

MEETING TITLE AND DATE:

Cabinet – 21st October (KD 4141)

REPORT OF:

Director of Finance, Resources and Customer Services and the Chief Education Officer

Contact Officer:

Michael Toyer, telephone: (020) 8379 5485
e-mail: michael.toyer@enfield.gov.uk

Agenda – Part: 1	Item: 13
Subject: Strategy and approach to delivering pupil places Wards: All	
Cabinet Members consulted: Cllr Ayfer Orhan (Education, Children’s Services & Protection) Cllr Andrew Stafford (Finance and Efficiency)	

1. EXECUTIVE SUMMARY

- 1.1 The Council continues to successfully deliver additional permanent school places to meet demand in increasingly challenging conditions.
- 1.2 Since 2010, 4,410 permanent Primary school places have been delivered, with hundreds more secured through temporary and partner school arrangements where they have been needed. Enfield is in the top quartile in London for being able to offer parents their first choice of Primary school through the admissions process.
- 1.3 This report sets the scene for the administration’s approach to the provision of school places for Enfield residents and updates the strategy for the provision of places. The update reflects:
 - the 2015 annual review of the population projections about the expected demand for school places;
 - the national policy and funding position under the current government;
 - the increasing demand pressures on provision for children who need additional high level specialist support;
 - updated information on the current and planned supply of mainstream school places; and
 - information on costs from approved construction indexes, market information and funding implications.
- 1.4 The key points from the review of demand for school places up to 2019 are:
 - Demand for primary school places between 2015 and 2018 is higher than projected last year but returns to the previous trend from 2019¹;
 - Demand for secondary school places between 2015 and 2019 is lower than projected last year showing a slower increase in demand with a peak in 2023 rather than 2020²;
 - Demand for high support provision for children with certain categories of special education need continues to increase³;

¹ Based on the 2015 release of the Greater London Authority school roll projections which use the GLA 2014 Round Projections (Strategic Housing Land Availability Assessment variant)

² Ibid

³ Based on local data from the annual pupil census and practitioner input

- 1.5 Information on current spare capacity in schools and plans to create additional places mean that demand for places can continue to be met over the 2015 to 2019 period at the borough level. In addition to current plans there will be a need to provide two extra forms of primary entry (one permanent, one temporary) in the South East area and potentially one more in the West of the borough. This is subject to the impact of any additional provision from academies and free schools in the borough and any additional provision serving Enfield from adjacent boroughs.
- 1.6 However, with most school sites that can easily accommodate expansions already expanded, the need to acquire additional land is increasingly a feature of expansion projects. This presents challenges as land acquisitions are not covered by the funding from government to create additional school places. Additionally, closer working with neighbouring boroughs where there is potential for any increased school capacity close to the border to serve Enfield residents will need to be explored and understood.
- 1.7 In terms of delivery there is a need to:
- Deliver 11 additional permanent forms of primary entry (FE) from September 2016 to September 2019. Current plans account for 9 of those and two more are subject to progressing early discussions about options – all existing and the two new projects will be subject to a review of available funding and delivery options to reflect current national policy and funding regimes.
 - Deliver 10 additional permanent forms of secondary entry (FE) by September 2018 and September 2019. Current Education Funding Agency plans will deliver 11 forms of entry over this period, which means there is no need, or available funding, for Council delivered secondary schools up to 2019. The Secondary Tuition Centre is still needed for children requiring support to re-enter the mainstream school environment.
 - Increase capacity in schools and establishments that provide education services for some of the most acute special need categories. Autistic Spectrum Disorder is the highest priority and permanent capacity needs to be increased by one form of entry at all age ranges. Plans have been developed to achieve this but delivery is dependent on a land acquisition.
- 1.8 Construction sector market conditions continue to be challenging in London and the South East due to buoyant market conditions, shortages of skilled staff and some materials. The construction market indexes used for inflation and location have been updated. The recommended update to the programme budget for planned, but not yet procured, schemes is 5.6%. This is based on the Building Cost Information Service all-in tender price index quarter 2 2015 to quarter 2 2014 comparison. Programme and project budgets and costs will continue to be monitored and adjusted through the quarterly Capital Monitor process.
- 1.9 Minor changes to responsibilities and approach are needed to reflect the retirement of the Director of Schools and Children's Services and the subsequent temporary arrangements that create a Chief Education Officer post in the Council.
- 1.10 Previously established delegated authority is in place for decisions on:
- Establishing the detail of the programme and projects, including project level budgets within the programme; and
 - Agreeing procurement routes, land transactions, placements of orders, submission of planning applications and entering into contracts with required contractors, either by calling off EU compliant framework agreements or conducting suitable procurement exercises.

