.

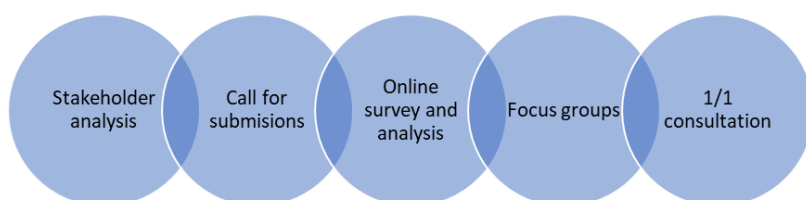
We also wished to:

- ‘Capacity-build’ those individuals and organisations to continue the discussions after this process had concluded.
- Sign off on a set of priority recommendations that had been discussed, debated, owned and recognised as not perfect, but relevant and applicable for a determined period.

A1.1 Our Methodology

We utilised a number of consultation tools:

- Stakeholder analysis.
- Call for submissions to the general public via local media, letter, social media and telephone call²⁰.
- Letters²¹ and follow-up to key stakeholders.
- An on-line survey and analysis.
- Targeted focus groups comprising young people of varying profiles.
- Crooked House Board visioning exercise.
- 1/1 consultation via telephone; statutory and individual.



A1.2 The Process

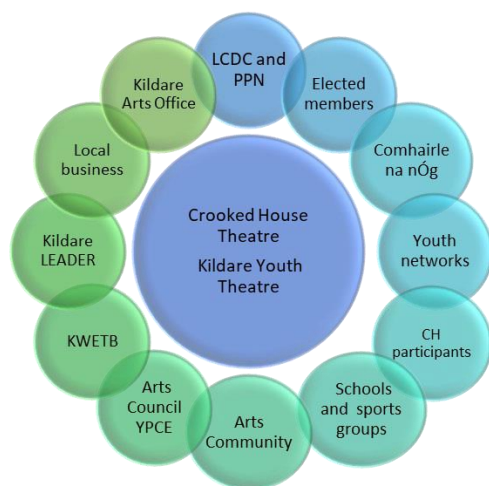
Stakeholder analysis

Guided by the Crooked House Research sub-committee, we assembled a list of priority stakeholders who could be targeted to inform them about the ambition of the project. We wanted to seek their views about the potential for a youth cultural hub in Newbridge, bearing in mind that they might already have clear views about the venture.

These stakeholders were drawn from the Local Authority, other statutory stakeholders, the business community, youth organisations, the arts community, local political representatives and, of course, young people through the local schools, youth organisations and social media.

²⁰ Appendix A1.6 *Press release*

²¹ Appendix A1.5 *Sample letter*



A1.3 Call for submissions

A call for submissions was made via local press and broadcast media. An online survey was devised and posted on survey monkey and considerable promotion done to direct people to the survey. Letters were sent to all stakeholders informing them about the study, asking whether they could contribute to the thinking around it and whether they would be prepared to speak with us. These letters were subsequently followed by e mails, texts and telephone calls, with varying degrees of success. Meanwhile, Crooked House project workers set up a Facebook page and made a short 2-minute video which was also shared on line to facilitate the consultation process.²² Letters were written to all local representatives, followed by calls to them asking them to disseminate letters and survey links.

A1.4 Media activity

A press release, flagging the on-line survey was issued to all local press and radio, prior to the beginning of the consultation. This was followed up with local editors with a motivating pitch paragraph for journalist consumption. Appropriate imagery was sourced and selected to accompany the press material. Telephone conversations were held with Kildare Now, Leinster Leader, Kildare FM and Kildare Nationalist offering interviews. The Leinster Leader issued a short release followed by a longer feature and liaised with Crooked House. A press photographer attended a focus group meeting in Crooked House and a photograph appeared in the Leinster Leader.

A1.5 On-line survey

A comprehensive series of questions was compiled. The survey was flagged to the general public and key stakeholders in our letter calling for submissions and promoted by the Crooked House project

²² <https://www.facebook.com/ProposedYouthArtsandCulturalCentre/>
<http://www.kildareyouththeatre.com/arts-and-cultural-resource-centre>

workers on social media, where a page was opened on its Facebook page to encourage participation. 136 people completed the survey. <https://www.surveymonkey.com/stories/SM-V877PYJ8/>

A1.6 Survey overview

Q1. Of the 136 people who completed the survey, 55% were between 16 – 19, followed by 30% who were between 12 – 15, with 12% over 30 almost 4% between 24 – 30, showing a good spread of young people who offered insights.

Q2. The most popular pastime for those surveyed revolved around browsing the internet and chatting with friends on social media. 50% of those surveyed also listed watching TV and playing computer games and playing music as social past times, with playing sport coming in at 42%. The most popular pastime within Newbridge – at 32% – was hanging out with friends.

Q3. From an arts perspective, 12% of those surveyed took music lessons, but only 25% of these took music lessons within Newbridge. The next most popular arts activity was art classes – with less than 10% of those surveyed taking their classes within Newbridge.

Q4. When asked how they rated the level of services for young people in Newbridge, 36% surveyed said that they were poor, 37% reported they found them adequate, and 20% said they found them very good.

Q5. The services or organisations that are important to have in the town are the cinema, which is tied with a youth music venue, interestingly closely followed by a homework club and then a youth café, youth training programmes and a youth theatre café. There were only 8 points separating the most popular answer from the least popular answer.

Q6. According to the survey, the most important thing about a dedicated youth space would be safety and security, followed closely by opening times. There were widely spread opinions amongst the respondents on what would matter most, showing that it's a multi-variant challenge that will need careful attention in order to achieve maximum effectiveness.

Q7. When considering the benefits of having a youth facility in Newbridge, there was again a wide spread of opinions on the need to improve facilities – with only 5 points separating the most popular benefit – 126 for having a social outlet for young people, from the lowest benefit at 121 – which was learning new skills.

Q8. This was mirrored when those surveyed were asked what would make them attend a dedicated youth arts and recreation resource – with only 5 points differentiating the most popular option – learning new things, from the “least” popular option, which was meeting new people. An interesting insight here is an apparent willingness to learn and improve themselves as opposed to just entertainment.

Q9. The activities that would be potentially offered in a new facility leaned heavily towards creativity and the arts – but marginally out front was a nightclub and internet café (somewhat inevitably). It is encouraging to see the responses to the named activities, as again, it's showing a willingness to learn and take part in activities that will help young people flourish.

Q10. When asked, how often a new facility would be used – “Occasionally” was the leading answer, but there were only 5 points separating this from “Weekends Only” which was the least popular answer.

Q11. On average, 45% of those surveyed thought that they'd spend €3 – €5 per week on drink/snacks/internet/workshops, with 28% saying they would spend €6 – €10.

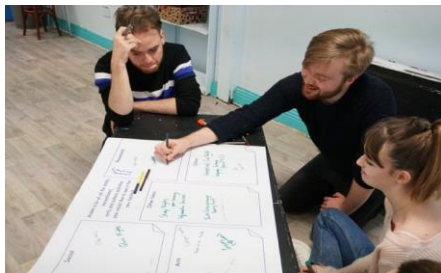
Q12. From a community perspective, 42% of respondents indicated that they could see themselves actively getting involved in running a youth arts and recreational facility, showing real buy in and enthusiasm for the project locally.

Q13. The level of input they'd like also needs a bit more exploring/ fine-tuning as it was close between the most popular and least popular answer – but the answer that respondents were most aligned to was that they would like to be consulted on activities each year.

Q14 When asked about the possible benefits of a youth cultural facility for young people, the consensus was that it would be a safe place available to young people, where they could develop new skills with a wide range of other young people, share ideas and support one another.

Q15 From a community perspective, it was agreed that such a cultural space would be a significant asset for the town.

Q16 In terms of the benefits for arts and culture generally respondents felt that having a youth cultural hub would give more people an opportunity to be involved in the arts.



A1.1: 29 October 2018 Report Newbridge Consultation 1

A1.2: 17 November 2018 Report Newbridge Consultation 2

A1.3: 8 December 2018 Report Newbridge Consultation 3

A1.4: 8 December 2018 Report Newbridge Consultation 4

A1.5: 29 November 2018 LCDC Engagement Letter

A1.6: 22 November 2018 Crooked House Theatre Press Release

A1.7: 27 November 2018 Leinster Leader (Page 8)

A1.8: 11 December 2018 2018-12-11-Leinster Leader (Page 4)

A1.9. List of Consultees

Report from
Newbridge Youth Consultation
29/10/18



CONTENTS

1. Context to the Consultation
2. Consultation team
3. Methodology
4. Young people's feedback
5. Key Recommendations



1. Context to the Consultation

This youth consultation was commissioned by Crooked House with a view to establishing young people's views on the development of a new youth social, cultural, arts and recreation space in Newbridge Co Kildare.

2. Consultation team

The youth consultation was conducted by 2 members of the Communiqué international team, Kevin Moran and Kwasie Boyce, assisted by its Director, Aibhlín McCrann.

Kevin Moran is the manager of Dundalk Youth Centre and has over 20 years-experience of conducting youth consultations. Dundalk Youth Centre is a large-scale youth and community facility in the centre of Dundalk which provides a range of youth, arts, training and wellness supports for young people.

Kwasie Boyce is artistic Director of MAD Youth Theatre. Kwasie has over 10 years' experience of delivering youth arts projects all over Ireland and Europe. This year MAD won both the Youth and Arts category of the Louth Community Awards.

