

DETAILED PROJECT APPRAISAL

APPRAISAL NO. ED749

NAME OF SCHEME: Wood Farm Primary School and The Slade Nursery School & Children's Centre, Oxford – Replacement of Existing Buildings as part of the Primary Capital Programme

START YEAR: 2010/11

BASIS OF ESTIMATE: Pre tender estimate

1. INTRODUCTION AND DESCRIPTION OF PROJECT

This is one of 2 projects in Oxfordshire to be funded from the first wave of the Department for Children, Schools and Families (DCSF) Primary Capital Programme (PCP). The PCP was established to support the transformation of education, including raising standards and improving the life chances and well being of children. The government aim is to renew at least half of all primary school buildings by 2022-23 and to create primary schools that are equipped for 21st-century teaching and learning, and are at the heart of their communities with children's services in reach of every family.

Oxfordshire's *Primary Strategy for Change* outlined the County Council's aim of *Providing an excellent school in the heart of the community*, ensuring that schools will be places where:

- children and families can enjoy learning and achieve success in a safe, welcoming and stimulating environment
- all learning spaces are ICT rich
- both indoors and outdoors are used imaginatively so that learning can take place throughout the extended day – from morning breakfast clubs to after-school clubs and other activities
- family learning and community use can happen, contributing to the creation of full-service extended schools at the heart of every local community
- where possible families with children aged birth to 11 will be able access services on one site including children's centres, extended services, 'campus' models and partnership working arrangements
- access and inclusion are included from the outset – not as later 'add-ons'
- resource use and energy efficiency reflect the national and local priorities of sustainability and reduce the negative impact of human activity on the global climate, ensuring the best environment is available for teaching and learning

Wood Farm Primary School provides for children between the ages of 5 and 11 years of age. The current capacity of the school for years 1-6 is 270 with a further 45 places for F1 'Reception' children. The Slade Nursery currently provides 40 full time equivalent places for F1, F2 and F3 children and is a

designated Children's Centre responsible for delivering parent and family support services, health services, links with Job Centre Plus and a base for child minders. The provision of full-time childcare is integrated with nursery education and support services to families, including training for parents.

The 2 schools share a site on the Wood Farm estate in Headington. There is a strong commitment to the provision of community services with the location of community and Youth facilities on the site. The buildings were originally constructed in the early 1950s and have limiting factors in terms of the efficiency of the internal space, accessibility, quality and condition of the buildings and environmental performance. This project will completely replace the existing school and community buildings with a new integrated facility for the two schools and the Children's Centre as well as providing space to support community use. The new building will be used to provide a range of accessible services supporting children and families in Wood Farm.

There is a strategic need to provide additional pupil places across Oxford. The new building will include additional space to allow for a permanent increase in the Primary School's admission number in September 2012 from 45 to 60. This will eventually increase the primary school's total roll from its current 252 children in Years 1-6 (September 2009 pupil census) to a maximum of 360. As this would increase the size of the school by more than 25% this change is subject to statutory procedures.

This project will provide facilities that will meet the needs of the community so that educational attainment and aspirations improve, contributing to better outcomes for local people in terms of their social, economic and environmental well-being. In line with PCP principles the project will deliver facilities that can be used and managed in a variety of ways in the future in order to meet changing needs and contribute to:

- raising educational standards
- increasing community use of school facilities
- supporting wider local regeneration initiatives
- reducing emissions and other environmental impacts from buildings and their use

The County Council has been working with Oxford City Council and the Oxfordshire Primary Care Trust to maximise the opportunity provided by the redevelopment of the Wood Farm School site to improve outcomes for local people. This will ensure excellent educational facilities for a growing population and many more opportunities than are currently available for community needs to be met including; health, early years, youth and older people's services and activities, local clubs and groups, adult learning and leisure. Clear joint facilities management arrangements are being developed which will be based on an agreement defining the use of the site for educational and community services for the benefit of the whole community in Wood Farm.

2. JUSTIFICATION AND ASSESSMENT OF NEED

At the meeting 20 May 2008 Cabinet approved the consultation arrangements for the Primary Strategy for Change (PSfC) and detailed the long term aims

and initial investment priorities identified in the Primary Capital Strategy (report ref CA8). This report identified Wood Farm Primary School as one of the first two schools in Oxfordshire that could be rebuilt as part of the Primary Capital Programme.

At the delegated decisions meeting 10 June 2008 the Cabinet Member for Schools Improvement approved Oxfordshire's PSfC which identified Wood Farm Primary School as a priority investment project (report ref CMDS12). In May 2009 the DCSF confirmed that Oxfordshire's PSfC had been approved allowing entry in to the Primary Capital Programme.

