

17 June 2010		ITEM 5
Children's Services Overview & Scrutiny Committee		
Capital Strategy 2010-2013		
Portfolio Holder: Cllr Diana Hale – Portfolio Holder for Education		
Wards and communities affected: ALL	Key Decision: N/A	
Accountable Head of Service: Colin Stewart – Head of Service for Policy Performance and Support – Children Education and Families		
Accountable Director: Jo Olsson - Corporate Director of Children, Education & Families		
This report is public		
Purpose of Report: To consult with Children's Services Overview and Scrutiny committee on the new draft Capital Strategy, as part of gathering school, community and member views and feedback on this first stage of the consultation process.		

EXECUTIVE SUMMARY

The report and the strategy which accompanies it mark the beginning of the second phase of shaping the Local Authority approach to capital planning for schools and other CEF services. The draft strategy at this stage sets out the principles and key objectives which the Local Authority suggests will need to govern and under-pin the future development of the infrastructure for the provision of services to children and families across the borough. Schools will be increasingly at the heart of the provision of those services and therefore much of the focus within the strategy is on schools and on the delivery of services by and through schools.

1. RECOMMENDATIONS:

- 1.1 Overview and Scrutiny to agree a set of comments and feedback on the proposals within the Capital Strategy at this early stage of the consultation process.**

2. INTRODUCTION AND BACKGROUND:

- 2.1 In 2008, members agreed a new “Schools Strategy” which set out the Council’s vision for the provision of school and other children’s services facilities.
- 2.2 As part of that “Schools Strategy” the Council signalled its view that further work would be needed to further review pupil place planning projections at local area level and that this would need to feed into a new Capital Strategy which would set out the key findings from that revision of pupil place projections and align those with other needs and demands on the children’s services facilities and estate.
- 2.3 The draft Capital Strategy therefore sets out the current thinking of the Local Authority on the complex factors which will inevitably influence capital development in the years ahead, particularly as all services face up to the challenge of limited resources and a demanding economic context.

3. ISSUES AND/OR OPTIONS:

- 3.1 The key intention behind the Capital Strategy is to ensure that we have the right facilities to deliver the right kind of services and that these are in the best places for the children, young people and families who will access them.
- 3.2 However as well as seeking to work towards the ideal of local, high quality facilities in the right parts of the borough, the strategy also seeks to take account of the realities of the current situation and the difficult decisions and choices which will lie ahead.
- 3.3 The level of funding available will be insufficient to meet the level of demand. From schools alone the demand for investment to address issues of suitability and condition across our schools would in itself outstrip the resources likely to be available. Equally the Council will need to work with all its partners, particularly schools, to ensure that its strategic investment in capital projects is well aligned with the Children’s Plan and particularly the Council’s determination to work with schools to raise standards of pupil attainment and progress, particularly in the primary sector.
- 3.4 A key principle which underpins the thinking behind the strategy is the need to try and increase the resources available to support improvements in the overall provision of children’s services facilities, particularly schools. Therefore in a number of areas the strategy proposes that decisions will have to be made on disinvestment in some facilities, to close these and generate a receipt from sale which can then be invested in neighbouring facilities. Paragraphs 4.19 to 4.24 set this out in more detail within the strategy.

4. CONSULTATION (including Overview and Scrutiny where applicable)

4.1 The draft strategy will be sent to all schools, including Headteachers and Governors, Diocesan representatives, key partner agencies such as the PCT and key colleagues across the Council, and the other Local Strategic Partnership Programme Boards for comment and feedback.

4.2 A further updated version of the strategy will be reported to Children's Overview and Scrutiny, which will be intended to capture the key points from feedback and consultation and highlight for the committee the final version of the proposals which will be taken forward for consideration and adoption by Council Cabinet.

5. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

5.1 The Capital Strategy will have a direct impact on the ability of schools to provide a quality educational provision fit for the 21st century and on the delivery of the Children's Plan.

6. IMPLICATIONS

6.1 Financial

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The investment required in schools cannot be quantified at the present time.

There needs to be a co-ordinated approach across the whole Council to its asset management strategy and an overall review of Council priorities for capital investment including schools needs to be produced. The agreement of capital investment and funding sources for schools and other children's services cannot be looked at in isolation from other Council services.

6.2 Legal

Implications verified by: **Andrea Kelleher**
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The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 set out that the Local Authority is under a statutory duty to ensure 'that schools in its area are sufficient in number, character and equipment to provide education suitable for the different ages, abilities and aptitudes and special educational needs of pupils of school age'.

If a planned increase in a school reaches certain thresholds they will be deemed to be a prescribed change. Certain duties will then flow which include a duty to consult before any proposals are published. Consulting documents have to list certain information as detailed in the regulations referred to above and circulated to certain named parties for their input.

S14A of the Education Act 1996 sets out a general duty that the Local Authority must consider parental representations about the exercise of their functioning in relation to the provision of primary and secondary education.

Paragraphs 8(6) and 17 of Schedule 2 to the EIA 2006 provides that both the Local Authority and schools adjudicator are required to have regard to guidance issued by the Secretary of State when they take a decision on proposals when considering school closures.

The EIA 2006 amends the Education Act 1996 to place new duties on Local Authority's to secure diversity in the provision of schools and to increase opportunities for parental choice when planning the provision of schools in their areas.

Local Authority's are under a specific duty to respond to representations from parents about the provision of schools, including requests to establish new schools or make changes to existing schools. The Government's aim is to secure a more diverse and dynamic schools system which is shaped by parents.

6.3 **Diversity and Equality**

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Consultation on proposals within the Capital Strategy on changes in service provision that affect the public should be as accessible as possible to all stakeholders, staff, pupils and parents. The needs of disable stakeholders and those with English as an additional language will require particular consideration.

