

Division(s):

## **CABINET REPORT – 18 DECEMBER 2018**

### **PROPOSAL TO AGREE TO RE-BUILD AND EXPAND NORTHFIELD SCHOOL THROUGH THE SPECIAL EDUCATIONAL NEEDS AND DISABILITY SUFFICIENCY OF PLACES STRATEGY**

**Report by Director for Children's Services**

#### **Recommendations**

1. **The Cabinet is RECOMMENDED to:**
  - (a) note the outcome of the informal consultation and capacity reviews and agree not to issue a statutory notice for closure.
  - (b) approve the proposed re-build of Northfield School in-line with the Special Educational Needs and Disability Education Sufficiency Strategy 2018-2027 for circa 100 students.
  - (c) support allocation of £9.52m capital budget within the capital programme for the delivery of re-provision of Northfield Special School, the funding for which will be agreed through the annual service and resource planning process and the Capital Programme to be approved by Council in February 2019.
  - (d) approve admission of Year 7 pupils for the academic year 2019/20 in to Northfield Special school and for in year transfers from January 2019.

#### **Executive Summary**

2. In April 2018, following the exposure of asbestos during priority works the school site was closed and the school operated out of temporary accommodation over two sites.
3. Cabinet had agreed to a public consultation being carried out on the closure of the school but officers continued to explore alternatives. During the Summer meetings were held to get the views of parents, pupils and staff. Following these informal consultations and in light of the Special Educational Needs and Disability review on the capacity of places the report recommends the rebuilding of Northfields school on the existing site.
4. A capital budget of £9.52m has been set aside to provide a replacement new build for Northfield School providing circa 100 places for children. Paragraphs 19-21 set out the placement costs at Northfield School compared to the typical cost at an independent non-maintained special school.

## **Introduction**

5. A building conditions survey was commissioned by Oxfordshire County Council in December 2017, this highlighted serious problems in relation to the fabric of Northfields school. Priority works were highlighted and a spend of around £1.89m was predicted.
6. In April 2018, asbestos was exposed in one of the main circulation areas of the school and it was necessary to close the school on health and safety grounds. Children Education and Families no longer considered it practicable to try to keep the building open. As a result, the school operated out of temporary accommodation over two sites. Year 10 and 11 utilising several portacabins on the existing school site, whilst years 7 to 9 were relocated to Hill End Centre, Eynsham Road, Farmoor, a multi-purpose Education centre.
7. On 4<sup>th</sup> June 2018, a request was made to, and approved by Cabinet, to carry out a public consultation on the closure of Northfield School. This request was made due to the ongoing issues with the school building, as well as education attainment issues. Subsequent to this approval, officers carried out further work to determine if there was an alternative.
8. In July, parent and staff meetings took place to update them on the medium-term solution, plans for the September-term and the ongoing review of long-term property options. The Director for Education, Member for Education, School Headteacher and School Improvement Manager led these meetings.
9. The meetings allowed parents, pupils and staff to express their views and concerns. It was agreed at that point to establish temporary accommodation, so that the school could continue to operate whilst refurbishment of the main school building took place. A review of the long-term solution for the school was recommenced.
10. At the end-of-term a letter was sent to parents, staff and unions confirming the imminent refurbishment works to the school building and explaining the likelihood of Hill End arrangements (plus other external providers) remaining in place for some pupils until the first half of the autumn term.
11. Following the informal consultation and the outcome of the Special Educational Needs and Disability review on the capacity of places, it is not recommended that Cabinet issue a statutory notice for closure of the school.
12. This paper and the attached business case recommends the rebuilding of Northfields school on the existing site.

## **Key Issues**

13. Northfield school, Blackbird Leys, is a local authority maintained school that provides education for children with social, emotional and mental health needs and autism for children aged 0-18. The school have 74 commissioned places, however, currently there are only 52 children on roll.