3. Methodology

This consultation was designed to be a hybrid of world café and structured dialogue. The consultation focused on 4 key areas; Participation, Activities, Outcomes and Governance. We included energiser games as a lead-in to group discussions and allowed time for reflection and comment after each section.

4. Young People's Feedback

4.1 Participation in a New Facility

What would make you attend a youth facility?	What would prevent you from attending?
<ul style="list-style-type: none"> • If my friends were there • A nice space • Music • Relaxed Atmosphere • Fun • Friendly People • Learn Something new • Place to Socialise • Free Food • Meet Like Minded People • Different Events • To make art without being judged • To find people to make a band with • To get away from the stress of school • A proper stage • A recording studio • Flexible opening hours • A place to do school work 	<ul style="list-style-type: none"> • Bad reputation • Bad location • Forced participation • No Time • Too much homework • Strict rules • No WIFI • Fear of public speaking • Fear of rejection • Not colourful • If we were treated like children • Costs • If I don't have enough information about activities • Other Commitments • Clique – unfriendliness • Work • Age restrictions

4.2 What would you like to see in the new facility?

Social	Recreational
<ul style="list-style-type: none"> • Nice Lighting • Couches • A Chill Space • Different Societies • Meeting Rooms • Gaeilge • Sweets • Conflict resolution • LGBTQ • Clubs • Music nights – opera • Film Society • Podcast nights • Somewhere to chill • Confidence building • Chairs beanbags and cushions • Coffee mornings • Big open space to meet new people • Parties • Tea 	<ul style="list-style-type: none"> • Board Games • Basketball Hoop • Ping Pong table • Swimming Pool • Gym • Dance Studio • Wii • Pool table • Table tennis table • Game Tournaments • Youth Run Classes • Dungeons and Dragons • System for swapping films and games etc. • Running track • Art station – pens paint paper • Mindfulness meditation • Yoga

Arts	Culture
<ul style="list-style-type: none"> • Canvas and easels • Young people painting the walls • Musical instruments • Plays • A stage • Cindy Hop Jams? • Areas to create theatre • Photography • Painting • Musical recording / rehearsal space • Talks from actors • Stunt workshops • All types of dancing - Zumba 	<ul style="list-style-type: none"> • Movie Nights • Book Club • Poetry reading • Intercultural food nights • Share cooking skills • Open Mic nights • Learn about different traditions • Collaborate with other youth centres around the world through exchanges and social media
<p>Other things we would like to see.....</p> <ul style="list-style-type: none"> • Sleeping Pods • Kitchen • A cat • Meditation Centre • Revision classes • A pond • Facilities to stay if something happens at home • Astronomy • Facilities for special needs • 2nd hand flea market • Cocoon swing • Grinds for Grinds -Students helping students • Gardening • Outings to Places around the country • Festivals • Young People doing workshops for little kids 	

4.3 What difference will the new facility make?

For Young People.....

- More things to do
- Meet like-minded young people
- Less drug taking as young people will be less bored
- More things to do besides sports
- Develop confidence
- Develop social Skills
- It would give all people somewhere to go especially shy/ awkward people
- Fulfilling activities available
- No pressure to conform to norms
- Somewhere welcoming for LGBTQ young people
- Make new friends
- More of a sense of community
- Safe Space
- Happiness
- Empowerment
- It will keep young people off the streets
- Cheap hobbies (Cost)

Newbridge.....

- Increase open mindedness of people in Newbridge
- New place to go
- It would inspire other towns
- A space for many different groups to share
- It would put Newbridge on the map in terms of culture
- It would bring the people of Newbridge together
- A space for different groups to come together e.g. Older people playing cards
- Would become a more significant place in Kildare
- Bring the community together
- A happier town environment
- Closer Community
- Increased social inclusion
- Increased numbers of social events
- Less Crime
- Less Violence
- More attractive for young people and young families

Arts and Culture.....

- New works of theatre would be created in the space
- Increased interest in arts and culture
- People would find that they have a talent in the arts
- An accessible place for young people to engage in creative activities
- Easier to get involved
- More people would be interested in the arts
- It will become more accessible
- Newbridge would be more prevalent for arts and culture
- Discover new talent
- Will attract greater levels of arts funding
- A place to work
- Place to exhibit work
- Chance to spread ideas

4.4 How will the new facility be run?

<p>Governance Who will be responsible for the building?</p> <ul style="list-style-type: none"> • The Council • Democratic ownership • Possible paid admin positions • Hard to run a big facility on volunteer work • Kildare County Council • Youth Committee • General Manager • ETB • Adult volunteers and young people • European Programmes • Membership • Artistic Director • Make up a board of members • Monthly meetings to make improvements 	<p>Values What values are important to make the place a success?</p> <ul style="list-style-type: none"> • Be kind and open minded • Value ideas and encourage input • Tolerate everyone's views and culture • Respect • Freedom • No Judgement • Inclusivity • Accessibility • Acceptance • Tea • Self-expression • Community • Large range of things to do • Sense of responsibility • Not a youth club vibe • Respect everyone and the building
<p>Equality How would you make sure the building is available for all types of use?</p> <ul style="list-style-type: none"> • Total Transparency • Advertise the opening as a welcome to all • Wheel-chair access • Promote an open and calm atmosphere • Affordable • Education based • No Prejudice • All needs taken in consideration • Welcoming • Anti-bullying policy • Accessibility ramps • Promote in schools 	<p>Access When should the building be open for young people?</p> <ul style="list-style-type: none"> • Near Public transport • Open after school, weekends and evenings • Parking, bike racks and lockers • Should be in the centre of town • Hold open nights to attract people • Event programmes <ul style="list-style-type: none"> ◦ – 9.30/10 each night • Connect with local schools • Summer events • Events advertised on social media • Workshops over school breaks

5. Key Recommendations

Participation

- The feedback suggests the young people would like an open safe facility that has a range of activities on a weekly basis. The atmosphere was very important and the group were clear that the facility needs to be a welcoming environment for all members of the community.
- The location of the facility, meeting the demands of school and too many rules would prevent young people getting involved.

Activities

- The young people provided a long list of social, recreational, arts and cultural activities that they would like to see in the new facility. It is interesting that they want a balance of activities just to hang out and have fun and activities for skills development and personal growth.

Outcomes – The difference the facility can make to....

Young People

- The young people clearly identified the facility as a place to develop new skills, meet like-minded young people, hang out safely and empower young people to make a difference in their community

Newbridge

- The group felt strongly that the facility would have the potential to bring people in Newbridge together. It would promote social inclusion and put Newbridge on the map.

Arts and Culture

- The impact on arts and culture would be significant as it would increase the numbers of people engaging in the arts. It would also help to discover new talent and would generate new arts performances and exhibitions.

Governance

- The feedback suggests a lot of work will be needed to come up with the best governance model which will have the balance of youth input and the implementation and management of proper policies and procedures.
- What was very clear was the values which included openness, accessibility, fun, acceptance, culture, respect and tolerance.

A1.8: 17 November 2018 Report Newbridge Consultation 2

Report from
Newbridge Youth Consultation
17/11/18



CONTENTS

1. Context to the Consultation
2. Consultation team
3. Methodology
4. Young people's feedback
5. Key Recommendations



1. Context to the Consultation

This youth consultation was commissioned by Crooked House with a view to establishing young people's views on the development of a new youth social, cultural, arts and recreation space in Newbridge Co Kildare.

This was the second session with a group of 8 older young people aged 18-24 years.

2. Consultation team

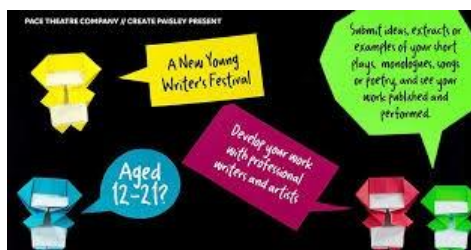
The youth consultation was conducted by 2 members of the Communiqué international team, Kevin Moran and Kwasie Boyce, assisted by its Director, Aibhlín McCrann.

Kevin Moran is the manager of Dundalk Youth Centre and has over 20 years-experience of conducting youth consultations. Dundalk Youth Centre is a large-scale youth and community facility in the centre of Dundalk which provides a range of youth, arts, training and wellness supports for young people.

Kwasie Boyce is artistic Director of MAD Youth Theatre. Kwasie has over 10 years-experience of delivering youth arts projects all over Ireland and Europe. This year MAD won both the Youth and Arts category of the Louth Community Awards.

3. Methodology

This consultation was designed to be a hybrid of world café and structured dialogue. The consultation focused on 4 key areas; Participation, Activities, Outcomes and Governance. We included energiser games as a lead-into group discussions and allowed time for reflection and comment after each section.



4. Young People's Feedback

4.1 Participation in a new facility

What would make you attend a youth facility?	What would prevent you from attending?
<ul style="list-style-type: none"> • Events – open mics etc • Recording studio • Dance Space • Computers Wi-Fi • Tea and Coffee • A bar • A safe place • A quiet Place • Non-Judgemental • Access to information Services • Warm and cosy couches • Public Projector • Good reputation • If you feel it's your own space 	<ul style="list-style-type: none"> • Lack of privacy • Difficulty in access • Too far away • Opening hours • Cost • Atmosphere • Overcrowded • Too many rules • Bad reputation • Over controlling • Location V Transport

4.2 What would you like to see in the new facility?

<p>Social</p> <ul style="list-style-type: none"> • Open Mic • Quiz nights • Gigs • Movie nights • Casual Drama Group • Mixers night • Lunches 	<p>Recreational</p> <ul style="list-style-type: none"> • Pool tables • Consoles • Darts • Cards • Board Games • Pinball machine • Pacman • Ping pong • Chess • Cosy couches • Plugs – for phones etc • Trips around Ireland • Games room – games nights
<p>Arts</p> <ul style="list-style-type: none"> • Lip Sync battle • Battle of the bands • Gallery • Theatre and dance space • Guest speakers • Lessons – Affordable • Dance battles – Step up • Arts and Crafts • Cheap film equipment to make films • Theatre Workshops with local facilitators • June Fest • Masterclasses with professional artists 	<p>Culture</p> <ul style="list-style-type: none"> • International food nights • Language exchange • Drama – sports • Céilí dancing • Traditional session • Culture nights • Irish language hours • Site specific things – music dance drama art

Other things we would like to see.....

