

Full Business Case

Document reference information

Project	St Monica's Primary School
Programme	Education
Project Sponsor	Robert Henderson
Project Manager	Derek Wiles
Version	Version 1
Date	August 2021

This document forms part of the Definition stage review and should be read in conjunction with other stage review documents

Version History

Version No.	Author	Change Notes	Date
1	Derek Wiles	First Issue	17/9/21

References

Ref No.	Document	Link	Version
-	St Monica's Junior School Site Consolidation Feasibility Study.	Refer Appendix A	Rev 2.0
-	SCC Condition Survey Allocation – St Monica's Junior School D1 / D2 Priorities Summary And Associated SCC Condition Survey.	Refer Appendix B	Rev 1.0

Table of Contents

1. Executive summary.....	5
1.1. Local Authority Responsibility for Safe & Reasonable Condition.....	5
1.2. School Amalgamation on Junior School Site	5
2. Strategic fit	6
3. Background.....	7
4. Solution.....	8
4.1. Requirements	8
4.2. Scope of Delivery / Options Considered.....	8
4.3. Measurable Objectives.....	10
5. Benefits.....	11
6. Summary of resources needed to achieve Deployment and Transition Stages.....	12
7. Risks	13
8. Assumptions, Constraints and dependencies	14
9. Timescales	15
10. Costs	16
11. Recommendation	17
12. Approval	18
13. Appendix A	19
14. Appendix B.....	20
14. Appendix B.....	Error! Bookmark not defined.

1. Executive summary

St Monica's was subject to an Ofsted inspection in 2019 and as a result was deemed 'Inadequate'. As a consequence, the Regional Schools Commissioner, (RSC) placed a Direct Academy Order (Statutory Notice) requiring the school to become an Academy (Forced Academisation).

In the case of St Monica's School, the nominated Academy Trust for the proposed operation of the school via academisation is the Inspire Trust.

This Business Case details two areas required to be progressed as part of the academisation.

1.1. Local Authority Responsibility for Safe & Reasonable Condition

The Local Authority has a responsibility to ensure school accommodation is in a safe and in reasonable condition as part of the transfer arrangements to an academy trust. (This is a Statutory Obligation under the Academies Act 2010, s4, s8)

Costs in relation to SCC Condition Survey (Priority Works D1 'Works Required Within 12 Months' & D2 'Works to Be Reviewed After 12 Months') are detailed in Appendix 2. It is proposed to fund these elements of work via a Transfer Agreement with works to be undertaken direct by the Inspire Trust.

1.2. School Amalgamation on Junior School Site

When the Inspire Trust took on the management of the school, they stated their preference that the current Infant and Junior School sites be amalgamated onto the Junior School site to facilitate effective management of the school.

Amalgamating the school onto the Junior School site also frees up the Infant School site for utilisation within SCC Education Services preferred option for the developing SEND Expansion Programme.

To facilitate the School amalgamation the Council would fund the provision of two permanent classrooms and three temporary classrooms to accommodate the pupil's amalgamation onto one site.

Costs in relation to the amalgamation are detailed in Appendix 1 'St Monica's Junior School Site Consolidation Feasibility Study'. It is proposed to fund these elements of work via a Transfer Agreement with works to be undertaken direct by the Inspire Trust.

Approval is sought for:

1. Capital Funding allocation to be made to fund the SCC R&M statutory commitments as part of the forced academisation of St Monica's infant School, together with the provision of two number permanent modular classrooms to facilitate amalgamation onto the Junior School site in the sum of £1,262,000 (Breakdown Included Below).
2. Revenue funding approved at February 2021 Cabinet, and subsequently revised to £690,000 in the July Update due a revision in the projected PAN, is utilised to fund provision of three number temporary classrooms over academic years 2022/23 – 2025/26 in the sum of £689,000 (Breakdown Included Below).

2. Strategic fit

What is the basis for the business case?

To facilitate the academisation of St Monica's Primary School incorporating the amalgamation of the infant & Junior Schools onto the Junior School site.

Invest to save

Supporting Council outcomes

What impact might this have?