14. The works undertaken over the summer, will only provide a temporary solution for the school and therefore it is essential that a longer-term solution is found, either by re-providing the accommodation on the existing site or by finding an alternative site.
15. Rebuilding the school on the current site will reduce the risk of planning constraints and potential time delays that would otherwise result if the school were relocated onto a new site. The attached business case outlines rebuilding the school whilst still retaining the existing buildings, external areas and car park so that disruption is minimised for the pupils and staff at the school.
16. The Special Educational Needs and Disability Sufficiency of Places Strategy identifies that Oxfordshire County Council will need an additional 300 places for children with Social Emotional Mental Health/Autistic Spectrum Disorder. This will be addressed by
  - (a) a new free school in the north of the county at Bloxham which will provide 100 places
  - (b) a proposed free school in the south of the county at Valley Park, Didcot which will also provide 100 places
  - (c) the rebuilding of Northfield school which would provide 100 places in the Centre
17. By extending the age range to accommodate children from Year 5, the local authority will be able to transition children with social emotional mental health/autistic spectrum disorder earlier into a specialist school and avoid another move into secondary provision, relieving additional stress for the child and family.
18. By expanding the school and adding an additional year into 6<sup>th</sup> form, will aid young people who require additional time to transition to college to do this, to ensure that the next placement is successful.
19. The aims of this project fits with the Council's strategic objectives to give every child a good start in life and support children with special educational needs within Oxfordshire.
20. With the Northfield site redevelopment there is an opportunity to create a modern special educational needs school with a specialism in social emotional and mental health needs and autistic spectrum disorder.

### **Financial and Staff Implications**

21. A capital budget of £9.52m has been set aside to provide a replacement new build for Northfield School. This will provide circa 100 places for children on the existing school site. Full details on the initial business case is in Annex 1
22. The cost of a placement at Northfield school is currently **£17,600 per year**. (£10,000 place funding + £7,600 top-up funding). Total cost for 52 children at Northfield is **£915,000**.

23. The costs for a placement in an independent non-maintained special school would, as typical examples, cost the following:
- (a) A day placement at a school for a child with the social, emotional and mental health, costs £53,649 per year (based on a child just going in to the school). The cost of this placement for 5 years (until the end of year 11) would be **£268,245. This does not include transport costs on a daily basis, which equates to around £20,000 per year.**
  - (b) A day placement for a child attending a school with autistic spectrum disorder will cost around £77,000. The cost of a placement for 5 years would cost **£385,000. This does not include transport costs.**
24. 52 places at £53,649 would cost over **£2.5m per year**, plus transport costs. This means the local authority would need to fund at least an additional **£1.5m** per year.
25. Places in the independent non-maintained special school sector are becoming more difficult to source due to the demand from all local authorities who are also experiencing a high demand for specialist placements, therefore this cost is likely to be more expensive the further away the placement is sourced.
26. The high needs block funding is already under extreme pressure and is currently overspent. If Northfield school closes the costs for placements demonstrated above, would further impact on the budget and also put further pressure on the transport budget.

## **Equalities Implications**

27. The provision of a school for children with special educational needs aligns with the councils emerging special educational needs and disability strategy and seeks to improve the accessibility of pupils with special educational needs to educations. A full service and community impact assessment will be carried out as the project develops.

## **Risk Management**

28. Northfield School has recently had an Ofsted Inspection, but the outcome has not yet been published. It is important for the school that a clear plan is in place for the long-term future of the school. We have been in regular communication with Ofsted to ensure that they are aware of the work we are doing.
29. The staff team have been working hard to ensure that the children on roll have been receiving education provision during the refurbishment work. The situation has been difficult especially with the uncertainty around the future of the school.

30. Retention of the specialist staff is a priority due to the challenges in finding experienced replacement staff.
31. If the school closed, the local authority would have a shortage of 74 places for children with social emotional and mental health needs and autistic spectrum disorder (based on the current planned place numbers for the school). This would leave 52 children without a school placement, based on current numbers on roll.