- Study Nights – Peer Learning
- CAO tips
- Organised weekly events
- Youth Centre Exchange
- Outdoor basketball courts
- Information services
- Website
- Leaving Cert survival tips
- Tournaments
- College tips
- Place to Charge phones
- Table tennis
- Place to study
- Drop in space

4.3 What difference will the new facility make?

<p>For Young People.....</p> <ul style="list-style-type: none"> • Alternative to antisocial behaviour • Belong in the community • Pride • A space of their own • Safe space to go • Give them something to do • Skills • Contacts • Sense of responsibility • Belonging • Friends • Experience Possible career paths • Not a school vibe • Alternative education other than school • Drugs awareness • Mental health
<p>Newbridge.....</p> <ul style="list-style-type: none"> • Bring revenue to local shops • A stronger sense of community • Stronger Cultural Identity • Cultural Hotspot – spin off effect • Bring revenue to local shops • More inclusive for all ages • Keep young people out of Whitewater Loitering • Community feel • Somewhere to go in winter when it's cold • Arts Hub in Ireland
<p>Arts and Culture.....</p> <ul style="list-style-type: none"> • More youth participation • Hidden talents • Place to promote the arts • Graffiti Space • Hollie Murphy @holliemostlypaints • Promotion • Comedy Nights • Inspiring new skills and hobbies • An independent space • A place to escape stage schools • Free from judgement

4.4 How will the new facility be run?

<p>Governance – Who will be responsible for the building?</p> <ul style="list-style-type: none"> • Everyone – their own little bit • Kildare County Council • Committee- members and youth • Manager • CE scheme • People employed to run the place • A combination • Shared responsibility • Board members • Self-governance 	<p>Values – What values are important to make the place a success?</p> <ul style="list-style-type: none"> • Respecting Difference • Mutual Respect • Ethos • Code of conduct • Acceptance • Open minded • Non judgemental • Welcoming – always encouraging new members
<p>Equality- How would you make sure the building is available for all types of use?</p> <ul style="list-style-type: none"> • A rainbow • Autism Hours • Awareness • A wheelchair ramp • Gender inclusive bathrooms • LGBTQ+ friendly • Open to everyone and no discrimination to the travelling community 	<p>Access – When should the building be open for young people?</p> <ul style="list-style-type: none"> • Long hours – early morning before school • Late night for people who do not like their home situation • General 11pm – expect for events • Longer on the weekend • After school and weekends • Maybe different times for different ages

5. Key Recommendations

Participation

- The young people at this consultation event focused on providing a safe place to meet and access services including hang out spaces, classes and workshops and performances.
- The location of the facility, lack of privacy and overcrowding would prevent young people from attending

Activities

- The young people provided a long list of social, recreational, arts and cultural activities that they would like to see in the new facility. Like the previous consultation group, it is interesting that they want a balance of activities just to hang out and have fun and activities for skills development and personal growth.

Outcomes – The difference the facility can make to....

Young People

- The group wanted a safe place to go as an alternative to education. Creating a welcoming atmosphere would develop a sense of belonging.

Newbridge

- The facility would foster a stronger sense of community and increase participation of all members of the community

Arts and Culture

- The new facility would drive participation in the arts and act as a Hub for creativity in Kildare and the broader region.

Governance

- Again, the group was mindful of the different levels of responsibility required to deal with the different stakeholders and the responsibility of a facility of this size and stature.
- The key values identified were appreciating difference, acceptance, respect and providing a welcoming atmosphere.

A1.9: 8 December 2018 Report Newbridge Consultation 3

Report from
Newbridge Youth Consultation 3
Newbridge
8/12/18



CONTENTS

1. Context to the Consultation
2. Consultation team
3. Methodology
4. Young people's feedback
5. Key Recommendations

1. Context to the Consultation

This youth consultation was commissioned by Crooked House with a view to establishing young people's views on the development of a new youth social, cultural, arts and recreation space in Newbridge, Co Kildare.

2. Consultation team

The youth consultation was conducted by 2 members of the Communiqué international team, assisted by its Director, Aibhlín McCrann.

Kevin Moran is the manager of Dundalk Youth Centre and has over 20 years-experience of conducting youth consultations. Dundalk Youth Centre is a large-scale youth and community facility in the centre of Dundalk which provides a range of youth, arts, training and wellness supports for young people.

3. Methodology

This consultation was designed to be a hybrid of world café and structured dialogue. The consultation focused on 4 key areas; Participation, Activities, Outcomes and Governance. We included energiser games as a lead-in to group discussions and allowed time for reflection and comment after each section.

4. Young People’s Feedback

4.1 Participation in a New Facility

What would make you attend a youth facility?	What would prevent you from attending?
<ul style="list-style-type: none">• New Friends• Football table• Unicorns• Technology• Activities• Dance Music• Drama• Animals• Snacks and Food• Fruit	<ul style="list-style-type: none">• Traffic / Cars• Bulllys• Bad Language• Bad attitudes• If it’s too strict• If we don’t get to play our own games• People Screaming• Silly people being over excited• People getting hurt



4.2 What would you like to see in the new facility?

<p>Social</p> <ul style="list-style-type: none"> • Gymnastics • Sports • Fussball • Activities with your friends 	<p>Recreational</p> <ul style="list-style-type: none"> • Singing • Sports • Music • Dance • Eating • Basketball • Swimming
<p>Arts</p> <ul style="list-style-type: none"> • Drawing • Harry Potter Stuff 	<p>Culture</p> <ul style="list-style-type: none"> • History • Russian revolution • Different countries • Spain • African
<p>Other things we would like to see.....</p> <ul style="list-style-type: none"> • Trips Away • Pizza • Social Media • Go carts • Separate rooms for different activities 	

4.3 What difference will the new facility make?

<p>For Young People.....</p> <ul style="list-style-type: none">• More polite and they will have more respect• Happier• Change of attitude• Less bored
<p>Newbridge.....</p> <ul style="list-style-type: none">• Make all young people safer• No more bullying• You would know more people
<p>Arts and Culture.....</p> <ul style="list-style-type: none">• Paint• Canvas• New supplies• Easels• Colouring pencils

4.4 How will the new facility be run?

<p>Governance Who will be responsible for the building?</p> <ul style="list-style-type: none"> • The Council and volunteers • Kids and Adults 	<p>Values What values are important to make the place a success?</p> <ul style="list-style-type: none"> • A place open to all different ages
<p>Equality How would you make sure the building is available for all types of use?</p> <ul style="list-style-type: none"> • Let people of all colours, religions gender and people with disabilities enter. • Sick Children • 11-19 boys and girls 	<p>Access When should the building be open for young people?</p> <ul style="list-style-type: none"> • 4-7 Monday to Friday • All day everyday • Saturdays and Sundays

5. Key Recommendations

Participation

- The feedback suggests the young people would like an open, safe facility that has a range of activities on a weekly basis.
- Bullying and the centre being too noisy were issues of concern.

Activities

- The young people provided a long list of social, recreational, arts and cultural activities that they would like to see in the new facility. This group focused more on arts activities.

Outcomes – The difference the facility can make to....

Young People

- The young people clearly identified the facility as a safe place to get involved in activities.

Newbridge

- The group felt that the centre would provide an opportunity to get to know more people and to make young people happier in Newbridge.

Arts and Culture

- The group were mostly focused on the activities and wanted greater access to arts equipment

Governance

- The group identified a partnership between the Council and volunteers with some input from young people.

1.10 : 8 December 2018 Report Newbridge Consultation 4

Report from
Newbridge Youth Consultation 4
Kildare Comhairle na nÓg
8/12/18



CONTENTS

1. Context to the Consultation
2. Consultation team
3. Methodology
4. Young people's feedback
5. Key Recommendations



1. Context to the Consultation

This youth consultation was commissioned by Crooked House Youth Theatre with a view to establishing young people's views on the development of a new youth social, cultural, arts and recreation space in Newbridge Co Kildare.

2. Consultation team

The youth consultation was conducted by Kevin Moran, assisted by Aibhlín McCrann.

Kevin Moran is the manager of Dundalk Youth Centre and has over 20 years-experience of conducting youth consultations. Dundalk Youth Centre is a large-scale youth and community facility in the centre of Dundalk which provides a range of youth, arts, training and wellness supports for young people.

3. Methodology

This consultation was designed to be a hybrid of world café and structured dialogue. The consultation focused on 4 key areas; Participation, Activities, Outcomes and Governance. We included energiser games as a lead-in to group discussions and allowed time for reflection and comment after each section.