2. RECOMMENDATIONS

2.1 It is recommended that Cabinet Members approve:

2.1.1 The updated strategy to provide the additional school places required up to 2019 and the continuation of the school expansion programme;

2.1.2 That the overall programme budget allocation is maintained at £62.83 million but updated when a separate report is brought forward on any land acquisitions required to facilitate provision of extra places in the North Central area (in the vicinity of the proposed residential development at Chase Farm) and potentially Minchenden for special need places.

2.1.3 Delegated authority to the Cabinet Member for Education, Children's Services and Protection and the Cabinet Member for Finance Efficiency in consultation with the Director of Finance, Resources and Customer Services, the Chief Education Officer or the Assistant Director of Strategic Property Services, to take decisions on:

- The individual schools, sites and preferred partners for expansions, and decisions on statutory requirements, to meet the need for extra pupil places, both mainstream and special, up to 2019;
- Conducting suitable procurement exercises and either calling off EU-compliant framework agreements or conducting suitable procurement exercises, entering into contractual arrangements with successful contractors and placing orders for any capital works required for the projects; and
- Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold, as individual schemes are developed.

2.1.4 Delegated authority to the Director of Finance, Resources and Customer Services and the Chief Education Officer to take decisions on the:

- Programme management arrangements and operational resourcing, including procurement of any required support services;
- Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity;
- Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme;
- Submission of planning applications; and
- The appropriate procurement routes for professional support services and construction for individual schemes.

2.2 It is recommended that Cabinet Members note:

2.2.1 That if options for schemes cannot be progressed then alternative options will need to be brought forward for decision and inclusion on the Council's Capital Programme; and

2.2.2 The solution and funding requirements to meet the need for additional Special School capacity to support children with high support needs, such as Autistic Spectrum Disorder, will be the subject of future reports.

3. BACKGROUND

The School Expansion Programme

- 3.1 The School Expansion Programme (SEP) further developed the approach used in the Primary Expansion Programme and has almost completed the phased delivery of an additional 1,890 permanent primary school places, or nine forms of entry (FE). The programme also delivered improvements to existing spaces in the schools.
- 3.2 The main works are all complete at Edmonton County, George Spicer, Highfield, Chesterfield, Grange Park and Worcesters. A package of follow on works is almost complete at Worcesters and Grange Park where it has proved more economic to deliver less significant works through smaller contractors.
- 3.3 The Garfield rebuild and the minor works for the Prince of Wales are both on site and due to complete in the autumn. The completion of these schemes concludes the original delivery phases.
- 3.4 Since the programme establishment additional schemes have been included in the delivery plans to provide extra capacity in schools. These schemes are:
 - 3.4.1 Bowes Edmonton to provide additional capacity for primary aged children and support the Bowes Alliance in increasing capacity in a flexible way. Works completed in the summer.
 - 3.4.2 The Secondary Tuition Centre aims to consolidate and increase capacity for secondary school aged children requiring support to return to mainstream educational settings. Planning consent was achieved following extensive consultation with planning officers and the Conservation Advisory Group, this remains subject to Secretary of State approval.
- 3.5 In response to the future levels of anticipated demand for school places identified as part of last year's annual review of demand and capacity a number of other projects have been established. These remain subject to feasibility and/or land acquisitions are either being delivered or subject to feasibility work are:
 - 3.5.1 Additional primary capacity at Grovelands

A proposal to provide additional 2FE accommodation in new buildings.

Arrangements have been delivered in partnership with Bowes Southgate Green and Broomfield Secondary schools to make use of under utilised space to provide additional primary school places (2FE from 2015) on a temporary basis in advance of the permanent provision. This "partner school" is proving popular locally. Delivery will be dependent on securing the support of Historic England given the heritage features of the site. If this support can be gained then the design, works delivery and provision delivery details will be developed with contractors and suitable partners. This will include further resident consultation on more detailed proposals.
 - 3.5.2 Additional primary capacity in the North Central area

A number of options for extra Primary provision have been explored and it is not possible to create three additional permanent forms of entry to serve this specific area without some form of land acquisitions. Acquisitions to support Chace Community and Chase Side were investigated unsuccessfully. Currently Chase and other options are being pursued but the land acquisitions must be in line with Council's, or funding body's, best value tests and available budgets. An option for a school expansion to provide one additional form of entry is being investigated but is subject to agreement with the governing body before proceeding to feasibility.