## **Communications**

32. At present the proposals have been shared with:
  - (a) Corporate Leadership Team
  - (b) Headteachers of Special Schools
  - (c) Interim Executive Board at Northfield school
  - (d) Parents at Northfield school
  - (e) Capital Investment Programme Board
33. If the proposal is agreed and moves to the next stage, the proposal will be shared wider with key partners and stakeholders.

LUCY BUTLER  
Director of Children's Services

Annex : Initial Business Case

Contact Officer: David Clarke, Deputy Director for Education

December 2018

Annex 1:

**Initial Business Case (Stage 0B Commit to Investigate)**

Project/Programme Name:	Northfield School – Replacement New Build School for 108 Social Emotional Mental Health and Autistic Spectrum Disorder Pupils on existing site with sufficient land to deliver 160 school as future proofing.
Total Capital Budget:	£9.52m (2Q18 forecast)
Sponsoring Director:	Children Services
Divisions Affected:	Leys
External Stakeholders Affected:	Other Special Educational Needs and Disability placement providers, residents of Knights Road, Blackbird Leys and the wider Blackbird Leys estate. Possible future housing as part of the overall site development.
Approval No:	

**Sign-off & Approval**

Responsible Owner	Name	Date
Lead Officer <i>Service Manager / Client / Project Sponsor</i> Education Sufficiency & Access, People Directorate	Kevin Griffin	
Strategy Team – Brief/option appraisal	Andrew Clarke	
Delivery Team - Project Manager, building delivery/ S106 requirements	Liz Clutterbrook	
Finance (Revenue) <i>Finance Business Partner/Senior Financial Adviser</i>	Sarah Fogden	
Capital Finance Team	Graham Clare	
Other Contributors as applicable <i>e.g. developer funding, asset strategy, legal, procurement</i> Developer Funding Team	Howard Cox	

### *Decision Required*

1. Approve the release of £200k project development budget forward funded from the capital programme until the capital programme is approved by Council in February 2019.
2. Approve the re-build of Northfield Special School to include additional places for circa 100 students
3. Support allocation of £9.52m (2Q18 forecast) capital budget within the capital programme for the delivery of re-provision of Northfield Special School through the annual service and resource planning process funded through reprioritisation or utilisation of current budget blocks within the 10 year programme, utilisation of the £120m prudential borrowing programme, or another funding preference
4. Approve admission of Year 7 pupils for the academic year 2019/20 in to Northfield Special school and for in year transfers from January 2018.
5. Please note this paper will be presented for consideration to Cabinet on 18<sup>th</sup> December.

### *Description & Objectives of the Proposal / Desired Outcomes & Business Benefits*

#### Educational Attainment

6. The aims of this project fits with the Councils strategic objectives to give every child a good start in life, and protect everyone from abuse and neglect and help people live safe, healthy lives and play an active part in their community.
7. The County Council has a statutory duty to ensure that there are sufficient special educational needs school places across the county inclusive of social emotional mental health and autistic spectrum disorder , promote high educational standards, ensure fair access to educational opportunities and promote the fulfilment of every child's educational potential. The council must ensure that there are sufficient special schools in their area to help promote diversity and increase parental choice.
8. This initial business case outlines the educational infrastructure required to ensure the provision of sufficient and suitable special educational needs school places to meet the demand within Oxfordshire for children with social emotional and mental health needs and autistic spectrum disorder provision.