4. Young People’s Feedback

4.1 Participation in a New Facility

What would make you attend a youth facility?	What would prevent you from attending?
<ul style="list-style-type: none">• To learn new things• To get out of the house• Stay out of trouble• Meet new people• Stress Relief• Friends• If it’s interesting• If there is stuff to do• Modern Furniture• If I can find it• Colourful• Nice Atmosphere• Music in the background• Safe Environment• Open until 9• Good Numbers• Games• X Box and WIFI• If you could just drop in	<ul style="list-style-type: none">• Shyness• Building Conditions• Lack of motivation• No time• Stigmatism• Judgement• If you can’t find it• Boring• None of your friends going• Bad opening hours• Not Welcoming• If only one group of people went• Unsupervised• If it was considered “weird” to get involved

4.2 What would you like to see in the new facility?

<p>Social</p> <ul style="list-style-type: none"> • Board Games • Talk to people • Drop In / Hang out space • Movie Nights • Food Lunch Dinner • Comfortable seating • Hot Chocolate • Able to hang out with friends 	<p>Recreational</p> <ul style="list-style-type: none"> • Socialising • Meditation • Monopoly / Board Games • Video Games • Pool • Ping Pong • Air Hockey • Basketball outside • CHill Out Area • Games
<p>Arts</p> <ul style="list-style-type: none"> • Music Drama Arts • Painting / Drawing • Advice in arts / crafts • Theatre / Drama • Music Open night • Piano • Guitars • Arts Space • Writing Space • Arts Supplies • Clubs 	<p>Culture</p> <ul style="list-style-type: none"> • Languages French and Italian • Cultural Lessons • Food from different countries • Cookery Classes • Recording Studio • Mindfulness • Irish dancing • Languages
<p>Other things we would like to see.....</p> <ul style="list-style-type: none"> • Essential Life Skills • First Aid • Cooking • Allow young people to design the walls • Homework space • Café • Keep it updated • Age Group 13-18 	

4.3 What Difference will the new facility make

<p>For Young People.....</p> <ul style="list-style-type: none"> • New experiences • New skills • They will have something to do • Meet new people • Help teens with their social skills • Make people more positive • Keep people out of trouble • Expands friends' groups
<p>Newbridge.....</p> <ul style="list-style-type: none"> • Nicer place to go • Keep off the streets and away from trouble • Better image • Designated TEEN area • Decrease loitering in town • Keep teens out of the shopping centre
<p>Arts and Culture.....</p> <ul style="list-style-type: none"> • Increase in interest of diverse cultures • Potential to learn new skills • Increased knowledge and awareness of local and global issues • Open more teenagers to different arts and possibly career opportunities • Young people can express themselves in an artistic way • Gives more attention to arts and culture

4.4 How will the new facility be run?

<p>Governance Who will be responsible for the building?</p> <ul style="list-style-type: none"> • The young people who attend • Kildare Youth Services • Move existing projects to the new facility • Has a supervisor but not strict • Teens involved in the board of management • Parental Input 	<p>Values What values are important to make the place a success?</p> <ul style="list-style-type: none"> • Good equipment • Fundraising • Ensure safety • Understanding • Open and welcoming • No hate allowed • Don't pick sides on elections • Kindness • Inclusiveness • Open • Trusting • Listening
<p>Equality How would you make sure the building is available for all types of use?</p> <ul style="list-style-type: none"> • All are welcome no matter where they are from • No cost for entry • Open to all schools in the county • Have youth workers with different backgrounds so everyone can relate to one person. 	<p>Access When should the building be open for young people?</p> <ul style="list-style-type: none"> • Timetable • Different times for all different ages and groups • Throughout the week • After school finishes • Check school times • Earlier start on weekends • End around 8? • All calendar year • Clear opening hours

5. Key Recommendations

Participation

- The feedback suggests the young people would like an open safe facility that has a range of activities on a weekly basis.
- The location of the building and lack of personal motivation were cited as barriers to participation.

Activities

- The young people provided a long list of social, recreational, arts and cultural activities that they would like to see in the new facility.

Outcomes – The difference the facility can make to....

Young People

- The young people clearly identified the facility as a safe place to get involved in activities.

Newbridge

- The group felt that the centre would provide an opportunity to get to know more people and to provide an alternative to loitering in the shopping centre.

Arts and Culture

- The group cited the need to understand the diverse cultures in the town

Governance

- The group wanted a committee to run the facility with input from young people.

A1.11: 29 November 2018 LCDC Engagement Letter



Crooked House Theatre CLG

1 Main Street, Newbridge, County Kildare, W12KV29, Ireland.

Mobile: + 00353 87 2759420

Email: info@crookedhouse.ie

Web: www.crookedhouse.ie



Registered in Ireland as a limited company. Reg 311330. Charity Number: 20143534 CHY 20229
BOARD OF DIRECTORS: MARY DOYLE | ANGELA GEOGHEGAN | MARY LINEHAN

29 November 2018

I wonder whether you can give us some assistance please? Crooked House Theatre Company (CHT) based in Newbridge, has been awarded Kildare LEADER Partnership funding to commission a feasibility study for the provision of an open access, social, recreational, arts and culture space for young people in Newbridge, which has the highest number of young people under 17 years, with minimal facilities to address their needs. In addition, Newbridge has 11 small areas designated disadvantaged, or very disadvantaged, from a total number of 75 in Kildare (14.6%).

Since 1993, Crooked House has delivered developmental, educational and training programmes in the arts for children, young people and youth leaders in the Kildare area. As a result, we are very conscious of the wealth of undeveloped talent among many of our young people, who would reap the benefit of access to a multi-disciplinary cultural hub, and all that it could offer. Crooked House Theatre has been joined by number of stakeholders from the community to seek a solution to this long-standing youth need in the town.

The team undertaking the feasibility study is led by Aibhlín McCrann, Director Communiqué International, together with her colleagues; Dermot McLaughlin, Cliona Ryan and Kevin Moran. They have considerable experience across the arts and culture sector of exploring the potential of structures, business models, and opportunities for cultural capacity-building at local level.

Their brief will be to address the provision, management, operations, delivery, funding and sustainability of a dedicated youth space in Newbridge. Apart from desk-based research on best practice models nationally and internationally and assessment of physical infrastructure, the team will initially focus on the views of young people, who are living locally, and discuss with them what type of space works for them, and then match that with the opportunities available to make this aspiration a reality.



Kildare County Council
Cúirtle na nGaeil agus na nGaeil



In this instance, the final product is intended to develop a practical and solutions-driven business plan, where the space for young people is visible and achievable. The consultation process has already begun and young people are engaging actively and enthusiastically with it.

However, while we want the process to be underpinned by a commitment to youth participation at every stage, we are also very conscious of the importance of consulting widely with as many local people as we can. As a result, we would appreciate a half hour of your time in the next 4 weeks to discuss your ideas by phone or in person.

Additionally, the team will be launching a survey to elicit views of members of the public. We would be delighted if you could participate. Please click <https://www.surveymonkey.com/r/L22BJLS> to access the survey, which will close on Friday 7 December 2018. We would also appreciate if you could circulate the survey link and ask your LCDC members to input to the public discussion. Observations can also be filed via email to newbridgecentre4youngpeople@gmail.com.

Watch our video at <https://drive.google.com/file/d/1t4yK4uWspXP4wOAr0fiSgSJP34rQEMUy/view>

If you thought it would be a good idea for a member of the team to consult with any of your members in person, we would be delighted to call them.

Kind regards,

Peter Hussey,

Artistic Director

www.crookedhouse.ie

Aibhlin McCrann, Communiqué International (m) 087 2800390, (e) aibhlin.mccrann@communique.ie



A1.11: 22 November 2018 Crooked House Theatre Press Release



Crooked House Theatre CLG

1 Main Street, Newbridge, County Kildare, W12KV29, Ireland.
Mobile: + 00353 87 2759420
Email: info@crookedhouse.ie
Web: www.crookedhouse.ie



Registered in Ireland as a limited company. Reg 311330. Charity Number: 20143534 CHY 20229
BOARD OF DIRECTORS: MARY DOYLE | ANGELA GEDGHEGAN | MARY LINEHAN

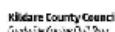
For immediate release

22 November 2018

Newbridge's young people welcome proposed Arts and Cultural Resource Centre for town

Young people from Newbridge and surrounding areas have given a resounding 'yes' to the provision and location of an open access social, recreational, arts and culture space for young people in the town. A feasibility study funded by County Kildare Leader Partnership, and led by Crooked House Theatre Company, is currently underway. The study will address the provision, management, operations, delivery, funding and sustainability of a dedicated youth space in Newbridge – to be delivered in the medium term. Crooked House, which has successfully delivered developmental, educational and training programmes in the arts for children, young people and youth leaders in the Kildare area since 1993, has been joined by a number of stakeholders from the community to seek a solution to this long-standing youth need in the town.

"What we want to deliver is a practical and solutions-driven project, which focuses on the views of young people around what type of space works for them and then matches that with the opportunities available to make it a reality" said Peter Hussey, Artistic Director of Crooked House. "We have wonderful talent here in Newbridge, and we have been lobbying for an arts and culture space for our young people here for many years. Newbridge has the highest number of young people under 17 years of age in the county and has minimal facilities to address their needs. We are delighted that this study is progressing, and we would welcome ideas and inputs from our young people, our stakeholders, our wider audience, and of course, the people of Newbridge, who will also benefit from a facility like this".



The team contracted to undertake the feasibility study is led by Aibhlín McCrann, Director Communiqué International, together with her colleagues; Dermot McLaughlin, Cliona Ryan and Kevin Moran. They have considerable experience across the arts and culture sector and of exploring appropriate structures, models, and opportunities for cultural capacity building at local level. Apart from desk-based research on best practice case studies, nationally and internationally, and assessment of physical infrastructure, the team will initially focus on the views of young people, living locally and in the surrounding areas.