In Oxfordshire the Primary Capital Programme has been prioritised using criteria developed in line with the five Every Child Matters (ECM) outcomes. These criteria measure the gap between the current position and the County Council's long term aim to provide *excellent schools in the heart of the community*;

- Schools achieving below 65% level 4 KS2 in either English or maths in the last three years
- Schools scoring more than 50% using DCSF Deprivation index

In addition to the ECM criteria the following measures were used to assess asset management issues including the overall performance of the premises and the need to ensure the sufficient provision of pupil places to meet forecast demand:

Physical buildings:

- Condition: Schools with outstanding condition work equal to £200 per square metre or above
- Suitability: Schools with more than 25% of their classrooms in temporary accommodation
- Appropriateness of buildings: Schools without access to a school hall

Strategic asset issues - Matching demand to provision:

- Schools with over 25% surplus capacity in localities with over 12% surplus places (8% in urban areas)
- Schools which will need additional places to meet future growth requirements.

Using these criteria enabled the prioritisation of each locality in terms of its ability to deliver the key outcomes in the Children and Young People's Plan, the need to match demand and supply (given areas of housing and population growth) and the condition and suitability of the primary capital estate.

Wood Farm Primary School received the highest priority score in the county of 10, out of a possible maximum of 12. Key factors at Wood Farm considered as part of the review included:

- 44% of its teaching capacity is in temporary accommodation
- The total condition work required was equivalent to £1,282 per net capacity place
- The deprivation indicator (based on tax credits) is 62.83%, which is within the top 10 deprivation scores in the county.

CA9

- It was one of only 4 schools in the county which achieved less than 65% Level 4+ in Key Stage 2 tests for both English and maths in all of the previous three years.
- The school is in an area experiencing growth in pupil numbers, and more capacity is required across Oxford city.

The national Index of Multiple Deprivation shows that the wards of Churchill, Marston, Headington Hill and Northway, Headington, Barton & Sandhills, Quarry & Risinghurst are among the most deprived areas in the county in many domains including health, income, skills and attainment. Parts of this locality are in the most deprived 5% for the city and the most deprived 20% for the whole of England. Key social factors within the Churchill ward include:

- Ethnicity – highest 10% nationally and 7th highest in Oxfordshire.
- Children under 5 in low income households – highest 10% nationally and 7th highest in Oxfordshire.
- GCSE 5 A*-C (2004) – Lowest 10% nationally and locally
- Overcrowding – highest 10% nationally and locally
- Free School Meals – eligibility in highest 20% nationally and 10% in Oxfordshire
- Rented Housing - highest 10% nationally and 6th highest locally

The pupils at Wood Farm Primary School come from a wide range of social and cultural backgrounds, and about half are from minority ethnic groups. The proportion speaking English as an additional language is very much higher than the national average. The proportion of pupils who have difficulty with reading and writing is also very much higher than that found nationally. The proportion of pupils eligible for free school meals is high.

Pupils enter the school well below Oxfordshire and national averages as shown by the Foundation Stage Profile scores. Scores are particularly low in reading and writing. They make good start to education in the Foundation Stage and continue to make progress through Key Stage 1, with standards for 7 year olds showing an upward trend over 5 years despite high levels of identified special needs in some year groups. Standards remain low at age 11 but they have been rising. The senior leadership team at Wood Farm has worked very hard to ensure that pupils' progress is closely tracked and interventions take place at appropriate times. The most recent Ofsted inspection (March 2009) judged that the vast majority of pupils in Key Stage 2 make expected or better progress and meet their challenging targets. They also found that pupils who have difficulties with reading and writing, and those who speak English as an additional language are making expected or better progress.

The senior and middle leaders in the school, along with a supportive yet challenging governing body, have worked tirelessly to drive up standards in the school and to improve the educational and wider opportunities for the children at Wood Farm. There is a clear commitment from all involved to providing high quality education for some of the most vulnerable and disadvantaged pupils. The school has engaged with a wide range of partners, both within Oxfordshire and cross border, and these partnerships have produced clearly demonstrable benefits for the pupils. The leadership team

has proved open to new ideas and challenges and is keen to be in the forefront of curriculum development. The school is a member of the Oxfordshire Primary Extra Mile Cluster which is part of a national pilot project run by the DCSF. The school leadership has shown that continuous improvement is achievable, and many of the procedures used at Wood Farm will be encouraged in other Oxfordshire schools. The school also works hard to successfully include a minority of pupils with challenging behaviour, and to support them to succeed.