***The Existing School***

9. Northfield School, Blackbird Leys, is a local authority maintained special school providing education for Social Emotional and Mental Health (SEMH) and Autism (ASD) children aged 11-18. There are currently 74 pupil places at the school.
10. The County Council has, for many years, recognised the need for investment at the school due to suitability and condition issues and has looked to find viable solutions to enable re-provision, including seeking central government grants, sale of land / reconstruction, but this had not proved possible / viable.
11. Such aspirations have contributed toward lack of investment in the buildings both through the County Council's allocation of the Schools Structural Maintenance Grant (SSMG) and the schools use of its delegated funding in light of their repairs and maintenance obligations
12. Over the past 2 years condition issues have led to short term closure of the school, mainly due to roof leaks, but in the Autumn of 2017 it was closed for 2 weeks due to damage to ceilings, which exposed asbestos.
13. Emergency works instigated by the county council following damage to ceilings led to the identification of other internal issues such as past alteration works carried out by the school which compromised fire protection. As a consequence, the County Council procured a Condition Survey from professional consultants which noted that the school buildings and services installation are extremely aged, worn and some areas have suffered impact damage caused by the occupants of at the school. The fabric of the building and the building services were deemed to require a considerable volume of remedial and repair works; the services installations were also considered to not be fit for purpose.
14. This identified need for circa £750k of urgent works and a further £1.2m of necessary works excluding costs of any asbestos removal, decant and temporary accommodation
15. A structural survey also took place which identified the existing building were structurally satisfactory but further analysis showed material suitability issues. It is recognised that the building was not originally designed to meet the needs of pupils with SEMH and ASD difficulties.
16. The building has four different floor levels which creates issues in corridors, with steps and low ceilings which are accessible to pupils. The circulation routes are narrow and winding and some spaces need to be accessed through other spaces, which is disruptive to classes.



17. Externally, this manifests itself in low roof eaves which are accessible to pupils, and low windows which are vulnerable to damage. Windows which are accessible are Perspex, which provides poor visibility and are fixed shut providing poor natural ventilation.
18. The pupils have a designated breakfast room and eat lunch in their classrooms as there is no kitchen or dining facility.
19. Since early 2018 access to the main school buildings was heavily restricted due to health and safety concerns which resulted in the buildings being deemed not fit for purpose and the school being classified as a 'serious concern'.
20. Consequently, much of the teaching has been carried out offsite at Hill End. Works to deal with critical building condition issues is currently being carried out to enable the teaching activity to return to the site following the October 2018 half term.
21. This will allow for the pupils to remain in their school for the medium-term and thus provides stability, which is particularly important for pupils with SEMH. It also provides stability in the medium-term for parents and staff whilst allowing time for a long-term option to be determined for re-provision of the school.

## **Objectives**

22. The project sits under the Children's Transformation programme. It impacts on the pupils, their parents, and staff at Northfield School. Other SEND placement providers will also be impacted by decisions made about Northfield School. Proposed changes to the school will be assessed within the context of the Special Educational Needs and Disability school sufficiency strategy.
23. The emerging Special Educational Needs and Disability Sufficiency strategy indicates that Oxfordshire County Council requires an additional 300 pupil places for children with SEMH. This is in part being answered with the building of a new 'Free School' in the north of the county at Bloxham which will provide for 100 pupils, and a second school in the south at Valley Park, Didcot which will likewise provide for 100 pupils. Both schools will specialise in SEMH and ASD. Additionally, new accommodation and SEN Resource bases are being added into new and existing mainstream schools which will further help provide much needed places.
24. The decision to consult on a statutory closure has been stopped because of the Sufficiency of Places Strategy and the essential need for Northfields to remain

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open and be rebuilt as per the reasons set out in this paper. Therefore, the consultation brought to Cabinet in June has been stopped due to the outcomes of the SEND review identifying the need for this school to remain open through a rebuild on the current site.

25. Education colleagues and Academy providers advise that educational outcomes are materially affected by the size of the school whereby the optimum provision for an SEMH environment is considered to be circa 100 pupils.

26. An option appraisal concluded that re-provision of the school on the existing site was the preferred option

27. The objective is therefore to deliver a replacement new build School for 108 pupils located on the existing site but with sufficient land to deliver 160 school places to allow for future proofing if critically required by growth in demand.

28. By locating the school at Northfield, part of the site area could be sold for residential use benefitting the local community. The capital receipt from the sale would contribute towards the cost of the new school.

29. Subject to an agreed delivery programme It is currently expected that the new school will be required to be complete and operational for use from the beginning of the autumn term in September 2021 (accepting this date will need to be kept under review).