Arrangements have been made in partnership with Suffolks Primary and Bishops Stopford Secondary schools to make use of under-utilised space to provide additional primary school places on a temporary basis from 2015 in advance of the permanent provision.

3.5.3 Minchenden Special Need provision

A lease is in place and a land acquisition is being investigated. This would allow for permanent additional 126 special need places to be provided in a re-furnished Farbey Centre.

Arrangements have been delivered in partnership with Durants and Russet House to increase their capacity on a temporary basis in advance of the permanent provision.

A further authority decision on the funding for both the land purchase, delivery options and building work will be required as there is currently no allocation for additional special need places in the overall programme allocation.

- 3.6 If any of the above three options cannot be delivered then alternative options, with associated costs, will need to be generated to ensure that demand is met.

The 2015 review of pupil places, capacity and delivery requirements

- 3.7 The annual review of pupil places and capacity consists of a consideration of:

- the current and future demand for pupil places;
- current school capacity;
- existing known plans to increase school capacity; and
- early discussions on potential plans to increase school capacity

- 3.8 It should be noted that Government policy and practice on the establishment of new free schools makes it difficult to assess and plan the delivery of additional places required as the Council does not have to be consulted when providers submit an application to the Education Funding Agency for a new school.

- 3.9 The 2015 review has confirmed the following in terms of places and delivery:

3.9.1 Primary school provision

There is a requirement to deliver 11 additional permanent forms of primary entry (FE) from September 2016 to September 2019.

This confirms the need to continue developing existing proposals to deliver additional permanent primary school places in the South West area (currently being investigated at Grovelands) and options for delivery in the North Central area (potentially requiring a land acquisition) which together would provide an additional permanent five forms of entry.

The two permanent forms of entry at Meridian Angel, which is being delivered by the EFA, will be needed by 2016.

Work needs to be progressed on options for an additional two permanent forms of primary provision to serve the South West area from 2018 (the current preference is Broomfield Secondary but this would be subject to school agreement and feasibility).

The review also confirms the need to progress options for another two forms of additional capacity to serve the pupil place planning areas in the South East (1FE) and potentially the West Central (1FE) area. Funding has not been allocated for these and an assessment of local provision, including cross-borough border, provision is required as it may provide the capacity required.

All schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.

3.9.2 Secondary school provision

There is a requirement to deliver 10 additional permanent forms of secondary entry (FE) by September 2018 and September 2019 and rebalance provision towards the west of the borough.

This confirms the need for the EFA to deliver its plans for the permanent, and expanded, provision at Heron Hall Academy. This will deliver eight forms of permanent entry, which is five additional forms compared to the current levels of provision at the school's temporary site.

The EFA will also need to deliver its plans for a new six form of entry secondary school, Ark North Enfield, by the target date of 2018.

Additionally options for provision of additional capacity in the west of the borough need to be understood and confirmed.

There remains a need to consolidate, improve and expand provision for children that require support to re-enter the mainstream school environment. The plans for the Secondary Tuition Centre at Bullsmoor Lane will provide this improved and expanded capacity.

3.9.3 Special need provision

There is a need to increase capacity in school and establishments that provide education services for some of the most acute special need categories. Autistic Spectrum Disorder is the highest priority and permanent capacity needs to be increased by one form of entry across all age ranges. Class sizes can vary between 5 and 8 depending on the level of need: the plan is provide capacity of 126 additional places. Plans have been developed to achieve this but delivery is dependent on a land acquisition at Minchenden, which will be subject to a separate report when discussions have progressed.