As part of a project to promote the effective use of performance data, the Fischer Family Trust (FFT) provides a range of educational performance and progress data. The key feature of the FFT analysis is the progress that pupils make from one key stage to the next and a comparison of a pupil with 'similar pupils in similar schools'. The FFT analysis includes a number of factors in the models used including free school meal eligibility, English as a second language, measures of deprivation and special educational needs. The most recent 3 year analysis for Wood Farm Primary identifies that overall actual attainment is still significantly below estimated achievement when averaged over the 3 year period. This is largely due to historic underachievement which is being successfully addressed and the schools' improvement steps are showing through clearly in pupil progress.

The existing building is seen as a barrier to effective teaching and learning and meeting the needs of the diverse pupil population. In particular the ability to deliver small group work, individual tuition and support and group interventions, alongside class teaching, are all severely compromised. The new building will provide more appropriate teaching spaces that can be used flexible and creatively to accommodate the pupils' needs. The project will also address the inadequacy of support spaces including lack of facilities such as small group rooms, library, studio and counselling/1:1 space.

The investment at Wood Farm supports the County Council's 4 corporate priorities of;

- *world class economy*
- *healthy and thriving*
- *better public services*
- *environment and climate change*

It is also fully in line with the Council's cross-cutting theme of Breaking the Cycle of Deprivation, which focuses on reducing the gap between the most and least affluent, targeting areas where resources are most needed, and co-location of services.

The project will contribute to the delivery of the three priorities in the *Oxfordshire Children and Young People's Plan 2010-2013*;

- Keeping all children and young people safe
- Raising achievement for all children and young people
- Narrowing the gap for our most disadvantaged and vulnerable groups

The project supports 4 of the County Council's 5 'Property Themes' outlined in the *Corporate Asset Management Plan 2010* approved by Cabinet 19 Jan 2010;

- Theme 2 - Changing the portfolio to support locality working
- Theme 3 - Increased co-location of services and sharing with partners and community organisations to improve service delivery and reduce costs
- Theme 4 - Property that is fit for purpose and supports corporate priorities and emerging service business models
- Theme 5 - Improved environmental performance of our buildings to contribute to targets to reduce carbon dioxide emissions

Implementation of this project addresses a number of CYP&F Asset Management Plan Priorities and the primary school's statement of identified needs including:

- Provision of suitable and sufficient spaces for the delivery of the curriculum including improved library and ICT, small group rooms and specialist areas.
- Provision of sufficient teaching spaces to accommodate the forecast increase in pupil numbers at the school and support the strategic need for places in Oxford
- Accommodating all of the primary school, Nursery School and Children's Centre accommodation in a single, fully accessible, building which will bring increased flexibility in terms of the use of space and economies of scale.
- Removal of prefabricated 'temporary' classroom buildings
- Improved sustainability and environmental performance

The Oxford City Council Regeneration Framework "*A Regeneration Framework for Oxford to 2026*" specifically identifies the replacement of the Wood Farm Primary School and Slade Nursery School as a key project in the regeneration of the City.

The County Council's *Draft Capital Strategy 2010/11-2014/15*, approved by Cabinet 19 January 2010, identifies that the education transformation agenda needs to be supported and facilitated by the creation of schools infrastructure for the 21st Century through the Primary Capital Programme.

3. **OTHER OPTIONS**

A number of options for replacing the existing buildings have been explored as part of establishing the site development strategy. This has included considering partial rebuild of the existing buildings but this would compromise the potential for future development and would not address the fundamental issues around the suitability of the existing spaces and the age and condition of the buildings.

The availability of significant funding through the Primary Capital Programme and other sources provides a unique opportunity for a major investment at Wood Farm. This has the potential to make a real difference for the school

and the wider community which could not be achieved through a piecemeal approach to capital investment on the site.

The only other option would be to retain all or part of the existing unsuitable accommodation and to continue to meet the ongoing repair and maintenance requirements. This would not provide the school with the necessary accommodation to support the Transformation agenda or provide the community with facilities to provide an integrated community facility.

4. FINANCIAL IMPLICATIONS

(i) Capital

Procurement for the project is being carried out under the Authority's Framework Contract arrangements; the Call-Off procedure in the contract was used to select a Framework Contractor at an early stage of the project. This early contractor involvement has enabled good input on buildability aspects of the design, construction access arrangements and the phasing of the work. Careful planning of the phasing of the work is particularly important to ensure that the two schools are able to continue to operate during the reconstruction of the entire site.