Non-Financial Benefits & Owners (Include intangibles)	Financial Benefits & Owners Include any savings & realisation times	Targets / KPIs Improvement in or contribution to
A new build facility will reduce the likelihood of challenging behavior and help improve educational outcomes.		Achieving design quality indicators set upon briefing the project in consultation with staff, pupils and parents
	Speed of delivery of 34 additional places will reduce the likelihood of a need for procuring out-of-county placements which cost between £20k and £70k per pupil per year, compared to a place at a state maintained school of £17.5k.	
Helps pupils live safe, healthy lives and play an active part in their community.		The outcomes for the students will reduce exclusions and improve life

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		chances including positive transition destinations into college or employment
	Release of land can help meet the City Councils housing shortfall, support the Growth Deal and achieve a capital receipt	
Staff retention may be improved through retaining the schools location and provision of new facilities		Northfield staff are highly experienced and the retention of this staff group will enable consistency and when established promotion of excellence through supporting mainstream schools across the County to retain and educate SEMH children in their local school

### Results of Options Appraisal and Programme/Project Scope

30. Northfield School will not accept any future pupil intake from September 2018 whilst the school remains in the existing buildings. That will have the obvious effect of gradually diminishing the pupils on roll for every subsequent year as the oldest pupils leave. Rebuilding Northfield could then contribute to addressing the 300no shortfall of SEN places in the county by increasing its current population.
31. A detailed Option Appraisal was undertaken which concludes that re-provision through increasing capacity from 74 to 108 (34 additional places) would offer the optimum size of school and that utilisation of the existing site presents the best solution having accounted for the appraisal criteria.
32. The growth in places would help address the remaining county shortfall when added to Bloxham, Valley Park, and the expansion of SEN Resource bases in mainstream schools as identified by the Special Educational Needs and Disability Sufficiency strategy.
33. With the Northfield site redevelopment there is an opportunity to:
  - a. create a modern special school with a specialisation in SEMH and ASD benefitting from the appropriate teaching spaces and direct links externally. A modern, purpose-built special school catering for the needs of the pupils to the best possible standards.
  - b. school would become a centre of excellence whereby expertise can be utilised to provide outreach (where staff visit other schools offering advice, guidance and support) and in reach (where schools visit Northfields to observe first hand quality teaching and learning

strategies) support for mainstream schools to be able to more effectively educate children with SEMH needs in their local mainstream school further reducing the impact on the High Needs Block.

- c. For the children to have their needs met and be educated locally and therefore have a sense of belonging to their community developing peer relationships essential to the overall success of their development.
34. Rebuilding the school on the current site removes the possibility of local resistance, planning constraints and potential time delays that would otherwise result if the school were to be relocated onto a new site.
  35. Evidence suggests that a 108 pupil place school, with a cohort of SEMH and ASD boys and girls, would provide the ideal number for this type of school to best function with the most conducive environment. A larger school population, whilst physically possible to achieve on the site, would be more difficult to manage and be considered detrimental to the education of the pupils. The additional land necessary to enable expansion to these levels is relatively small due to the constraints of maintaining the existing school while rebuilding takes place – It is therefore considered appropriate to include sufficient land to enable future expansion to 160. pupils
  36. The Options Appraisal indicated a school of this size could be built on the Northfield site whilst still retaining the existing buildings, external areas and car park in place for the duration of the build. This in turn reduces any disruption, time and cost with no requirement to provide decant accommodation during construction.
  37. The Options Appraisal also includes for the provision of a Multi-Use Games Area (MUGA). This additional facility brings benefit to the county council by enabling residential development of surplus land currently identified as playing fields nearby and increasing capital receipts that would be generated (Northfield Hostel site)

## Estimated Costs & Proposed Funding Plan

38. The Indicative capital costs provided by Gleeds in 2018 to support section 106 negotiations for new schools together with verification / adjustments from the Councils in-house construction team has been used to calculate the estimated cost, based on the areas within each Option. The estimated cost for a 2,616m<sup>2</sup>, 2 form entry provision for 108 pupils, to be used as a guide budget figure is approximately £9.52m.
39. The following financial considerations could also be taken into account:

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- a. Re-construction of the school would remove the demand for investments that would otherwise be funded through the school's structural maintenance grant; a provision of £0.5m had been allocated for roof repairs in the provisional 18/19 programme.
- b. If the provision of additional places was used to reduce out-of-county placements rather than additional pressures from growth (which could potentially be met through the planned new schools) revenue savings would occur. If the school was to close and the current 52 students were placed in Independent Non Maintained Special School (INMSS) taking out the Maintained Special School rate of £17,600 at the lowest rate of £54,000 (this is based on a day placement at a school for a child with SEMH needs at £54,000 per year and would equate to £268,245 for 5 years, but this would increase to £77,000 per year or £385,000 for the 5 years if the child was placed at an Independent school) it would cost over £1.8m per year plus transport costs. From September 2019 when the full circa 100 places would be required this would therefore cost over £3.6m plus transport per year.
- c. The High Needs Block funding is already under extreme pressure due to an increase in demand. If Northfield School closes the cost for placements demonstrated above, would further impact on the budget and put further pressure on the transport budget.

**High Needs Budget**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'m</b>	<b>£'m</b>	<b>£'m</b>
<b>High Needs Grant</b>	50.8	59.0	60.8
<b>Expenditure</b>	51.5	61.4	66.8
<b>Overspend</b>	0.7	2.4	6.0

Notes:

- 1) 2018/19 Forecast expenditure as at Sept 18
- 2) Change of responsibility to include Post 16 from 17/18

Summary of Capital Budget Requirement:

	£000k
A: Estimated cost of feasibility and preliminary design requested to be released (development budget*) supporting the delivery of the new school.	£200
B: Estimated cost of supporting the delivery of the new school during the detailed design, procurement & enabling works (to be requested to be released at Stage 1)	£500
C: Estimated cost of supporting the delivery of the new school during the delivery/ construction (to be requested to be committed at Stage 2)	£7,580
D: Contingency	£1,240
<b>Total Project Cost</b>	<b>£9,520 (3Q19)</b>

The estimated annual expenditure profile for the project is as follows:

Year	2018/19	2019/20	2020/21	2021/22	Contingency
Capital (New build) £000	£50k	£300k	£3,350k	£4,580k	£1,240k
Revenue £000	0	0	0	0	0

## Project Delivery Timetable & Procurement Plan

It is recognised that the vision is to deliver the replacement school as quickly as possible but also to deliver a high quality design that takes account of innovation and best practice.

Whilst traditional procurement techniques of advertising for exemplar designers to come forward together with the wide range of supporting professional service providers necessary to develop proposals is possible, this would significantly increase procurement timescales by at least 6 months plus 3 months to procure the design team. The table below which compares standard traditional timescales to standard delivery via the Education and Skills Funding Agency (ESFA) construction framework.

BASE DELIVERY PROGRAMME (SCHOOLS AND NON-SCHOOLS)						
		OB draft	OB approval	feasibility	start on site	ready for use
75000- 15000k		18/10/2018	15/11/2018	09/05/2019	23/07/2020	09/12/2021

Plus 3 months for procurement of the design team

ESFA DELIVERY PROGRAMME (SCHOOLS)						
		OB draft	OB approval	feasibility	start on site	ready for use
75000- 15000k		18/10/2018	15/11/2018	18/04/2019	23/01/2020	10/06/2021

It is therefore proposed that the project is procured through the ESFA Construction Framework where we have already entered into access agreements to enable us to procure such projects. The intelligent client team will assign its specialist special educational needs Architect to the project who has already been involved and who has significant recent experience in the design of exemplar projects within the private sector to support the project management team as necessary.

Irrespective of procurement route it is however recognised that delivery for an opening in September 2021 will be a significant challenge due to the need for wide ranging research and engagement to determine a robust brief and develop the clients requirements for such a specialist project.