However, while young people's voices are essential to the project, the team is also keen to hear from anybody with an interest in enhancing conditions for young people locally, and will be launching a survey to elicit views of members of the public.

Have *your* voice heard by clicking <https://www.surveymonkey.com/r/L22BJLS> to access the survey, which will close on Friday 7th December 2018. Observations can also be filed via email to newbridgecentre4youngpeople@gmail.com

Click on the link to watch our video at:
<https://drive.google.com/file/d/1t4yK4uWspXP4wOAr0fISqSJP34rQEMUv/view?usp=sharing>

Further information:

Clodagh Hannon (m) 086 852 1222 (e) thetramyard@gmail.com
Aibhlín McCrann (m) 087 2800390, (e) aibhlin.mccrann@communique.ie
Peter Hussey, (m) 087 275 9420 (e) info@crookedhouse.ie

Note to Editors

This initiative arose when a group of people involved in the community came together to question why a community facility (O'Modhrain Memorial Hall) was being sold to a private developer. Those who attended a public meeting in the Town Hall in August 2017 were concerned at the sale of the building (derelict for several decades) in a prime location beside the Whitewater Shopping Centre. They asked whether it could be refurbished as a public facility. Newbridge does not have a town community centre or an active community development association. During the meeting and subsequent

discussions, the lack of a dedicated space for young people in Newbridge was raised and thereafter a commitment was given by several of the people involved to pursue the issue. The discussion on the need for space for young people was led by Crooked House Theatre CLG (CHT), which has worked with young people in Newbridge through Kildare Youth Theatre for the past 25 years. CHT is the project promoter for the Leader funding.

Crooked House Theatre Company

Crooked House Theatre Company (CLG) was established in 1993 for the creation and public showing of performance activities (such as plays, films, workshops, and projects) in Newbridge, County Kildare, and touring these in Ireland and abroad. It runs an arts venue in Newbridge, County Kildare; conducting research actions into theatre, young people, and arts education; and develops and executes educational and training programmes in theatre and the arts.

Established in 1996 by Crooked House, Kildare Youth Theatre has a history of presenting ambitious work, influenced by European theatre-making and Irish narrative traditions. Using Crooked House's wide network of European connections, and availing of the EU's Erasmus+ programme, the young people are able to collaborate with several youth theatre-making projects a year across the continent. In addition to devising its own new work, it also stages classical plays, newly scripted plays, and several conference and educational shows each year.

Kildare Youth Theatre is owned by its young members. They run the company as a collective, and are guided by Artistic Director, Peter Hussey. They operate an ensemble model, maintaining 4 year-round ensembles who engage full-time in multiple projects for up to 5 years each. Members run, and rent the space they use from which they develop new work, host international exchanges, and provide cultural youth work with the assistance of a team of volunteers from Ireland and Europe. Kildare County Council supports Kildare Youth Theatre, with project funding from The Arts Council of Ireland.

Further information is available on www.kildareyouththeatre.com

A1.12: 27 November 2018 Leinster Leader (Page 8)

8 NEWS

NEWS 7-9A VIEWS 25-27 COMMUNITY 29-30 SPORT 31-33 MOTORS 35-38 KILDARE LIFE 41-55

www.leinsterleader.ie Tuesday, November 27, 2018

Resounding Yes for Newbridge youth space

Young people from Newbridge and surrounding areas have given a resounding 'yes' to the provision and location of an open access social, recreational, arts and culture space for young people in the town.

A feasibility study funded by County Kildare Leader Partnership, and led by Crooked House Theatre Company, is currently underway.

The study will address the provision, management, operations, delivery, funding and sustainability of a dedicated youth space in Newbridge.

"What we want to deliver is a practical and solutions-driven project, which focuses on the views of young people around what type of space works with the opportunities available," said Peter Hussey, Crooked House. The team undertaking the feasibility study is led by Aibhlinn McCrann, Director Communiqué International.



The feasibility study is led by Aibhlinn McCrann, together with her colleagues, Dermot McLaughlin, Cliona Ryan and Kevin Moran. Above is Peter Hussey founder of Crooked House.

Nightrider bus service replaced after being axed

Transport: The 126N Nightrider service run by Bue Eireann ceased due to financial reasons

Sarah Peppard
sarah.peppard@leinsterleader.ie

The Bus Eireann 126N Nightrider service that operated from Dublin to Kildare has ceased, but an extended service will be run by the National Transport Authority (NTA).

The route had originally served the stops at Heuston Station, Inchicore, Newlands Cross, Clonsilla, Rathcoole Junction, Kill Junction, Naas and Newbridge. The last service ran on Saturday, November 24.

In a statement, the company said the decision to end the service was due to financial reasons. "It is a commercial service, which receives no State funding. The costs to run the service were not being covered due to insufficient passenger numbers, and it has been loss making for some time. As a result, the company has made the decision to no longer operate the 126N Nightrider service."

The decision to cease the service coming up to Christmas was met with anger among passengers.

However, Bus Eireann confirmed on Tuesday, November 20 that an extension to the service was secured, with the NTA agreeing to run a similar service in the run up to Christmas.

A statement said: "Bus Eireann in conjunction with the National Transport Authority are pleased to announce the operation of additional Route 126 services on Friday and Saturday nights during December 2018."

"These services will depart the city centre at 12:30am and 3:30am serving Kill, Naas, Newbridge, Sallins and Clonsilla. Standard cash and leap fares will apply."

Dep Martin Hayden, Dep James Lawless, and Frank O'Rourke welcomed the news. "The service will be examined again in the new year. This is an important service and while it is run at a loss there is still a demand for the route," said Lawless.

Best library service award for KCC's library in Athy

Kildare County Council received the award for Best Library Service for the second year in succession at the Chambers Ireland Excellence in Local Government Awards 2018 held recently.

The award was based on the delivery of the new Athy Community Library which opened in March 2018. The project involved the redevelopment of the former St Dominic's Church to a high quality, modern and accessible community facility. The initiative was described as an excellent example of a change of use which re-energises both the immediate building and the surrounding area.

The new library was

designed to meet the significant and diverse needs of the citizens of Athy and environs and to act as a hub of educational, cultural, information and civic resources.

The redevelopment of this building to a library provides a new use for the building, in turn guaranteeing its long term viability and maintenance.

Services, resources and spaces have been made available for enterprise development support, life-long learning and community participation. Increased space, accessibility, services and opening hours have been put in place alongside a good team.



Athy library

Teenager has deferred detention order imposed



Naas Court House

Over €150,000 worth of damage, most of it caused by fire, was perpetrated to property in Naas during an eight day spell last March. Before Naas Circuit Court was a teenager who pleaded guilty to a total of ten allegations, principally arson and criminal damage between March 14 and March 21.

The youth, who cannot be

identified because of his age, was 17 at the time.

The most significant incident was a fire at the former pub known as the Forge Inn, a protected structure, on the evening of March 14 which caused an estimated €100,000 worth of damage.

Garda inspector Oliver Henry said the bail conditions set for the

teenager in the run up to the court hearing amounted "almost to house arrest."

He said he had done very well to comply with the conditions.

The defendant has been diagnosed with obstructive behaviour disorder and ADHD.

Damage was also caused to the cab of a crane at a school premises off Sallins Road as

well as at a number of businesses around the town.

Judge Gerard Griffin imposed a twelve month detention order which was deferred and the defendant is to remain under the supervision of the Probation and Welfare Service and Tusla. The teenager was also bound to be of good behaviour for a period of three years.

A1.13: 11 December 2018 2018-12-11-Leinster Leader (Page 4)

4

LEINSTER LEADER

4

NEWS

FACILITIES FOR YOUNG PEOPLE

Newbridge youth centre study to be published in spring

Niamh O'Donoghue talks to Peter Hussey of Crooked House Theatre about their plans

"It's a proven fact that creativity builds resilience — something that is so important in today's society," said Peter Hussey, artistic director of Crooked House Theatre Company. He told the *Leader* how the proposed new Newbridge Youth Culture, Music and Arts centre would help foster such skills and help young people reach their full potential, not just in Newbridge but in the surrounding satellite towns. "This would be the first of its kind in Ireland," he added. This isn't the first time there has been a campaign for a youth centre in the town, but this time, it has gathered significant momentum with other groups coming on board, including as Newbridge Tidy Towns. A €25,000 County Kildare Leader Partnership grant and a €5,000 grant from Kildare County Council is funding the new feasibility study led by Crooked House Theatre Company. The study will address the provision, management, operations, delivery, funding and sustainability of a dedicated youth space. Crooked House, which has successfully delivered developmental, educational and training programmes in the arts for children, young people and youth leaders in the Kildare area since 1993, has been joined by a number of stakeholders to seek a solution to this long-standing youth need in the town. Peter pointed out Newbridge has the highest number of young people under 17 years of age in the county and has minimal facilities to address their needs. The team contracted to undertake the feasibility study is led by Aibhlinne McCann, Director of Communiquest International, together with her colleagues, Dermot McLaughlin, Cliona Ryan and Kevin Moran. They have considerable experience across the arts and culture sector and of exploring appropriate structures, models, and opportunities for cultural capacity building at local level. Peter said at present there is no set cost worked out for the centre because a location has not been identified. He said it is imperative it is in a town centre site which will be accessible to all, which can be set out over three to four floors. He said the company carrying out the study will also look into various finance avenues for the project including European funds. It's hoped the study will be completed in the New Year with the launch planned for spring.