6.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

None

7. CONCLUSION

- 7.1 The report is intended to stimulate debate and an exchange of views about the challenges and possible priorities which the Council will take forward in its future capital programmes for schools and wider children's services and a key part of that debate will be considering the views of Children's Overview and Scrutiny.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT:

- N/A

APPENDICES TO THIS REPORT:

- Appendix A – Draft Capital Strategy for Children's Services and Schools

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APPENDIX A

Thurrock Borough Council

Children Education and Families Directorate

Capital Strategy for Children's Services and Schools

May 2010

Version Control	
Version	Draft 5
Date	May 2010
Author	Colin Stewart
Purpose	Final draft version for consultation with members, schools and other relevant stakeholders.

Section 1 - Introduction

1.1 In recent years, capital investment in Thurrock has successfully provided a number of excellent, innovative, newly built or significantly redeveloped facilities across the Borough to support and enhance the delivery of education and wider children's services. High quality modern facilities fit for the 21st Century, such as the new Gateway Academy, the new West Thurrock Primary School, and new Children's Centres have improved access to services for children and families in local communities and significantly improved the learning environments for pupils and professionals alike.

1.2 Up until this point capital investment has been predominantly driven by a series of one-off developments or a group development, such as Children's Centres, in direct response to a central Government initiative. Now, the Council needs to plan ahead to be ready to meet the demands of: a rapidly changing and growing population; a massive regeneration programme which will see new housing and infrastructure growth on an unprecedented scale; the need to maximise the potential of all our capital resources through what will be a period of significant economic challenge; harnessing the opportunities presented by the Building Schools for the Future programme (BSF) and the Primary Capital Programme (PCP); and aligning all of these to the Council's new vision and priorities, to the Local Development Framework and Thames Gateway Development Corporation master plans and to the Children's Trust's new Children's Plan for 2010-2013.

1.3 Strategic capital planning to date has been focused largely on the development of a Schools Strategy which sets out principles around school sizes and considers the implications of shifting patterns in school pupil populations in different parts of the borough. However more recently the new Children's Plan, the BSF Readiness to Deliver submission and the PCP Strategy for Change all set out a transformative, exciting vision for the future of education, learning and children's services in Thurrock. These visionary strategies now require a Capital Strategy which also looks to the future and sets out the Council's approach to capital development, its priorities for that development and its investment strategy which underpins that development.

Section 2 - Local Context

2.1 Our vision for the children, young people and families of Thurrock is that

“We want Thurrock to be at the dynamic heart of the Thames Gateway, a place of ambition, enterprise and opportunity, where communities and businesses flourish and the quality of life for local people is continually improving.”

2.2 This powerful vision has been fully embraced by Thurrock's Children's Trust and sits at the heart of the Children and Young People's Plan. Within that plan there are four priorities which are the pillars on which that plan is built. The first three are

priorities for the children and young people of the borough and focus on delivering: Excellent settings, schools, colleges and services; Everyone succeeding; and Protection for those who need it. The fourth pillar, “Lean and Fit for the Future” captures our vision for how we want all services to be. “Improving capital planning” is one of the key strategic objectives for achieving services which are “Lean and Fit for the Future” and developing and implementing this strategy is a core task in delivering those necessary improvements in capital planning.

2.3 The technical analysis completed for both BSF and PCP acknowledge that even with the significant capital investment over the last 5 years, there remains a considerable challenge in transforming the poor condition and suitability of a number of Thurrock’s schools and other facilities. Tackling this backlog in facility maintenance and condition is complicated by the additional demands of a regeneration programme which will see more than nineteen thousand new homes developed by 2025. The need for significant expansion of existing schools and pupil places and for other facilities, including child care, early years and youth facility provision, which inevitably flow from this huge regeneration programme needs to be addressed alongside the need to plan future investment and capital development to meet the demands from raising the school participation age, the introduction of the new 14 to 19 curriculum and the need for additional further and higher education provision within the borough.

2.4 The consequence of this contextual picture is that there will continue to be more demand for capital investment than there will be resources available to meet that demand. In turn this will mean that choices, sometimes very difficult choices, will have to be made. The Council will work with its partners, schools, communities and with children, young people and families themselves, to engage them fully in the dialogue and debate which will lead to making those choices. The Council will also ensure that the right choices are made by matching them back to our shared vision for Thurrock and to the priorities in our Children’s Plan.

2.5 Links to Key Plans and Strategies

2.6 This Capital Strategy follows on from the Children’s Plan, which acts as the driver for all of our improvement work in Thurrock. However it is also influenced by and will influence in return a number of existing and emerging strategies in Thurrock.

2.7 The work on the Building Schools For The Future Readiness to Deliver submission sets out a shared Council and schools vision for education and learning in the 21st century in Thurrock. While the Council works to secure entry to the BSF programme, this strategy sets out to be aligned with that vision and the principles within that submission, particularly on the emphasis to support innovative models of school leadership and management; on the priority given to co-location of other educational provision on mainstream schools sites, such as the provision of mini-Pupil Referral Units and Special Educational Needs Resource bases within schools; and on the focus across the Children’s Trust of looking to co-locate a variety of

different services on school sites. The priority objectives in this strategy will in turn be reflected in the BSF Strategy for Change which is currently being developed.

2.8 Complementing BSF and this Capital Strategy, the Council will work with its partners to develop and implement a “Change Management” strategy, which will set out in detail its approach to change management across Children’s Services, including schools, and set out in more detail its approach to leadership models, particularly the promotion of Trusts, school amalgamations and federations, the development of all-age schools, and set out the role of schools working individually and clusters to commission services for themselves and for their communities.