3.10 The full pupil places, capacity and delivery report is attached at **Appendix A**.

Programme costs for expansion projects

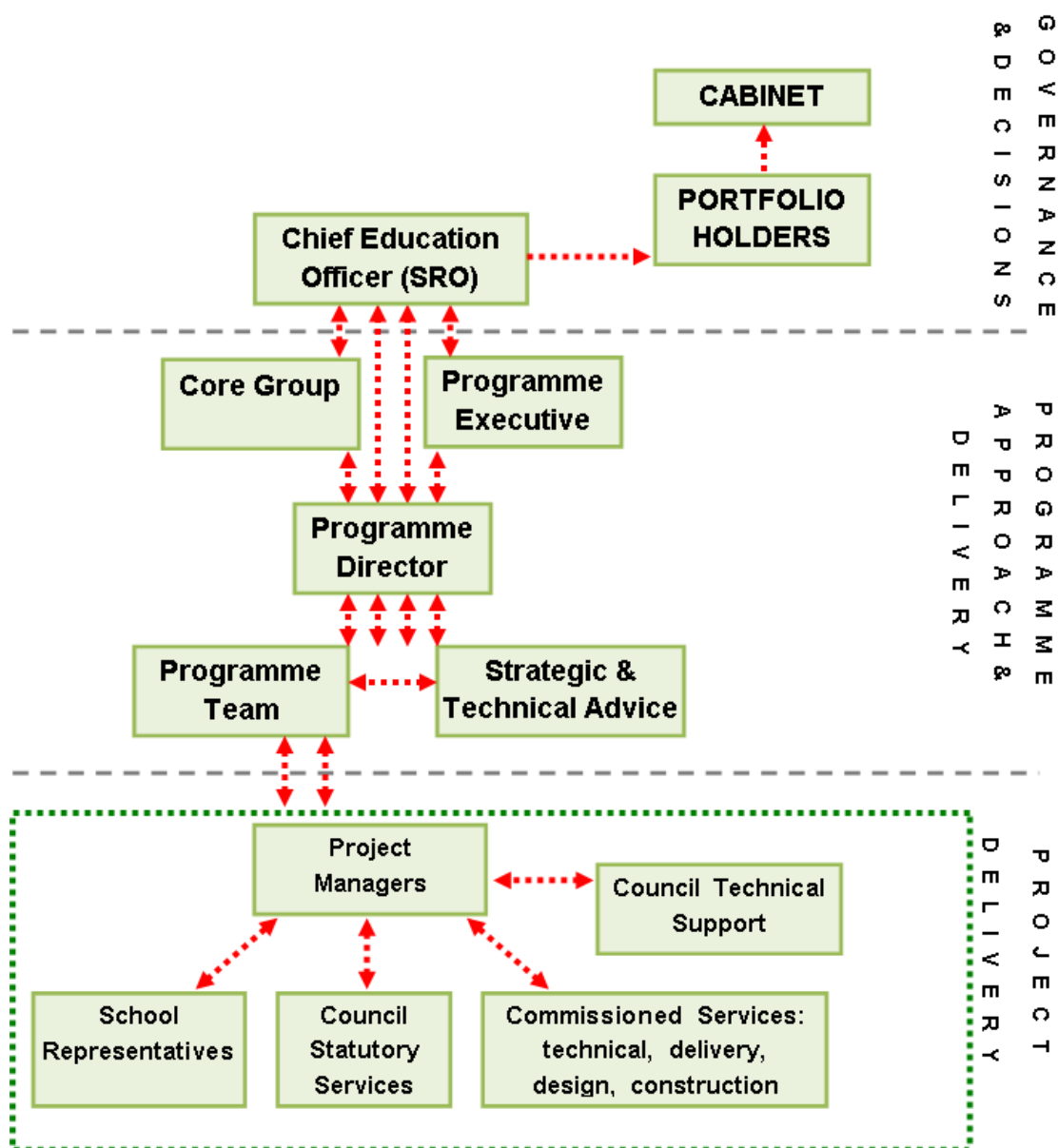
- 3.11 As reported last year, the construction sector continues to be buoyant. The situation is particularly acute in London where there is higher developer interest in capital schemes but also in the education construction sector due to the continuing demand for construction works to support higher demand for school places. Again this is doubly the case in London.
- 3.12 Last year the indicative cost estimates for the projects were uplifted significantly to reflect market conditions. This was based on recent market testing and the Royal Institute of Chartered Surveyors (RICS) Building Cost Information Service (BCIS) indexes.
- 3.13 The equivalent uplift to account for inflation since last year would be 5.6% but with fewer projects about to be procured it is more appropriate to update budgets following market testing when scheme cost estimates are always updated.
- 3.14 It should be noted that the original estimated cost of delivery is highly likely to change at the point of procurement and will be dependent on market condition at that point in time. Additionally if a design and build procurement route is pursued, the final agreement of requirements is not achieved immediately and can result in a further cost adjustment as the contractor confirms costs through their subcontractor supply chain. This may result in having to further adjust budgets for schemes on the

Council's Capital Programme, which will continue to be managed through the quarterly Capital Monitor process.