The total estimated cost of the project, inclusive of professional fees and client contingency is £11,750,000. This cost will be met from a variety of funding sources which have been combined to make the best use of the available resources. The funding includes £200,000 capital receipt from the disposal of the former Marywood House property at Wood Farm to support the provision of community facilities in the new building.

The funding for the project is already included within the County Council's Capital Programme Forward Plan.

	£
DCSF Primary Capital Programme	7,005,000
Sure Start Children's Centre	795,000
Extended School Funding	<u>603,000</u>
Sub-Total	8,403,000
Schools Devolved Formula Capital contribution	55,000
Oxford City Council Contribution	50,000
S106 Developer Funding (agreement ref OZ63, OZ87)	<u>209,000</u>
Sub-Total	314,000
OCC Capital Receipts (OCSR) (In Capital Reserve)	2,330,000
Early Years Funding (In Capital Reserve)	<u>503,000</u>
Sub-Total	2,833,000
OCC Capital Receipt (Marywood House)	<u>200,000</u>
Total	11,750,000

In addition to making a financial contribution towards the capital construction cost the 2 schools are also utilising Devolved Formula Capital funding to procure the necessary furniture and equipment (including ICT) requirements for the new accommodation.

The possibility of utilising DCSF Early Years Capital Grant to support the project is currently being explored. This could result in a reduction in the amount of Capital Receipts (OCSR) funding required.

(ii) **Revenue**

The current Dedicated Schools Grant (DSG) funding formula to schools allows for property costs by allocating some funding by floor area, schools are expected to manage their budgets within overall funding levels and have delegated power over these budgets. A strategic review of funding is commencing to look into issues of sustainability and revenue in the context of current building plans. The results of this will be applied to formula development from 2011/12 onwards.

(iii) **Risk**

An assessment of risk has been carried out by Property Services and Jacobs. A Risk Register is being maintained for the project.

(iv) **Whole Life Appraisal**

The buildings at Wood Farm are a 1950s concrete framed structure and have been highlighted as 'very poor' within whole life appraisal through:

- Continuing repair and maintenance investment need
- Electric demands of average 49kw/m2 against a benchmark of 32* (154%)
- Gas demands of average 300kw/m2 against a benchmark of 164* (238%)

* the % consumption values are produced by comparing the actual consumption in recent years with 'typical' (i.e. average) national benchmark data provided by the Carbon Trust for similar buildings.

A number of identified delegated and non-delegated repair and maintenance priorities will be removed by replacing the existing buildings. The value of the works identified in the Required Maintenance Assessment is currently;

	£
Wood Farm Primary School	326,000
Slade Nursery/Children's Centre	<u>52,500</u>
Total	<u>378,500</u>

The County Council's property consultant, Jacobs, has been required to utilise whole life appraisal techniques during the design phase for the new building and bring forward recommendations that take account of energy efficiency, repair and maintenance and durability.

5. STAFFING IMPLICATIONS

Any additional staffing requirements arising from the increase in the size of the school's and changing demographics will be met from the schools delegated budgets.

6. ENVIRONMENTAL IMPLICATIONS

It is a requirement of the Primary Capital Programme that new school buildings and refurbishment projects are required to achieve at least a 'Very Good' BREEAM (Building Research Establishment –Environmental Assessment Method) Schools rating. In addition, the DCSF expects all new school buildings to reduce carbon emissions by at least 60% relative to those constructed and designed to 2002 building regulations.

Creating a 'Low Carbon' building will be achieved by a significant improvement in insulation standards, far better air tightness of the building construction and low energy fittings and equipment including lighting. This would be combined with measures to displace the use of grid electricity which is inefficient due to generation and transmission losses. Local electrical generation will be by Photo Voltaic Cells, any electricity generated on site but not used by the school will be exported back to the national grid. An export tariff will provide an income stream to offset other energy costs.

Heating for the building and domestic hot water will be provided by high efficiency gas fired condensing boilers. Other sustainability options are currently being assessed for their potential impact on both the initial capital budget and on future revenue costs. The aim is to create a building that achieves Very Good under the standard BREEAM assessment method as well as reducing CO₂ emissions and reducing future revenue costs for the schools.

MEERA SPILLETT
Director for Children,
Young People & Families

SUE SCANE
Assistant Chief Executive & Chief
Finance Officer
Corporate Core Financial Services

NEIL MONAGHAN
Head of Property,
Environment & Economy

Contact Officer: Kevin Griffin, Service Manager - School Organisation & Planning
Commissioning, Performance & Quality Assurance, Children,
Young People & Families Directorate Tel: (01865) 816457

March 2010