Section 3 – Baseline Needs Analysis

3.1 Our achievements and identification of key gaps which we need to address in provision and outcomes are set out in detail in the new Children and Young People’s Plan 2010-2013. This strategy has also been built on a specific review of several key aspects of our capital provision and planning considerations and it is the needs analysis from these specific factors which has influenced the strategic direction and priorities which we set out.

3.2 Provision of Pupil Places

3.3. The Council has a statutory duty to ensure an adequate supply of school places for those that require them. A review of pupil place provision and a consideration of projected numbers from population trends and planned housing development within the borough clearly demonstrates that in some areas there will be a need to expand provision to meet growth while in other areas there will be a need to reduce provision to ensure resources available are deployed effectively across a group of schools within a given area.

3.4 These pupil projections predict what the Council will need to provide across the borough to ensure there are sufficient pupil places in all areas. This strategy then sets out how the Council, working with partners, particularly schools, will meet those changes in need, whether it is need for additional places in some areas or the need to reduce the amount of provision made in other areas.

3.5 Needs Analysis for Pupil Places in Secondary Schools

3.6 Overall, the needs analysis of the predicted pupil place demand in the secondary sector, including that from planned housing development, indicates that by 2015, it is estimated that

- There will be a shortage of approximately 177 places in Aveley and Purfleet
- There will be a small surplus of approximately 34 places in South Ockendon
- There will be a shortfall of approximately 234 places in Chafford Hundred

- There will be a shortfall of approximately 359 places in Chadwell and Tilbury
- There will be a surplus in Stanford and Corringham of approximately 354 places
- Current overall trends suggest there will be a surplus of around 10 places in the Faith School sector

3.7 The Council's projections therefore estimate that there will be the need for significant increases in capacity in some schools. Even without any new housing the Council estimates that there will be a shortage of places in three schools in the central area of the borough (William Edwards, The Grays and Chafford Hundred Campus). Similarly, even without housing growth there will be a significant shortage of places in the Tilbury and Chadwell area (Gateway Academy)

3.8 The anticipated new housing is expected to generate almost 500 additional pupils, based mainly in the Purfleet and Grays areas. Although these new pupils are unlikely to all be living in the borough in the next 5 years, the projections still clearly show there will be a need to make additional provision between now and 2015.

3.9 The estimated decline in demand for places in the Stanford and Corringham area is based on population trends in the area and planned housing growth. It does not at this stage factor in any predicted demand for pupil places at secondary schools in this area which might come from pupils and families living in other parts of the borough

3.10 Needs Analysis for Pupil Places in Primary Schools

3.11 Overall, the needs analysis of the predicted pupil place demand in the primary sector, including that from planned housing development, indicates that by 2015, it is estimated that

- There will be a shortage of approximately 519 places in Aveley and Purfleet
- There will be a large surplus of approximately 214 places in South Ockendon
- There will be a very large shortfall of approximately 1121 places in Chafford Hundred
- There will be a surplus of approximately 143 places in Chadwell and Tilbury
- There will be a large surplus of places in Stanford and Corringham of approximately 418 places
- Current trends suggest there will be a small shortfall of around 26 places across the Village and Faith primary schools in the borough

3.11 The pupils coming from new housing development are likely to generate a more immediate need for additional places in primary schools within the 5 year time span of this strategy, assuming those developments progress at the rate currently expected.

3.12 Purfleet in particular is likely to see significant and growing demand for primary school places. A new 420 place primary school is planned in Purfleet, subject to competition rules, to cater for additional pupils from new developments. However our needs analysis indicates that there is likely to be growing demand for primary school places in the area even without new housing development.

3.13 The needs analysis clearly shows there is a significant and growing demand for pupil places in the Chafford Hundred and Grays areas and new planned housing developments in the Stifford area will increase this demand. The analysis suggests that there will be approximately 437 new pupils in the area overall, and although there only a relatively small number of these pupils are likely to be in the Chafford schools area, there will nevertheless be a need for a significant and urgent increase in the number of primary school places in the Chafford area.

3.14 By contrast three areas of the borough are likely to see increasingly large numbers of surplus places in the next 5 years and the needs analysis indicates that reductions will be needed in these areas. The Council has also completed longer term needs analysis of pupil places to 2025, including any planned residential developments in these areas, and although there may in the very long term be a slight drop in the overall number of surplus places, the needs analysis still suggests that there will be a requirement to reduce capacity to ensure resources are utilised as effectively as possible.

3.15 A detailed summary of the pupil place provision needs analysis to 2015 is set out in Appendix 1

3.16 A summary of the pupil place provision needs analysis to 2025 is set out in Appendix 2.

3.17 Condition of Capital Assets

3.18 Condition surveys of schools are conducted on a three year rolling programme and the surveys provide priorities according to the urgency of the work needed. Inevitably there are occasions where reactive responses to condition issues make a demand on resources. To ensure that places are not taken out of use by failing buildings due to condition issues the Council needs to address condition matters in a planned way. Keeping an establishment open is essential and health and safety matters, for example asbestos, fire regulation, can often give rise to reactive works.

3.19 Ensuring schools are good places for staff to teach and work in and for pupils to learn in, means that good maintenance, lighting, heating and cooling systems are an essential part of condition works. The needs analysis overall indicates that a number of schools in Thurrock are in need of major refurbishment or complete replacement if they are to continue to provide the best of conditions for staff and pupils alike.

3.20 The review of the current position also shows that there is a gap in the Council's ability to be proactive in keeping buildings working properly and ultimately open because of the lack of a planned programme of condition works. Overall, the analysis shows there is a backlog of condition works in schools and other properties which this capital strategy will need to set out to address.