- 3.15 A significant challenge with costs is that the Basic Need Funding from Government does not reflect the reality of delivery costs nor is there any allowance for the acquisition of additional land to support school expansions.
- 3.16 If Government grant funding is not forthcoming, or is insufficient, and other sources such as Section 106 payments or Community Infrastructure Levy are also insufficient then prudential borrowing might have to be a route to funding school expansion but this would have an impact on revenue budgets.
- 3.17 The wider plans for the Minchenden site present the opportunity to provide additional special need provision for the borough and through land development and sales of other parcels could generate funding to subsidise delivery of the education facility. Additionally the government has suggested that it will make funding available for special need places in response to a lengthy period of Council's lobbying on this issue but an announcement is still awaited.

Programme and Project Structure

- 3.18 The programme structure established for the programme needs to be amended to take account of the retirement of the Director of Schools and Children's Services and the subsequent interim arrangements in place until the wider senior restructure is delivered.



- 3.19 The newly created Chief Education Officer post will take on the Senior Responsible Officer role for the programme and delegated authority decision-making responsibilities alongside the Director of Finance, Resources and Customer Services.
- 3.20 To maintain a balance between technical and educationalist input at the Programme Executive the Assistant Director for Special Projects will chair the meetings. Both the Chief Education Officer and the Assistant Director for Special Projects are member of Core Group along with the Programme Director. The only change to Core Group is that the Director of SCS will no longer attend.
- 3.21 Programme and project ways of working will continue to be reviewed to ensure operations align with corporate approaches, emerging delivery options and industry standards of practice. This will be explored further as a prelude to likely Enfield 2017 restructure changes that will affect staff involved in both the delivery and management of Council assets. The current programme arrangements, programme and project level guidance documents will be updated as required and agreed through an operational decision in line with established delegated authority or through any reports in relation to Enfield 2017 re-structures. Currently the programme arrangements set out:
- The governance structure and strategic decision-making protocols;

- Delivery governance, structures and key delivery roles;
 - A consistent approach to delivery activity for phase two projects that is aligned to industry standards, corporate ways of working and corporate systems;
 - Information requirements to support decision-making and consistent reporting; and
 - Mechanisms to manage the flow of accessible accurate information for each project and the programme overall to internal and external stakeholders.
- 3.22 To address the challenges of future delivery, limitations on sites, and the unrealistic levels of funding from central government the programme team will seek more opportunities for additional permanent capacity to be brought forward as part of residential developments, where feasible. Alongside this the team will commission additional work on how school design options can achieve good quality teaching spaces on constrained sites. The aim will be to produce a set of standard, but adaptable design and employer's requirements for schemes that take into account funding limitations and try to minimise the use of Council resources whilst maintaining an acceptable level of quality. The input of school head teachers will be important and be sought through representatives already engaged in established forums.
- 3.23 The programme structure and ways of working will continue to be reviewed regularly to ensure it fits with the wider approach of the Council and any changes that emanate from Enfield 2017 restructures.

Stakeholder engagement

- 3.24 Alongside the programme management arrangements a Stakeholder Engagement Strategy has been put in place for the programme. This is to ensure that the pro-active approach to consultation and communications is maintained. The programme objectives for stakeholder engagement are:
- To achieve wider Council commitments about communication and consultation;
 - Stakeholders are identified, appropriately informed and consulted in the right way at the right time;
 - Communication and engagement to stakeholders is pro-active and clear to ensure there is clarity amongst stakeholders about the Council's plans; and
 - Opportunities for dialogue are provided to ensure that stakeholders understand how and when they can contribute their views.
- 3.25 With more challenging projects likely to be a feature of the programme there is likely to be an increased requirement for communication activity to support stakeholder engagement.

Procurement for school expansions and improvement projects

- 3.26 The procurement approach for the programme was agreed by Strategic Procurement Board in November 2013. The approach is to use existing and verified frameworks or, where appropriate, OJEU procedures.
- 3.27 The initial list of suitable Frameworks is subject to ongoing review by Corporate Procurement and has been expanded to include newly available frameworks. The list now stands as:
- Crown Commercial Service (formerly Government Procurement Service) -
 - Improvement and Efficiency Social Enterprise (IESE)
 - London Housing Consortium (LHC)
 - SMART East

- Scape
- London Construction Programme Major Works Framework (LCP)
- Education Funding Agency National Framework
- Education Funding Agency Regional Framework

3.28 The approach to procurement reflects Council's commitment to positively supporting the local economy through its sustainable procurement policy. Procurement activity will require contractors, where relevant and proportionate to the contract, to consider the use of apprentices, local supply chains, and local labour. This is implemented through use of the Community Benefit toolkit at the Invitation to Tender stage, the impact of which is reported back to SPB throughout each year.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Enfield Council has a statutory responsibility to provide the necessary school places. The School Expansion Programme creates a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places is not an option.