Local kids, Hayleigh Byrne, Justine Turner, and Clodagh Lennon, pictured at the Crooked House Theatre, Newbridge, Saturday morning December 8, sharing their views on the proposed new youth culture and arts facility. PICTURE: TONY KEANE

Life Credit Union...

... Santa's little helper!



Life credit union

Main Street, Naas | Monread Shopping Centre | Edward Street, Newbridge | Main Street, Maynooth
 www.lifecu.ie 045 879 622 Life Credit Union Ltd is regulated by the Central Bank of Ireland

A1.14 List of Consultees

Board and Steering Group Crooked House and Kildare Youth Theatre

Young People from Crooked House and Kildare Youth Theatre, Newbridge FRC, Comhairle na nÓg

Chief Executive, Kildare Co Council

Director of Services for Economic Affairs and Planning, Kildare Co Council

County Librarian, Kildare Co Council

Arts Officer, Kildare Co Council

Senor Executive Officer Planning and Economic Development, Kildare County Council

Youth Officers, Kildare & Wicklow Education Training Board (ETB)

Adult Education Officer, Kildare Education Training Board (ETB)

Social Inclusion Manager, Kildare LEADER Partnership

South Eastern Area Manager, Volunteer Co-ordinator and Youth Officer in Foróige

Coordinator and staff, Local Community Development Committee (LCDC)

Coordinator, Kildare Public Participation Network (PPN)

Coordinator, Kildare Comhairle na nÓg

Senior Manager for Prevention, Partnership and Family Support (TUSLA)

Manager, Newbridge Family Resource Centre

Manager, Youth Training and Development Centre, Newbridge

Co-ordinator, Kildare Children and Young People's Services Committee (CYPSC)

Regional Director, Kildare Youth Service (KYS)

Team Leader, Newbridge and Curragh Youth Projects (Garda Youth Diversionary Project)

Manager, The Hive, Kildare Youth Hub

Research & Development Officer, Youth Theatre Ireland

Acting Director, Youth Theatre Ireland

CEO, Youth Theatre Arts Scotland

Artistic Director, Crooked House Kildare Youth Theatre

Senior Project Officer, Youth Arts, National Youth Council of Ireland

Elected Members, Kildare County Council

Oireachtas Representatives, Kildare.

Schools

Patrician Secondary School

Newbridge College

St. Conleth's Community College

Leinster Senior College

Holy Family Secondary School for Girls

St. Mark's Special School

Cross & Passion College

Gael-Choláiste Chill Dara

Appendix 2: Schedule of International and Other Models

Youth Arts Centres and Youth Hubs

Youth Lyric Belfast

The Magnet, Newry

Youth Theatre Ireland

Youth Arts & Recreation Centre, Hobart, Tasmania

Toonspeak, Glasgow

Ysortit, West Dunbartonshire

PACE Youth Theatre, Paisley, Scotland

Firefly Arts, West Lothian, Scotland

Ignite Theatre, Glasgow

Beacon Arts Centre, Inverclyde

Platform, Glasgow

Theatre Club, Dublin

Waterford Youth Arts

Limerick Youth Theatre

Sligo Youth Theatre

Dublin Youth Theatre

p60 Amsterdam

Youth Arts Isle of Man

Munstadi.fi -youth arts information resources of the city of Helsinki

<http://luuppi.munstadi.fi/kontula-youth-activity-centre-luuppi>

www.youth-arts.im/about-the-yac/what-we-do

Additional Reference Points

Charities Regulatory Authority

The Wheel

An Chomhairle Ealaíon/The Arts Council

Governancecode.ie

UN Convention on the Rights of the Child (Ratified by Ireland 1992)

Better Outcomes Brighter Futures, 2014-2020. National Policy Framework for Children and Young People

National Youth Strategy 2015-2023, Department of Children and Youth Affairs.

Kildare Children and Young People's Services Committee Children and Young People's Plan, 2015 – 2017.

The Hive, Kildare Youth Hub, Strategic Plan.

(Continuing to) Make Inroads: An Arts Development Plan for Kildare Local Authorities, 2012-2016.

Local Economic and Community Plan, 2016-2021, Kildare Co Council.

County Development Plan, 2017-2023, Kildare Co Council.

Arts and Cultural Participation among Children and Young People: Insights from the Growing Up in Ireland Study, 2016.

Arts in Their Lives, A Policy on Young People and the Arts, National Youth Council of Ireland.

Making Great Arts Work: Leading the Development of the Arts in Ireland, 2016-2025.

Creative Ireland Programme 2016-2022

National Youth Council of Ireland (NYCI) Youth Arts Programme

Appendix 3: Intended Development Profile of Newbridge

Planning and development legislation requires the making of plans for all local authority areas in the State in order to identify where development occurs and is to occur, at what scale and of what typology. Therefore, these plans are grounded by population analysis and target setting in order that adequate levels of hard and soft infrastructure match planned growth.

Crooked House is part of the social infrastructure for youth in Newbridge that have identified a demand for expansion of their services. This appendix provides a population profile of Newbridge in order to first test and then strengthen the proposition that the population and development objectives exist to support an expansion of Crooked House services.

A3.1 Planned Development of Newbridge

Newbridge is in Kildare and thus within the administrative area of Kildare County Council where development objectives are primarily set by the current Kildare County Development Plan 2017-2023. The stated aim for County Kildare is *“To build on county strengths to facilitate sustainable development through high quality employment and residential uses supported by quality urban and rural environments with physical and social infrastructure to support communities.”*

In addition to the Development Plan, Local Authorities are empowered under the Planning and Development Act to make Local Area Plans (LAPs) for smaller areas within their boundaries. Together with Development Plans, LAPs constitute the only statutory plans for local authorities and are subject to statutory periodic update. Newbridge has a LAP for the period 2013 – 2019, that incorporates 1 no. variation and is extended under the current County Development Plan.

The Newbridge LAP consists of a written statement, Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) and a map. The Map is Map no. 7 shows the land use zoning objectives for the town and is repeated at figure no. 0.1.

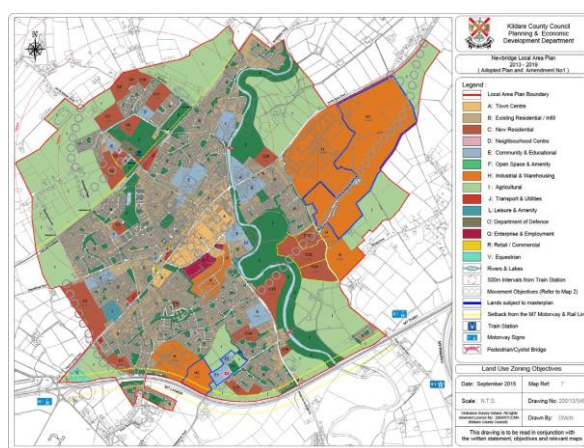


Figure 0.1 Repeat of Newbridge LAP 2013 – 2019 (with variation no.1) Land Use Zoning Objectives

A3.2 Population Estimates & Targets

A sustainable expansion of Crooked House services requires evidence of a supporting demand.

Here is a snapshot of the population to establish the proportion and size of the youth population in Newbridge, and the future population based on population projections and government targets. The primary source for population statics is the Central Statics Office (CSO,) who run the census and related specialist and intercensal interval surveys and projection assessment, together with the stated population targets of government contained in Development Plans.

The latest census was 2016. It is noted that the Kildare County Development Plan was prepared ahead of the publication of census 2016 results. Only preliminary results were available at the time of the making of the Plan. The LAP was prepared earlier than the County Plan. In this way, **the current County Plan and LAP both primarily rely on 2011 census results with only preliminary census 2016 results reflected in the County Plan.**

A3.2.1 Population Growth Proportionate to Position in Settlement Strategy

In addition, population targets used in the Plans were then set by the Regional Planning Guidelines, (RPGs) which **are now replaced by targets set by each of the 3 no. Regional Assemblies**, set up as part of local government reorganisation in 2014 to replace the 8 no. regional authorities. Kildare, formerly in the Eastern Region, has been amalgamated with Dublin and the midlands into the Eastern & Midland Regional Assembly (EMRA) assembly area. The region is urban, peri-urban and rural and therefore 3 no. sub-regions called Strategic Planning Areas (SPAs) have been formulated: Midland Region (Longford, Westmeath, Offaly, Laois); Eastern Region (Louth, Meath, Kildare and Wicklow); and Dublin Region (Dublin local authorities).

Each Regional Assembly is in the process of preparing Regional Spatial & Economic Strategies (RSES) that see a greater integration of socio-economic and land use considerations as in the Local Economic and Community Plans (LECPs). The EMRA Draft RSES is stated by the Assembly to be: *“a strategic plan which identifies regional assets, opportunities and pressures and provides appropriate policy responses in the form of Regional Policy Objectives. At this strategic level, it provides a framework for investment to better manage spatial planning and economic development throughout the Region.”*²³

Each RSES will set new population targets for each of the three regions. The allocation of final growth targets within each county is a matter for each county but will be **in line with the settlement hierarchies and overarching development objectives and direction set in the RSES.** The Draft EMRA RSES was published in November 2018 for a consultation process that closed in January 2019.

The draft growth strategy for the Region is outlined in Chapter 3 of the Draft RSES in line with the National Planning Framework (NPF) called *Ireland 2040 Our Plan* itself conjoined with the National Development Plan (NDP) called *Project Ireland 2040* to grow and *“...focus on improving local*

²³ The EMRA Assembly states that the Draft RSES provides: a **Spatial Strategy**; an **Economic Strategy**; a **Metropolitan Plan** (to ensure a supply of strategic development areas for the sustainable growth and continued success and competitiveness of the Dublin metropolitan area); an **Investment Framework**; and a **Climate Action Strategy**.

economies and quality of life to attract investment.”