3.21 A school by school summary of the major capital schemes identified from current and existing condition surveys is given at Appendix 3

3.22 Suitability of Capital Assets

3.23 Having the correct facilities, especially in specialist areas for teaching, the right number of correctly sized rooms and the infrastructure to support pupils and staff, for example, hall, staff room, kitchen etc is defined in asset management terms as the suitability of the school. In some cases, schools "make do" but this is far from ideal. When resources are available capital schemes need to be undertaken to address such shortfalls.

3.24 Overall from the needs analysis, it is clear that in the absence previously of a planned programme for addressing suitability issues, there is a gap in the Council's ability to be proactive in improving facilities. The analysis also shows that with the clear need for this strategy to tackle issues of pupil place provision and a backlog of condition works will mean that addressing suitability issues will need to be done in conjunction with addressing issues of pupil places or condition. While there will be a benefit in developing a schedule of required suitability works, any of these which will need to be tackled solely as a suitability issue will inevitably be a low priority over the next 5 years

3.25 A list of known suitability issues is set out in Appendix 4

3.26 Specific Capital Initiatives and Needs Analysis on Provision of Children's Services Beyond Schools

3.27 Funding for specific initiatives is normally to meet requirements of government policies. The capital funding to 2011 includes grants for School Access Initiative, Harnessing Technology, Extended Schools etc. These are targeted and as such capital is spent in those specific areas. There is a need to ensure that there is a specific process in place for determining this type of expenditure.

3.28 The changing demographics and increased population will impact on the need for post sixteen and pre-school places giving a demand on capital funding. This may also apply to other community facilities such as youth settings.

3.29 The emphasis on the 14 to 19 agenda and the delivery of diplomas is a current and ongoing initiative. Grant from DCSF in the form of Targeted Capital Fund specifically identifies this area. The existing youth provision in Thurrock has not

been well maintained and is in need of significant investment to improve condition and suitability to offer greater and better opportunities for young people.

3.30 The Provision of the Learning Campus in Grays is a major part of the regeneration of Grays town centre. In addition post 16 provision is emerging in schools in North East collaborative arrangements, Chafford Hundred 6th form and the academies. The demise of the Learning and Skills Council and the withdrawal of capital funding for post 16 places a burden on the capital resources of the Council to meet the emerging needs.

3.31 The condition and suitability of other properties in CEF's portfolio such as houses for assisting recruitment and retention, offices for children's services staff, the Jack Lobley centre and the Culver Centre will also be a demand on capital resources. Overall the needs analysis shows that limited investment over time has resulted in the need for significant improvement in a number of these assets.

3.32 A list of other CEF assets is given at Appendix 5

3.33 Sustainability Issues

3.34 While the needs analysis indicates that there is a significant amount of temporary accommodation in use across the borough, there is currently no prioritised schedule or programme for the replacement of those temporary buildings, either in terms of removal or in terms of being moved into permanent accommodation. Such buildings can sometimes be in poor condition, not within the main building of the school and have high maintenance costs. Temporary accommodation is normally placed on a school to fulfil an urgent need and often to cater for increases in pupil numbers. Planning permission for temporary buildings is often given for a limited period.

3.35 At present there are some 48 class bases in primary and secondary schools across Thurrock. Details of temporary class bases are given at Appendix 6. In addition there is a temporary kitchen and changing room facility in place at the new Treetops School, pending the completion of the second phase of construction to complete Treetops by adding permanent central facilities for services such as catering and to relocate Beacon Hill School to the site.

3.36 Sustainability issues are not addressed in any specific capital programme. New schools will be built to meet at least the Building Regulation requirements that accounts for some efficiencies in the use of power and heating. Frequently in new builds or in major capital schemes, additional features can be included, such as, rainwater harvesting (grey water), solar power and ground source heat pumps. Sourcing and types of materials also contribute to a zero carbon footprint. There is often an additional cost in the provision of such systems and this will need to be taken into account in the budgeting for any new builds or major schemes.

3.37 Existing schools could be improved for energy use and reducing carbon emissions but this has not been highlighted or included in capital programmes to date and will have to be considered alongside other priority issues.

3.38 A list of all the temporary accommodation in Thurrock schools is set out in Appendix 6

Section 4 – Strategic Aims and Priority Objectives for 2010-2015

4.1 The Council has four key strategic aims which underpin and drive the prioritisation set out within this strategy. These form the basis of setting out our capital objectives for the next 5 years. However where capital funding is received and is ring-fenced for a particular phase, such as Primary Capital Programme, or for a particular purpose such as funding for 14-19 diplomas, then those funds would be allocated to the purpose or phase concerned and this might sit outside of the Strategic Aims and Objectives set out below. In all other instances however the aims and objectives in this strategy will drive the Council's capital investment programme for 2010 to 2015

4.2 Strategic Aim 1 – Ensuring there are enough pupil places in schools where there is a rising demand.

4.3 The Council is clear that it needs to prioritise its capital investment to ensure there are enough places in primary and secondary schools in the parts of the borough where there is rising demand, whether that arises from demographic change, housing development, or both. With the projections suggesting that the need to meet rising demand is likely to be more acute in the primary sector initially, the Council is also clear that it will prioritise investment where possible to ensuring there will be sufficient primary school places available where the need is most acute.