The exact programme for delivery will be established in detail once the stage 1 Business Case has received approval and selection / engagement of the ESFA design and construction team occurs. The anticipated timescale for the provision of accommodation remains September 2021 at this stage. It is however noted that transfer from the existing to new accommodation does not have to occur at the start of the academic year.

## Service and Community Impact Assessment

The provision of a school for children with Special Needs aligns with the councils emerging Special Educational Needs and Disability strategy which seeks to improve the accessibility of pupils with special needs to education. A full service and community impact assessment will be carried out by the service as the project develops.

## Risks, Constraints, Dependencies & Exclusions

The key areas of risk are as follows:

Description of area or sources of risk and impact on project	Mitigation	Owner
Resolving access and boundaries in light of City Council ownership / access / adoption	Early engagement	PM

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issues		
Delay to programme due to change of use of land	Using existing school site minimises local resistance and possible planning constraints	PM
Maintaining existing school in operation whilst new school is constructed in terms of disruption, cost and phasing	design to enable single phase construction	PM
increased costs due to having to place pupils in Independent schools	gaining parental confidence that new school provision will be delivered to an appropriate timescale and quality	PM
Failure to secure additional receipts from sale of land at hostel site	Sport England's approval to be gained to proposals as part of planning process	PM
Failure to secure additional receipts from sale of land at school site	Submission of section 77 application asap	PM
Pupil proximity to site during construction poses H&S / safeguarding issues.	Early engagement of contractor / teaching staff within design process	PM
Engagement with Stakeholders regarding new build challenged or considered insufficient.	Work with the Engagement and Communications Team to ensure documentation and engagement activity provides best opportunity for stakeholders to express their views	PM
Staff retention concern given minimum of 3 year wait until new build is complete. Parent / pupil dissatisfaction over time it will take to provide a new build solution.	maintain engagement of staff pupils and parents during design process	PM
Restricted access along Knights Road constrains the ability for the school to expand.	liaise with highways asap in conjunction with redevelopment proposals on adjoining land by Oxford City Council	PM
Lease constraints compromise sale of land / result in a ransom that reduce capital receipts	Early engagement with Oxford City Council.	PM
Failure to deliver within the given time to meet the statutory duty of the authority to provide pupil places.	PM to monitor programmed and ensure contingency funds are always in place.	PM
Design doesn't meet the requirements of the BB104 and the defined Brief and Specification.	Rigorous review and interrogation of design proposals by competent professionals.	PM

### Communication & Consultation

The new school specification will need to meet the requirements as set out in BB104 'SEND and Alternative Provision'. As with all Special Schools, the consultation process with the school, parents and end users will help to define the overall



provision offered and ensure they are able to contribute to the design and development of the school.

The agreed accommodation schedules will now be developed with the headteacher, staff, parents, governors and other stakeholders of the school and the opportunity taken to share proposals with the local community, prior to a planning application being made.

The building works required to accommodate the new school will involve a planning application and this submission will form part of the consultation process. Once a planning application is submitted the Council will undertake the required consultation process and interested parties will have the opportunity to make their comments or objections to the proposals.

Work has already moved forward to understand opportunities for engaging with teams within Brookes University, visits to exemplar schemes and development of proposals for engagement of pupils, staff, parents etc within briefing and design development.

## **Programme / Project Governance**

The programme for delivery will be established in detail once this Business Case has received approval. The current anticipated timescale for the provision of accommodation is to have the new school building ready for occupation and setting up ideally by September 2021.

This project is overseen by the Programme Management Office (PMO). Day to day responsibility for the management of this project will rest with the Project Manager to deliver the project within agreed project tolerances.

The Project Manager will work within a framework to report any out of tolerance working and key risk to a working group chaired by the PMO with representation from the contract management team through the project life of design and delivery.

The project sponsor is David Clarke from Children Services who will agree the proposed accommodation schedule.

The project will be reviewed at technical gateways at the end of Stage 1 and Stage 2a, with approval to proceed being issued by the PMO before proceeding to the next stage.