A settlement hierarchy is a key feature of strategic and local planning and development; investment and population will be proportionally directed to settlement in accordance with their position on the hierarchy.

The draft regional hierarchical settlement strategy (Draft RSES figure 4.2) broadly follows that of the RPGs but **is strategic** and only names settlements 3 levels on the hierarchy; Dublin City, Regional Growth Centres (Athlone, Drogheda and Dundalk) and Key Towns. Of these 3 levels, Kildare only contains Maynooth and Naas recorded as a Key Towns. There are a further 3 levels identified to be assigned by each local authority in their Core Strategies; medium to large towns, small towns and villages and rural.

The Kildare Development Plan contains a **Core Strategy** that is **statutorily required as part of the plan and requires evidence-based assignment of population growth and attendant land use zoning**. The Plan sets an Economic Strategy as part of the Core Strategy that recognises commercial employment generating development on a hierarchical basis. That is repeated in *The Kildare Local Economic & Community Plan (LECP) 2016 -2021*. This plan contains the Core Strategy and Preferred Development Strategy for the county over the plan period 2017 -2023.

The settlement hierarchy for the county follows on from that in the RPGs that identifies 4 no. levels occurring within Kildare; Large Growth Towns I: Growth Towns II: Moderate Sustainable Growth Towns and Small Towns: Kill. Further levels are added to this settlement strategy at Chapter 3 of the Plan, resulting is a 7-level settlement hierarchy within the County shown at figure 0.2 where Newbridge holds a position on the 2nd tier just below Naas and is identified in the hinterland, rather than the metropolitan area of Dublin influence.

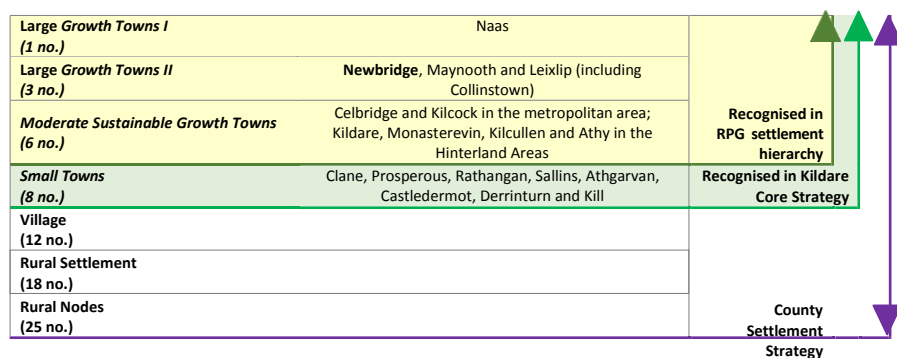


Figure 0.2 Kildare County Settlement Hierarchy

The **Settlement Strategy** informs its development strategy. The Plan uses the Strategic Environmental Assessment (SEA) to identify macro environmental sensitivity areas. These are brought together with the **Preferred Development Strategy** at section 2.7 of the Plan that aims to create critical mass of population in the urban areas, reinforcing the settlement hierarchy identified and managing rural areas. Broadly, the *Preferred Development Strategy* (map 2.5 of the Plan) focuses development along

urban areas along the rail line to create a *Strategic Development Corridor* along

the north eastern boundary of the county - through its centre and Newbridge - and down the south west of the county boundary. **Newbridge is identified a Key Town in the centre of the county.**

A3.2.2 Current Population

The County Development Plan moves on to setting out observed and indicative population growth at section 2.7. As noted, this plan was prepared ahead of the publication of the last census results and thus relied on 2006 and 2011 census results coupled with RPG set population growth targets and locations. At this time, the county population was illustrated in table 2.4 of the plan, repeated and updated at table 0.1 (in pink) with actual census 2016 results.

We find that the estimated 2016 population in the plan, based on preliminary 2016 census results, is very close to the actual census result. The house number estimate shows a greater gap with less houses recorded than expected. It is accepted that this census was at a time of recession with reduced building rates, however, **the larger average house household occupancy than expected is noted indicative of young families in Kildare and lower than expected shrinking of household size between 2011-2016. This finding is reflected for Newbridge** as indicated at table 0.2 that sets out target households versus actual.

County Kildare	Census 2006	Census 2011	Census 2016 ¹	Actual Census 2016	Target 2016	Target 2022 ²	Target end Q1 2023*
Population	186,335	210,312	222,130	222,504	234,422	252,640	253,600
Housing ²⁴	68,640	78,794	80,746	80,158	93,748	112,477	113,243
Avg. Household size	2.71	2.67	2.75	2.78	2.50	2.25	2.24

* Adjusted to end Q1 2023 based on the quarterly average 2011-2022

Notes in Kildare Plan²⁵:

1 Regional Planning Guidelines Review, Gateway and Hubs Population Targets, October 2009.

2 Census 2016, Preliminary Results, CSO, July 2016

Table 0.1 Repeat of table 2.4 of the Kildare County Development Plan (in pink) with actual 2016 census results recorded

Newbridge	Census 2011 population	Census housing	Census 2016 housing (estimated)	Actual Census 2016 population	Actual Census 2016 housing	New dwellings Target 2016 – 2023	2023 Dwellings Forecast	Population Forecast 2023
Housing ²⁶	21,561	8,216	8,421	22,742	8,260	3,770	12,191	26,896

Table 0.2 Repeat of extract of table 3.3 of the Kildare County Development Plan (in pink) with actual 2016 census results recorded.

²⁴ Please note that the no. of houses here are higher than 'private households' for reason of housing recording all permanent dwelling occupied on census night.

²⁵ The notes in the Plan appear to refer to sources.

²⁶ Please note that the no. of houses recorded at 'actual census 2016' are the total recorded 'permanent dwellings' on census night.

Kildare growth rate of population from 2006 to 2011 of 12.9% is the second highest in the State and at 5.8% from 2011 – 2016 was the 3rd highest in the State. The 2016 Census Profile Part 1 identifies **Fingal as the youngest county, followed by Kildare in both 2011 and 2016.** The average age of Kildare resident in 2006 was 32.8, 33.5 in 2011²⁷ and in 2016 was 34.9²⁸.

Of the 19 identified most populated settlements in the State at 2016²⁹ they occurred in 13 no. counties. Of those counties, Kildare held the most settlements of (3 no.) within which the most populated settlement occurred with the towns of Naas, Newbridge and Celbridge experiencing growth rates of 3.3%, 5.5% and 3.8% respectively behind the fastest growing Portlaoise at 9.5%, but ahead of those in negative growth, with Letterkenny the worst hit at -1.6%.

The LCDC published a Kildare Census 2016 profile from which the relative population performance of Newbridge can be extracted. Between 2006 and 2016, only 6 of the 89 Electoral Divisions (EDs) in Kildare witnessed population decline. Most notable was the decrease in Newbridge Urban by -2.6% (-206) in sharp contrast to the high growth in the town's environs. Highest increases have all been in the environs of urban areas, and in general the central and north-east of the county. Increases in excess of 45% were recorded in certain EDs including Newbridge Rural (+46.3%).

Also identified was the population per km² at 2016 where the state average of 26.1 persons was more than doubled in Kildare at an average of 131.2 persons. Here too, the distinction between the metropolitan and hinterland areas is shown with the metropolitan and hinterland areas having an average of 482.2 and 102.3 respectively. Of the identified settlements as per the settlement hierarchy, the primary town of Naas at 2,566.6 per km² was outstripped in population density by lower order centres. It was Sallins, a designated Small Town, that had the highest per km² density at 3,881.8, followed by a Moderate Sustainable Growth Towns; Celbridge at 3,462.0 and Kilcock at 3,404.9, then Large Growth Towns II of Leixlip 3,137.6, Maynooth 2,817.6 and Newbridge at 2,577.1.

The Child and youth age profile of Newbridge at 2016 census:

- The 0-4 age group made up an average of 7.8% of Kildare's population with most higher order settlements exceeding that average including Newbridge at 7.9% (1,806 persons).
- The 5-12 age group made up an average of 13.2% of Kildare's population with most higher order settlements exceeding that average including Newbridge at 13.9% (3,110 persons).
- The 13 - 17 age group made up an average of 7.3% of Kildare's population with all higher order settlements except Celbridge slightly below that average, including Newbridge at 6.9% (1,575 persons).
- The 18 - 24 age group made up an average of 8.4 % of Kildare's population with all higher order settlements except Maynooth (an outlier because of its university town status) showed slightly below that average including Newbridge at 7.5% (1,712 persons).

In summary, the 0 - 18 age group made up an average of 28.3% of Kildare's population with most higher order settlements exceeding that average including Newbridge at 28.5% (6,491 persons). Naturally too, the youth dependency ratio (0-14 age group) is high in Kildare at 36.5% and higher in the higher order settlement including Newbridge at 45.8%.

²⁷ This is Ireland, Highlights from Census 2011, Part 1, CSO

²⁸ Census 2016 Summary Results - Part 1, CSO

²⁹ Census 2016 Profile 2 - Population Distribution and Movements Table 1.1

Since census 2016 results, further work has been done by CSO and other agencies (Pobal) and partners (Airo, ESRI) to provide more detailed results than at county and ED level. Census 2016 Small Area Population Statistics (SAPS) show the boundary of the settlement of Newbridge relatively unchanged from that of 2011 census. Therefore, comparisons to 2011 population used in the Development Plan are sound, especially in consideration of the Plan using preliminary census results to allocate the population growth to 2023.