4.4 In working towards this aim, our priority strategic objectives are as follows

- Provide additional pupil places on Chafford Hundred through increasing number of permanent places available at existing schools
- Secure land to develop a new additional primary school serving the Chafford/North of South Stifford area
- Extend and redevelop existing primary provision in the South Stifford area
- Develop a new additional primary school in the Chafford / North of South Stifford area
- Provide additional pupil places in Purfleet through temporarily increasing number of places available at existing schools
- Develop at least the initial phase of a new 630 place primary school in Purfleet
- Extend Chafford Hundred Business and Enterprise School to meet the current admission number and meet additional demand that is already in primary schools in the area

- Work with schools, sponsor, and DCSF to provide additional places through the Academies programme for Ormiston Park Academy and Gateway Academy

4.5 Strategic Aim 2 – Rationalise the provision of pupil places where there is a falling demand.

4.6 At primary level, the analysis of pupil place projections identifies that there is likely to be a significant surplus of places. This will need to be addressed to ensure that the most efficient use of resources is made. Any decisions to rationalise the numbers of places available in a particular area will also need to take account of the numbers to admit so that wherever possible schools are working on intakes that are a multiple of 30, that is, at 60 or 90.

4.7 At secondary level the Council will need to explore the options which arise from the projected surplus of secondary school places in the Stanford and Corringham area.

4.8 In working towards this aim, our strategic objectives are as follows

- Reduce the number of primary school places in South Ockendon by removing the equivalent of one forms of entry
- Rationalise the number of schools in South Ockendon to secure schools in a multiple of 30 to schools of two or three forms of entry
- Reduce the number of primary school places in Stanford and Corringham by removing the equivalent of two forms
- Rationalise the number of schools in Stanford and Corringham to secure schools in a multiple of 30 to schools of two or three forms of entry

4.9 Strategic Aim 3 – Provide improvements and modernisation which meet health and safety requirements and help reduce our carbon footprint

4.10 In working towards this aim, our strategic objectives are as follows

- Complete the development of central facilities at the new Treetops school
- Reduce the number of temporary buildings and classrooms, that are energy inefficient, and replace with high performing permanent accommodation where needed.
- Through the programme of addressing condition issues to reduce the occurrence of health and safety incidents, for example, the upgrade of water systems to reduce the risks of water borne infections
- Include approaches to sustainability and reducing carbon footprints in every new build or major redevelopment scheme
- Promote approaches to sustainability for school funded capital schemes

4.11 Strategic Aim 4 – Support and facilitate new models of leadership through school amalgamations and federations

4.12 There are already a number of new and innovative models of leadership in place and in development across the borough. In a number of cases, complementary capital investment in new or improved facilities supports the drive to improve the quality of learning and raise standards which sits at the heart of all school restructuring arrangements. This may only be possible through asset disposals associated with the review area.

4.13 In working towards this aim, our strategic objectives are as follows

- Re-model the existing facilities across Quarry Hill Infant and Quarry Hill Junior School to support any amalgamation
- Re-model the existing facilities across Tilbury Manor Infant and Junior Schools to support any amalgamation
- Re-model the existing facilities across other Thurrock Infant and Junior schools, Stifford Clays, Thameside and East Tilbury, to support amalgamation
- Identify options and consult on any proposals to include federations and/or amalgamations in Stanford and Corringham as part of the rationalisation of primary and secondary pupil place provision
- Identify options and consult on any proposals to include federations and/or amalgamations in South Ockendon as part of the rationalisation of primary pupil place provision

4.14 Strategic Aim 5 – Improve and modernise our schools and other capital assets so that they are fit for 21st century learning

4.15 A core part of the Council's current approach to capital strategy and investment remains securing entry to the BSF programme for the secondary sector and Beacon Hill and in maximising the opportunities afforded in the Primary Capital Programme for our primary schools. However there is a need to be clear on our strategic priorities outside of these two programmes, particularly if the Council is not successful in ultimately securing access to BSF.

4.16 In working towards this aim, our strategic objectives are as follows

- Complete the redevelopment and new build programmes already underway which are
 - Complete phase 2 of new build at West Thurrock Primary
 - Complete refurbishment of IT block at Hassenbrook
 - Complete final third phase of re-modelling and re-development of Lansdowne Primary
 - Complete development of new classrooms and nursery facility at Stifford Clays Infant School
 - Replace temporary accommodation and meet suitability issues at Stifford Primary School
 - Replace temporary accommodation and meet suitability issues at Purfleet Primary School

- Develop a new facility for Primary Pupil Referral Unit on a primary school site
 - Complete development of new Ormiston Park Academy
- Deliver a capital infrastructure across our secondary schools and colleges which supports the delivery of the 14-19 Education Plan and Diplomas
- Complete the development of the Thurrock Learning Campus to provide FE and HE within the borough
- Reduce the number of temporary classrooms in Thurrock by at least 25% by the end of 2015
- Develop a new build facility to house the current Beacon Hill School on the new Treetops site and complete the development of the Special Schools project

4.17 Strategic Aim 6 – Reduce the backlog of condition issues in both primary and secondary schools

4.18 In working towards this aim, our strategic objectives are as follows

- Develop an externally assessed priority list of urgent condition works across all schools
- Implement a new process for decision making on condition issue priorities in conjunction with schools
- Reduce the backlog of condition issues to be addressed in conjunction with work addressing other strategic objectives such as amalgamations and rationalisation of pupil places
- Ensure school asset planning priorities address smaller scale condition issues, including by borrowing against future Devolved Capital Funding where relevant and appropriate

4.19 Strategic Aim 7 – Maximise the use of existing and future resources to drive capital improvement

4.20 The level of investment needed to deliver on this strategy cannot be met from current capital income streams alone. In addressing this shortfall in funding, the Council will need to maximise the use of all of its assets and this will require disinvestment and disposal of some assets in order to generate a receipt for reinvesting in improving the assets which remain. In addition, reducing the total number of assets held will have a knock on effect of reducing the backlogs in condition, suitability and sustainability that need to be tackled.