4.2 The following proposals have been considered but rejected:

- Complete reliance on additional capacity from new free schools or existing free school / academy expansions. There is no guarantee that high quality providers will come forward with proposals for new schools that the EFA will then accept and then deliver. The Council will continue to work with the EFA and current providers that provide high quality services and contribute to the wider education community in the borough to assess potential expansion opportunities.
- Increasing class sizes to over 30 pupils. Current legislation stipulates that Key Stage One classes cannot exceed 30 pupils with only one qualified teacher, except in very limited circumstances. This does not apply to Key Stage two. However, school accommodation does not normally allow for more than 30 pupils in one class base.
- The use of community halls as emergency class bases. This option has been explored with a number of head teachers in relation to the development of the Partner School initiative. However, the revised strategy seeks to deliver a programme of permanent expansions.

5. REASONS FOR RECOMMENDATIONS

5.1 The Council has an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This report sets out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that become available.

5.2 This strategy and delivery arrangements will deliver the additional reception places required in the areas of highest demand up to 2019. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increases in demand.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 **Financial Implications**

6.1.1 The School Expansion Programme capital budgets for the years 2015/16 to 2017/18 are shown in the table below.

	2015/16 000s	2016/17 000s	2017/18 000s	TOTAL 000s
Approved SCS Capital Programme (Feb 2015)	£27,581	£21,005	£14,239	£62,825
Funded by:				
Government Grants	£21,783	£12,738	£8,845	£43,366
S106	£766	£0	£0	£766
Council Resources	£5,032	£8,267	£5,394	£18,693

6.1.2 The above figures represent the approved allocation for existing schemes within the Schools & Children's Services Capital Programme for the School Expansion and Secondary Tuition Centre schemes. As mentioned above report there are a number of significant schemes in development which will require some additional funding to be identified in order for them to proceed. At the appropriate times authority decisions will be required on the allocation of the available capital resources and the funding of any budget shortfall.

6.1.3 As part of the quarterly monitoring of the capital programme all current schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.

6.1.4 When there is clarity on the land purchase and delivery route for additional places in the North Central area, currently proposed for Chase Farm, then a further authority decision will be sought. The same decision process will also apply to the proposed development of the Minchenden site.

6.2 Legal Implications

6.2.1 Section 14 of the Education Act 1996 requires that an authority ensures that sufficient school places are available within its area for children of compulsory school age. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. Section 111 of the Local Government Act 1972, includes the power to do anything ancillary to, incidental to or conducive to the discharge of any of its statutory functions. The recommendations within this report are in accordance with these powers.

6.2.2 Each school expansion will be subject to the statutory consultation process prescribed by Section 19 of the Education and Inspections Act 2006, The School Organisation and Governance (Amendment)(England) Regulations 2009, and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 . There is also statutory and non-statutory guidance (School Organisation – Maintained Schools) issued by The Department for Education in January 2014. The decision on each statutory expansion will be made by the Cabinet Member for Children and Young People.

- 6.2.3 Where Planning Permission is required in respect of any school expansion that proceeds beyond feasibility considerations and initial consultation with schools such will be accordance with the Town and Country Planning Act 1990 (as amended). This will require statutory and public consultation. Pursuant to the Council's constitution such will be required to be considered at planning committee. Works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.
- 6.2.4 All procurements of goods/services/works will be in accordance with the Councils Constitution, in particular Contract Procedure Rules ("CPRs") and the Public Contracts Regulations 2006 or 2015 (as appropriate). In particular, the Council is able to utilise a range of EU compliant frameworks to engage the services of construction contractors or technical support staff such as architects or quantity surveyors in full compliance with the CPRs. Any use of a framework must be in accordance with the framework terms.
- 6.2.5 Section 120 the Local Government Act 1972 provides the Council with powers to acquire land for any of their functions and for the benefit, improvement and development of their area. Section 122 of the same act gives power to the Council to appropriate for any purposes which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the Council and is no longer required for the purpose for which it is held Any acquisition or appropriation of land will need to be in accordance with the Council's Property Procedure Rules.
- 6.2.6 All legal agreements will need to be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