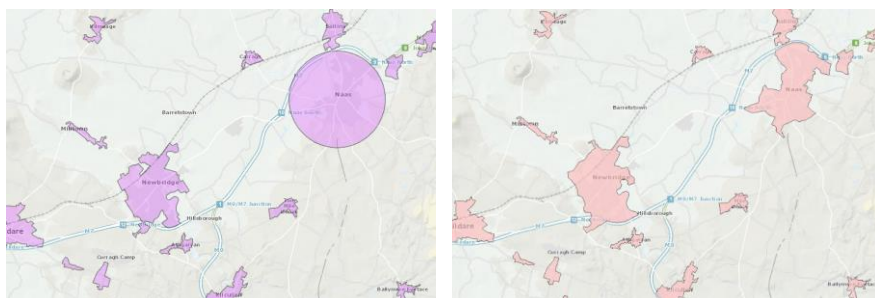


Figure 0.3 SAPS settlement boundary for Newbridge 2011 (left) and 2016 (right). Extracted from Central Statistics Office - Census 2011 Small Area Population Statistics and Central Statistics Office - Census 2016 Small Area Population Statistics © Ordnance Survey

In 2016 SAPS results for Newbridge, we find that 60% of the population was under 40 and the largest age cohorts in Newbridge are the 4-9 (9.1%) and 35-39 (9.4%) year olds. That supports the indicative fertility rate assumption above.

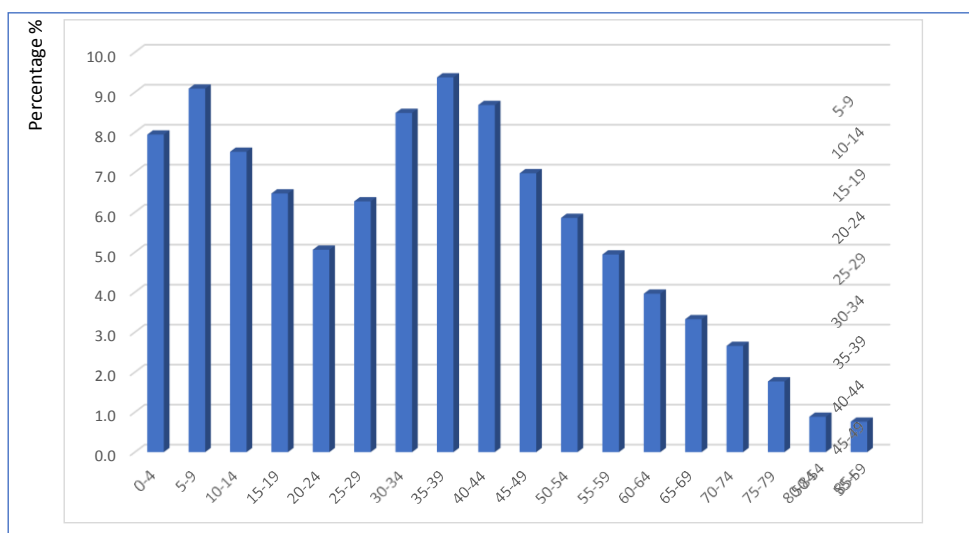


Figure 0.4 Census 2016 SAPS settlement Newbridge % of population by Age Group

Having regard to the 0-18 age group percentage of population exceedance of Newbridge, **the relatively youthful population of Newbridge is evident when the 0-24 age group Kildare average of 36.6% is found, and with only Newbridge, Naas and Maynooth falling slightly below that average, where Newbridge recorded 36.1% or (8,203 persons).** When one considers those over 65 years that accounted for 9.6% of the 2016 population in Kildare, we find that with the exception of Naas and Leixlip **most higher order settlement had lower than average over 65 age group including Newbridge at 9.4% (2,136).** Taken together with SAPS results, we can summarise that Newbridge, where population is retained, will continue to naturally grow indicated by the average age of resident in 2016 where fertility rates are highest; thus the already youthful population of Newbridge will be added to in the coming years.

As identified at the regional level and in the County Development Plan, Newbridge, along with Naas, is located in the hinterland area of Dublin and its immediate metropolitan area of influence. As such, Newbridge has a significant rural hinterland also characterised by settlements that are under its influence, by virtue of its greater size and proportionate resources that attract people for economic, social and educational reasons. The linkage between Naas and Newbridge is recognised in the Draft RSES, as is the potential for greenway from Dublin Docklands to the Barrow via Naas, Newbridge and Kildare and a repeat of the National Transport Authority (NTA) intention to prepare a Local Transport Plan (LTP) for Newbridge.

The expanded Crooked House services located in Newbridge will serve the expected youth population of Newbridge that in this age cohort will include schools. The Department of Education and Skills has published its provisional enrolment figures for 2018/2019 post-primary schools (including fee paying, boarding and PLC's). The state records 722 no. post-primary schools with a total enrolment of 362,889 persons enrolled. Kildare holds 28 no. of those schools with a **total enrolment of 19,184 or 5.3% of the State's enrolments. As further evidence of the youthful population of Kildare, the entire county accounts for 4.7% (222,504 persons) of the State's total population (4.76 million) in 2016. Newbridge holds 4 of the 28 post primary schools in Kildare with a total enrolment of 2,996 in 2018/2019** that indicates students from outside the town, by reference to this figure being higher, than the total age 12-18 age group at census 2016 (2,219 persons), even allowing for a slight population increase since the last census.

A3.2.3 Assignment of expected Population Growth

At Section 2.9 and table 3.1 of the Plan, the target growth requirements of the RPGs are assigned into the county on the basis of the settlement hierarchy and relative hinterland or metropolitan location of those settlements. Of the then additional 32,497 housing units (253,600) targeted for Kildare, 35% were to go to the Metropolitan (Dublin influence) area and the remaining 65% to the Hinterland that includes Newbridge. Of the population growth target for the Hinterland, the majority 60% was to go into Towns, with only Naas and Newbridge of the top tier towns located in the hinterland.

Table 3.3 of the Plan allocated the new housing (population) to the settlements in absolute and percentage basis. The vast majority of settlements are allocated less than 1% to 4% of growth with the top 4 settlements of the hierarchy, including Newbridge, being allocated over 10%. Of those; the highest are Naas at 14.9% and Newbridge at 11.6%. Notable is Celbridge in the next tier down from

Newbridge at exactly 10%. For contextual purposes, the next largest allocation is to Kildare Town at 4.7%

The settlement strategy approach to be used by local authorities in their future Plans is also refined in the Draft RSES to include considerations beyond critical mass of population and infrastructure to be “asset-based”, where Core Strategies of each Development Plan are to identify key characteristics (scale, function, human capital, place making, eco system enterprise, connectivity, natural capital and infrastructure) of each settlement in order to assign its settlement hierarchy position. Newbridge continues to lie within the Dublin City Hinterland Area of the EMRA, where key towns are to be encouraged to grow and “...focus on improving local economies and quality of life to attract investment.”

Appendix B of the Draft RSES provides a record of 2016 census returns and the target population growth at 2026 and 2031. These records and projections are summarised in table 0.3 below.

Strategic Planning Area	2016	2026		2031	
		Low	High	Low	High
Dublin	1,347,500	1,489,000	1,517,500	1,549,500	1,590,000
Eastern	689,000	759,000	777,000	789,000	813,500
Midlands	292,500	318,500	324,500	329,500	337,000
Total EMRA	2,329,000	2,566,500	2,619,000	2,668,000	2,740,500
Eastern SPA made up of:	2016	2026		2031	
		Low	High	Low	High
Kildare	222,500	249,000	254,000	259,000	266,500
Meath	195,000	216,000	221,000	225,500	231,500
Wicklow	142,500	155,000	157,500	160,500	164,000
Louth	129,000	139,000	144,500	144,000	151,500
Total Eastern SPA	689,000	759,000	777,000	789,000	813,500

Table 0.3 Strategic Planning Area (SPA) and County Population Tables extracts from Draft EMRA RSES

Newbridge currently holds a 2nd tier portion in the Kildare County Development Plan settlement hierarchy, and will hold this position until 2023, and to the end of the current County Development Plan when 11.6% of population growth (to a total county target of 253,600) was to be accounted for by Newbridge (29,418 persons) by 2023.

Newbridge continues to be recognised for targeted investment in the EMRA Draft RSES. Due to existing development policy and observed strong town population growth, it is expected that it will retain its second- tier position after the county town of Naas under the next County Development Plan.

The continuation of the town’s growth by closer to higher estimated targets in the draft RSES seems likely given the performance of the county to date, relative to its 2023 population target. Should Newbridge retain an allocated growth percentage of 11.6% for Kildare, it will be a town of around 29,000 in 2026 and 30 to 31,000 in 2031 from its recorded 22,742 population.

A3.3 Demand exists for an expanded Crooked House facility

As a result, our findings show that the proportion of Crooked House to serve an equivalent of 300 annual members (excluding outreach in an expanded facility is more than capable of being supported by the town's youth population now and into the future:

- At 2016, this capacity would account for 13.5% of the 12-18 age group, where that age cohort accounted for 9.7% of the town's total population.
- It reflects 1% of anticipated town population by about 2026 and 10% of post-primary school enrolments now.

The expansion of Crooked House services at a dedicated facility, alongside other STEM, sports and social youth activities, will be an important sustainable resource for a youthful growing town, and aid in the delivery of The Arts in Education Charter (2013) and government objective for increased participation of young people in the arts and selected STEM activities.