4.21 This rationalisation of accommodation will need to go beyond schools and so the Council will also look at making the best use of its existing facilities, especially where there may be high running costs and a need for capital investment, considering alternatives such as relocation to other settings and where appropriate improved facilities could be catered for in new builds.

4.22 The disposal of assets and sites at an appropriate time could generate significant funds towards capital works. However the timing of site disposal needs to

be considered in light of current low market values. The disposal of one site to purchase another more suitable site is less likely to be affected by current land values than where disposal of any site is intended for re-investment into a new build or major re-development. A financial model for borrowing against future values needs to be explored.

4.23 In working towards this aim, our strategic objectives are as follows

- Rationalise the number of overall CEF and school assets, identifying opportunities for reducing the number of Council assets, selling these assets and then re-investing the receipts to support improvement projects as required within this strategy
- Align all relevant parts of PCT and other health related capital investment programmes to secure partner investment into future new builds and major re-developments to provide locality based services on school sites
- Align known and likely developer Section 106 contributions to priorities within this strategy wherever possible
- Explore the use of a financial model for borrowing against future values from Council assets
- Use specific grants in a coordinated and coherent way with other strategies, for example, use of harnessing technology and extended schools in new schools or extensions

4.24 There is a summary of the current capital funding sources and opportunities set out in Appendix 7

Section 5 – Conclusion

5.1 This strategy has its foundations in the Council's vision for the borough, where raising standards and improving the aspirations of young people and their families are very much at the core of that vision. The aims and objectives set out in this strategy demonstrate how the Council will deliver on the ambitions in the new Children and Young People's Plan, determining the investment priorities and approaches which will be used to ensure that Thurrock's capital assets are improved and developed in the same way as the Council and its partners look to improve the quality of services provided with one over-arching goal – improving outcomes and life chances for children and young people.

5.2 The emerging Strategy for Change, will encompass our approach to transforming learning and the provision of education and other services, and it will focus on how that transformation will be delivered in both the secondary and primary sectors.

5.3 This Capital Strategy and the investment aims and objectives it sets out, will be part of the support available to achieve that transformation. The overall intention is to maximise the potential of the resources available and direct central investment to agreed priorities. This central investment will inevitably be targeted at some schools and services and therefore in other schools this will need to be complemented by

effective and targeted use of Devolved Capital Funds to deliver a coherent and joined up approach to meeting needs.

5.4 Through this strategy and other complementary strategies, the Council and its partners will deliver a programme of targeted capital improvements focused on providing the best possible facilities to children, young people and communities, which will in turn support the drive to secure excellent settings, schools, colleges and services, to ensure everyone succeeds, to protect those who need it and to secure services which are fit for the future.

Appendix 1 – Pupil Place Projections to 2015

Table 1 below illustrates the surplus and deficit of pupil places in the secondary sector by 2015.

Area	Baseline forecast +/- places 2015	Pupils from new homes	New homes +/- places 2015
Aveley & Purfleet	22	199	-177
South Ockendon	51	17	34
Chafford Hundred and Grays	-21	213	-234
Chadwell & Tilbury	-329	30	-359
Stanford & Corringham	388	34	354
Village & Faith Schools	10	0	10
Total	121	493	-372

Table 2 below illustrates the surplus and deficit of pupil places in the primary sector by 2015.

Area	Baseline forecast +/- places 2015	Pupils from new homes	New homes +/- places 2015
Aveley & Purfleet	-187	332	-519
South Ockendon	246	32	214
Chafford Hundred and Grays	-684	437	-1121
Chadwell & Tilbury	198	55	143
Stanford & Corringham	475	57	418
Village & Faith Schools	-18	8	-26
Total	30	921	-891

Appendix 2 – Pupil Place Projections to 2025

Table 3 below illustrates the surplus and deficit of pupil places in the secondary sector by 2025

Area	Forecast		New homes	Pupil product	Surplus/ deficit
	NOR 2025	-/+ Places 2025			
Aveley & Purfleet	904	-240	5960	628	-868
South Ockendon	917	-17	1606	162	-179
Chafford Hundred and Grays	3536	-558	8823	907	-1465
Chadwell & Tilbury	1359	-459	1769	214	-673
Stanford & Corringham	2740	275	1268	178	97
Faith School	633	-13			-13
Total	10089	-1012	19426	2089	-3101

Table 4 below illustrates the surplus and deficit of pupil places in the primary sector by 2025

Area	Forecast		New homes	Pupil product	Surplus/ deficit
	NOR 2025	-/+ Places 2025			
Aveley & Purfleet	1225	-244	3743	752	-996
South Ockendon	1344	248	1606	302	-54
Chafford Hundred and Grays	5783	-818	11040	2106	-2924
Chadwell & Tilbury	2083	157	1769	390	-233
Stanford & Corringham	2618	474	1228	322	152
Village & Faith Schools	1964	-25	40	11	-36
Total	15017	-208	19426	3883	-4091