- 6.3.1 The Strategy set out in this report will provide additional primary places in local areas of need.
- 6.3.2 Where there is a requirement for expansion, existing Council assets will be reviewed in the first instance. Where an acquisition may present itself, in order assist in the School Expansion Programme, these opportunities will be need to be assessed in more detail with feasibility and due diligence studies.
- 6.3.3 Stamp Duty Land Tax (SDLT), transactional costs (legal, surveyors and disbursements), potential VAT, holding costs including security and vacant premises rates will need to be considered when acquiring a property and a suitable strategy will need to be enabled to limit the Council's exposure to these cost items
- 6.3.4 The site values will depend upon the prevailing market conditions at the time, and external valuations may be required to support the acquisition of land.
- 6.3.5 The land acquisition strategy will be challenging. Several internal and external approvals will be required and the Council will need to ensure appropriate consents are obtained or in place.
- 6.3.6 Land acquisitions to support expansion must conform to the Council's Property Procedure Rules (PPR's) and to demonstrate the Council's obligations under section 120 of the Local Government Act 1972, there will be a requirement for the Council to obtain an external RICS Red Book valuation by a Registered Valuer/Chartered Surveyor.
- 6.3.7 If existing Council assets are to be brought in to assemble land for an expansion then Appropriation to the correct holding department will be

required. If Appropriation from the Housing Revenue Account to the General Fund is required then all transactions will be undertaken at current existing use value.

- 6.3.8 Initial consultations regarding acquisitions should require the Assistant Director of Strategic Property Services to be either present or informed.
- 6.3.9 Relevant stakeholder consultation will be required from the outset to support either acquisition or disposal of land and gaining planning permissions. Depending on the site and land-use designation, consultees could include English Heritage, the Greater London Authority (GLA), Sports England and the appropriate Secretary of State.
- 6.3.10 The use of modular construction will assist with speeding up the construction process, but requires significant investment upfront in the design process. Additionally it has the potential to lower costs as compared with the traditional build routes but this requires assessment given recent market conditions and tender returns on modular packages. Modular construction also significantly improves a buildings environmental performance and overall sustainability.
- 6.3.11 To meet statutory requirements it is vital to ensure that the Council's financial accounts do not include buildings (or parts of buildings) that have been demolished. To ensure we have high quality records and meet our statutory obligations Education Asset Managers will complete a demolition notification form and return to Property Services.
- 6.3.12 An inventory list of any material procured and produced will need to be kept. In the event of failure, appropriate arrangements will need to be made for these supplies to be retained and secured for the Council until a decision is made on how best to dispose of them.
- 6.3.13 Property Services will need to be aware and sent the new data being generated for the expansion of these schools. These include floor plans with room data for the purposes of the Asset Management System, Atrium.
- 6.3.14 Property Services is involved in the programme management structure and is able to advise on acquisition, disposal and other land development issues.
- 6.3.15 Once planning permission is gained Building Regulations will need to be adhered to as part of the enabling and construction works.

7. KEY RISKS

Additional capacity and contingency

- 7.1 The revised Provision of Primary Places Strategy has been revised by this report to set out the arrangements to commence delivery of additional school places in the 2015 to 2019 period. This is in response to the recent review of pupil number projections. The next set of pupil number projections will be available in Spring 2016 and will be reviewed to inform the annual update to the strategy for providing school places. Our aim is to improve parental choice, and minimises the risk of providing insufficient pupil places.
- 7.2 There is a risk that if popular and successful Enfield schools near the borders of neighbouring boroughs are expanded then this could encourage an influx of pupils from those boroughs if they have not been successful in expanding their own provision.
- 7.3 Actual pupil numbers will be carefully monitored against projections, to ensure that the Council strives to provide places in the actual areas of demand (i.e. local places for local children). Officers will also continue to engage in regional and bilateral discussions about the provision of places to assess provision in other boroughs.

Concerns about school expansions

- 7.4 Experience to date suggests that the three most significant factors likely to cause concern to some stakeholders are car parking, increased traffic flows and the exterior treatments of outward facing structures. The programme and project team members will work closely with schools and Governing Bodies to ensure that designs are of high quality and that issues of concern are addressed in the design proposals, including traffic management once technical information is available.
- 7.5 Both the informal and statutory rounds of consultation will be managed in a way that makes them accessible to stakeholders, including residents, to maximise opportunities for input.

Basic Need Funding

- 7.6 The annual submission to the Department for Education (DfE) is based on identifying existing capacity in the system. Thus, close monitoring of pupil numbers and a review of projections will ensure that the Council is best placed to maximise any Basic Need Funding for the provision of school places.

Delivery Timescales

- 7.7 Each school year the Council will have to fulfil its statutory duty to provide sufficient school places. Programme and project milestones will be clearly identified and progress monitored closely by the Programme Executive and Board which is made up of stakeholders, Cabinet Members, Headteachers, Governors and Council officers at the most senior level.

Planning Consent

- 7.8 Each school expansion will require planning consent. During the initial design and pre-planning processes, architects will carefully follow pre-application advice that has been provided, so that designs presented to the Planning Committee will be of a high quality and best placed for approval. However, there is clearly a risk at this stage. Some flexibility regarding pupil numbers will be provided within the programme to ensure that the Council meets its statutory duty to provide sufficient school places.

Costs

- 7.9 The estimated cost of expansion as outlined in the body of the report could well place additional strain on the Council's finances. If Government grant funding is not forthcoming then prudential borrowing might have to be a route to funding school expansion but this would have a significant impact on revenue budgets. For every £1 million of borrowing, an additional pressure of £85k will need to be added to the annual revenue budget.
- 7.10 The overall programme cost and the amount included on the Capital Programme will be reviewed as part of an annual programme review each Spring that will consider the updated statistics on pupil places; levels of school provision, particularly planned Academy or Free School provision; construction market inflation and the progress of individual projects.
- 7.11 Costs for each established project will be managed through the project and programme management governance arrangements already put in place and be subject to the Council's usual due diligence and value for money tests. Changes in estimated costs, established budgets and the spend profile will be managed through the Capital Programme via the quarterly Capital Monitor updates.

- 7.12 Wider economic and market conditions are likely to be a major factor in terms of contract costs. As previously stated, the construction index lags behind real market conditions suggesting it will increase again next year. Statutory requirements around the provision of places and guidance around teaching space sizes limit options on reducing the quantity of provision. Reducing the quality of provision will not be able to counter balance a buoyant construction market and in addition to increasing the risk of higher maintenance costs it could have a negative impact on school Head Teachers' and Governors' willingness to support expansions in the first place. Additionally they may even form a negative view of the Council as a stakeholder.

8. IMPACT ON COUNCIL PRIORITIES

Fairness for All

- 8.1 This proposal will result in pupil places being created across the borough in order to meet demand in the relevant geographical areas which will also create employment opportunities for teaching and support staff. Further improvement and investment in school buildings will provide greater opportunities for enhanced community use.

Growth and Sustainability

- 8.2 By ensuring that places are provided in areas of highest demand, this will ensure that pupil mobility across the borough is kept to a minimum. This therefore means that increased road travel is minimised and families can be encouraged to walk to school.

Strong Communities

- 8.3 The proposals outlined in this report will provide additional places in parts of the borough where pressure on local schools is forecast to be greatest. The extra places provided in the neighbourhoods of highest demand will help satisfy demand in these specific areas and will ensure that young children will not have to travel unmanageable distances to and from school.
- 8.4 The proposals in this Strategy will allow the Authority to have greater control over the provision (and potential future reduction) of pupil places, allowing more opportunities to stabilise local communities and ensure that there are local places for local children.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 An equality impact assessment was completed for approval of the overall strategy in June 2012. The strategy was developed to ensure that there are sufficient places across the borough to meet demand, that these places are not discriminatory and to ensure that all children have access to high quality education. The delivery of the strategy is updated annually following a review of pupil place projections. In accordance with the publication of statutory notices, full consultation with residents and parents on each proposed school expansion will be conducted.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The provision of additional places at the schools identified in this report will enable the Authority to meet its statutory duty to ensure the availability of sufficient pupil places to meet demand. The programme management arrangements are established and this provides the mechanism for both programme and project monitoring to ensure objectives are met.
- 10.2 The strategy presented in this report is consistent with the national agenda for expanding popular and successful schools.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 As all of the school expansion projects will involve contractors working on existing school sites, the Council will ensure that contractors provide the highest level of Health and Safety on site and meet Criminal Records Bureau (CRB) requirements.
- 11.2 There are no specific health and safety implications other than the impact of additional traffic, generated by increased numbers at the PEP schools. Working with Highways, funding has been included in the cost summary to allow for traffic mitigation measures on each of the schemes. As part of the planning approvals process, traffic impact assessments have to be submitted for each scheme, and the Planning committee will have to give approval.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 Providing school places in the areas where there is demand will encourage parents and carers to walk to school. This will impact on the health and well-being of the public in Enfield. Walking to school will encourage healthy lifestyles, and reduce pollution caused by traffic.

Background Papers

None