Appendix 3 – Current Condition Issues and Estimated Costs in Thurrock Schools

School	Works	Estimated cost
Abbots Hall	Hot & Cold water Dist	50,000
Arthur Bugler I	Curtain wall	105,000
	Flat roof covering	103,155
Arthur Bugler J	Plant boiler	93,500
Aveley	Mains Distribution	43,000
Bonnygate	Wiring	97,388
Chafford Hundred	Flat roof to Nursery Block	75,000
Corringham	Wiring power	67,307
	Distribution main	220,174
Dilkes	Windows	106,473
East Tilbury J	Flat roof covering	51,587
Giffards	Distribution main	205,962
Graham James	Pedestrian Tarmac	45,675
	Cladding Metal	125,779
Holy Cross RC	Roofs, heating and floors	139,057
Horndon on the Hill	Boiler	75,000
Kenningtons	Roofs, windows and boiler	358,595
Manor J	Cladding timber	45,559
	Flat roof covering	36,798
Orsett	Boiler	50,000
Purfleet	Roof, wiring, heating distribution	284,844
Quarry Hill I	Heating Pipe work & Radiators	100,000
Quarry Hill J	Boiler	55,000
	Windows	60,000
Shaw	Boiler, roofs and heating distribution	208,062
Somers Heath	Boiler	99,000
St Marys RC	Roof	41,080
Stanford-le-Hope	Wiring Power (Block 1)	48,596
	Plant boiler	93,500
Stifford	Flat Roof	143,748
Stifford Clays I	Windows & Doors	37,434
Stifford Clays J	Power Wiring	67,729
	Windows & Doors	44,921
	Flat Roof Covering	93,436
Thameside I	Flat Roof	50,000
Thameside J	Boiler	50,000
	Flat Roof	100,000
Woodside	Wiring power	125,022
Grays School M & A	Flat Roof Covering	119,849

Hassenbrook	Windows and doors framing	123,982
St Clere's	Power Wiring	337,539
William Edwards	Cold Water Distribution	260,902
		4,539,753

Note: Amounts in italics are provisional sums

This table includes condition issues identified through the latest condition survey and the majority of estimates are based on the amount shown in the survey.

These works should be completed within the next five years.

Condition works under the value of the 2009/10 devolved formula capital allocation of each school have been excluded. Multiple DFC and major schemes would need to be considered within the five year period.

Some schools will have been excluded from the list as there is no identified works above the DFC allocation. Ormiston Park Academy has been excluded as it is due to be rebuilt.

Appendix 4 - Current Suitability Issues in Thurrock Schools

Abbots Hall	Some areas hot in summer
Arthur Bugler Inf	Small classrooms
Arthur Bugler Jnr	Small classrooms Insufficient hall space Small area for food tech
Aveley	Small classrooms, lack of specialist areas
Benyon	Small classrooms, small site
Bonnygate	Small classrooms, lack of specialist areas
Bulphan	Small classrooms Use of church field for outdoor play, small site
Chadwell St Mary	Small classrooms
Chafford Hundred	Shares playing field with secondary No library Needs two additional classrooms
Corringham	Small classrooms Split site KS1 building hot in summer Demountable classroom
Deneholm	Some spaces suffer hot/cold
Dilkes	Some small classrooms, lack of specialist areas
East Tilbury Inf	Small classrooms Food tech in staff room
East Tilbury Jnr	Small classrooms
Giffards	Small classrooms
Graham James	Corridor areas used as library No insulation – Difficult to keep building warm
Herringham	Some small classrooms
Holy Cross RC	Some small classrooms, lack of specialist areas
Horndon on the Hill	Small classrooms, lack of specialist areas
Kenningtons	Separate infant and junior blocks, lack of specialist areas
Lansdowne	Some small classrooms
Little Thurrock	Open plan Small classrooms Small site Small, sloping playing field
Manor Inf	Small classrooms
Manor Jnr	Small classrooms Food tech provided in staff room
Orsett	Small classrooms, lack of specialist areas
Purfleet	Small classrooms, small site, lack of specialist areas
Quarry Hill Inf	Steeply sloping site Building hot in summer Very little soft play area
Quarry Hill Jnr	Sloping site

	Some areas hot in summer
Shaw	Small classrooms, isolated blocks
Somers Heath	Small classrooms, lack of specialist areas
St Josephs RC	Small classrooms
St Marys RC	Small classrooms
St Thomas RC	Some small classes
Stanford-le-Hope	Separate infant and junior buildings
Stifford	Open plan converted poorly into box classrooms Poor circulation Some areas hot in summer Location of specialist areas poor
Stifford Clays Inf	Poor staff accommodation Some areas hot in summer
Stifford Clays Jnr	Some areas hot in summer
Thameside Inf	Open plan Poor natural light and ventilation No space for ICT/SEN/Library
Thameside Jnr	Noise in semi-open plan area
Tudor Court	Field
Warren	Some areas hot in summer
West Thurrock	Opening in new build 2009; new classrooms, kitchen, landscaping to be finished
Woodside	Small classrooms Library is shared with ICT

Appendix 5 – Other CEF Assets

1,2 5 Hutson Terrace, West Thurrock	Tenant houses
Hathaway Road, Grays	Teachers house
, Stanford	Teachers house
Quarry Hill allotments, Grays	Spare land on Quarry Hill I & J site
Stifford allotments	Spare land on Stifford Primary School
Land at	Expansion land for Deneholm Primary School
Land, St Chads Road, Tilbury	Former St. Chads School
Former Treetops School, Dell Road, Grays	Former school and playing field
Former Knightsmead School, Ockendon	Empty building and land adjacent to Somers Heath Primary School
Jack Lobley Centre, Tilbury	Centre for Alternative Provision Former primary school and caretakers house
House, Graham James Primary, Stanford	Former caretaker house
Graham James, land	Former Infant school site (sale pending)
Connexions building, Grays	
Youth Centres	
Children Centres	
Adult Education Centre, Grays	

Appendix 6 – Temporary Facilities in Thurrock Schools

		No of Bases
Arthur Bugler Jnr	Double demountable	2
Aveley	Single demountable	1
Chafford Hundred	Double demountable	2
Corringham	Single demountable	1
Deneholm	Single demountables	2
Dilkes	Single (not used)	1
East Tilbury Jnr	Double demountable	2
Horndon on the Hill	Single demountable	1
Kenningtons	Double demountable (nursery)	1
Lansdowne	Single demountables	5
Purfleet	Single demountables (2 unusable)	3
Quarry Hill Inf	Single demountable	1
Quarry Hill Jnr	Single demountables	2
Shaw	Single demountable	1
Somers Heath	Single demountable (not used)	1
Stifford	Single and double demountables	3
Stifford Clays Inf	Single demountable (Being removed)	1
Tudor Court	Single and double demountables	3
Warren	Double demountables	2
Grays	Single demountables	8
St Clare's	Single demountables	3
William Edwards	Single demountables	2
Total Class Bases		48
Other temporary facilities		
Treetops	Temporary Kitchen, Dining and Changing Facilities on site pending completion of Special Schools project	
Thurrock Learning Campus	Temporary post-16 provision in a purpose built facility	

Appendix 7 – Capital Funding Sources

Borrowing approval

Traditionally a part of the resources have come in the form of borrowing approvals from central government. Currently the authority receives their supported borrowing allocation from the Government's Single Capital Pot.

Whilst in theory authorities are free to use the borrowing on any service, the Government makes arrangements to make sure that the provision for schools included in the single allocation is fully invested in Education.

The schools capital allocation through borrowing approval for 2009/10 is £2,202,013 and for 2010/11 £995,457

Grants

The majority of capital funding from government comes from specific grant and the original allocation for 2010/11 is £16,567,527. The government also suggested that grants were brought forward to encourage economic growth or fiscal stimulus from 2010/11 financial year to 2009/10 and this totalled £10.9 million.

Some grants can be used in a discretionary way whilst others are specific to meet initiatives.

Devolved Formula Capital

Capital allocations from central government include a formulaic grant for Devolved Formula Capital. This funding is given to schools to undertake minor capital works. The contribution from individual schools to major capital schemes is to the value of one years worth of DFC. A major scheme is currently defined by the value of one year DFC allocation. For secondary schools the average is about £90,000 and for primary schools the average is around £30,000.

Schools can undertake minor schemes from the DFC allocation but should consider the condition issues of the building and whether there are any major schemes to which the school would be contributing. In addition schools should be using the revenue budget for repairs and maintenance.

Building Schools for the Future

A major capital funding strategy through central government is BSF. This is through Partnerships for Schools and has a specific framework and funding model. The

estimated investment is around £80 million with the potential to replace two and refurbish five schools over a period of 10 years.

Academies

Thurrock already has two academies, The Gateway Academy opened in a new building in April 2008 and Ormiston Park Academy was established in September 2009 with the plans to rebuild the school on the same site by 2012. The capital funding for academies is through central government and will be run through the PFS framework.

Primary Capital Programme

The Council's "Primary Capital Programme – Strategy for Change" sets out how capital investment will impact on the standards in schools and assist in the most deprived areas. Grant totalling £8.378 million was made available to the Council for the 2009/10 and 2010/11 financial years for deliver of the first stage of the Strategy for Change.

Private Finance Initiative

To date the Council has not taken up this method of capital funding. This would be considered if there were appropriate funding streams and identified needs.

Developer Contributions

Section 106 of the Town and Country Planning Act allows the planning authority to seek contributions from developers towards infrastructure costs arising from residential developments. The amount of contribution requested of developers depends on the type of new homes and the available pupil places in the vicinity. A developer contributions policy is in place that calculates the number of pupils generated from new homes taking account of the number of flats, houses and affordable homes. When the Directorate is consulted about planning applications the calculations are used to request contributions where appropriate. The same calculations are used for pupil forecasts. Full use of this funding is essential to secure additional school places arising from the planned residential development.

Details of contribution available and those sought through planning approval is given in the table below.

	Amount
Balance of uncommitted funds received from developers	£969,832
Amounts identified in approved planning applications	£2,005,220

The amounts identified in planning applications are those where planning permission has been granted and the Section 106 conditions of that approval include an

education contribution. These funds may not become available if the construction of new homes does not take place for whatever reason or the permission expires.

The recent introduction of the Community Infrastructure Levy (in force from 6 April 2010) may result in a change to the way contributions from developers are sought. The proportion of funding available for children services infrastructure may be less than currently sought.

Prudential borrowing

Unsupported borrowing is through the prudential framework that commenced in local authorities throughout Great Britain in April 2004. The new system is one based largely on self-regulation by local authorities and enables authorities to take on whatever level of debt they believe is affordable without seeking ministerial approval. The framework allows authorities to take greater control of their investment in the fixed assets that are central to the delivery of quality local public services. To date Thurrock Council has not used this method of borrowing for Children, Education and Families.

Capital Receipts - Asset disposal

In 1999 when Thurrock became a unitary authority assets transferred from Essex to Thurrock and this included all the schools, youth centres, adult college, some teacher and caretaker houses and associated education land holdings. In addition some children's homes and Social Care facilities transferred to Thurrock. The assets held by CEF require management and maintenance and costs are met from within CEF budgets.

The Public Land Initiative (PLI) is a framework devised by the Homes & Communities Agency (HCA) which is simply, the public sector releasing land to developers free of charge with a proportion of the profits from the sale of houses going to the public sector when homes are sold. This is hoped to stimulate the economy and provide much needed housing for the housing associations and owner occupied properties. There may be opportunities to stimulate the ability of the Council to undertake capital schemes through such a scheme.

Other sources of funding

From time to time some capital projects are supported through other agencies, such as, Office of the Deputy Prime Minister (now the Department of Communities and Local Government - CLG) over land purchase for West Thurrock Primary School, East of England Development Agency EEDA and TTGDC over the Royal Opera House and the site for the new Purfleet Primary School. Exploration of these alternative funding streams needs to be made realising opportunities where possible.

Other funding opportunities such as the Big Lottery Fund and environmental trusts can assist in capital schemes.