	Yes	No	Council outcome(s) impacted	Focus area(s)
Will this impact across the council/partners/multiple departments?		No	Education Well Being	Improve the Quality Of Learning Opportunities
Will this impact on service users and/or protected groups (equalities)?	Yes			
Is there potential for significant political/financial/reputational impact?	Yes			
Will this mean we collect, store or use our data differently?		No		

3. Background

St Monica's was subject to an Ofsted inspection in 2019 and as a result was deemed 'Inadequate'. As a consequence, the Regional Schools Commissioner, (RSC) placed a Direct Academy Order (Statutory Notice) requiring the school to become an Academy (Forced Academisation). In the case of St Monica's School, the nominated Academy Trust for the proposed operation of the school via academisation is the Inspire Trust. The school is planned to transfer to Inspire Trust on 1st January 2022.

The school is currently operated as a split site, with the Infant and Junior sites are housed in different buildings approximately a quarter of a mile apart.

When the Inspire Trust took on the management of the school, they stated their preference that the current Infant and Junior School sites be amalgamated onto the Junior School site to facilitate effective management of the school. Amalgamation onto the Junior school site would require the provision of three temporary modular classroom units and two permanent modular classroom units. The three temporary classrooms units are required to accommodate the current number of infant age pupils. Due to demographic changes however, this number will reduce in coming years and it is anticipated that the number of temporary classrooms will reduce by one per year, eventually leaving only the two permanent classrooms and associated toilet facilities.

Associated with the additional classrooms there is a legal requirement to ensure that the fabric of the Junior site at the point of transfer to the Trust is in an appropriate and safe state as set out in the DfE Guidance on School Transfers to Academy Trusts.

The amalgamation of the school onto the Junior School site would also free up the current Infant School for use in SCC Educations current proposed option for the developing SEND Expansion Programme.

4. Solution

4.1. Requirements

To facilitate the academisation of St Monica's Primary School to the Inspire Trust, complying with the Councils Statutory obligations to provide accommodation is a safe and reasonable condition.

To facilitate amalgamation of the school onto the Junior School, vacating the Infant School site for utilisation as part of SCC Educations preferred option for the SEND Expansion Programme.

4.2. Scope of Delivery / Options Considered

Option 1 – Do Nothing – Not Recommended

The do-nothing option would not address the Council Statutory obligations under the forced academisation of St Monica's Primary School. It would maintain the current split site which has proven to be problematic to the effective management and running of the school. Additionally, it will not allow the existing Infant School site to be vacated for utilisation as part of SCC Educations preferred option for the SEND Expansion Programme.

Option 2 - Undertake St Monica's Junior & infant School D1 & D2 R&M Priorities (D1 Priorities = Those from SCC Condition Survey for review within 12 months and D2 Priorities = Those from SCC Condition Survey for review after 12 months) Only to Comply with Statutory Requirements Under the Forced Academisation Of the St Monica's Primary School, maintaining school provision on Infant & Junior School Sites – Not Recommended

To undertake the D1 & D2 priorities on both sites to meet legal obligation on the Council as set out in the DfE Guidance on School Transfers to Academy Trusts.

It would not however address the management issues of the Trust in respect of running the school on two sites, or free up the Infant School for utilisation as part of SCC Educations preferred option for the SEND Expansion Programme. It should be noted that the project is only at feasibility stage and not been approved.

Overall cost to undertake D1 & D2 R&M Priorities on both sites would cost £2,04M and would all be capital spend resulting in a revenue saving.

Option 3 – Undertake St Monica's Junior School D1 & D2 R&M Priorities (D1 Priorities = Those from SCC Condition Survey for review within 12 months and D2 Priorities = Those from SCC Condition Survey for review after 12 months) Only to Comply with Statutory Requirements Under the Forced Academisation Of the St Monica's Primary School, Amalgamation of St Monica's School onto The Junior School Site- Recommended

The amalgamation of St Monica's school onto one site will enable the Trust to operate the school on one site which will ensure an enhanced education provision. Additionally, it will allow the existing Infant School site to be vacated for utilisation as part of the SEND Expansion Programme. The improvements to the fabric of the Junior School will ensure all health and safety requirements are met as a legal obligation on the Council as set out in the DfE Guidance on School Transfers to Academy Trusts.

Overall cost to undertake D1 & D2 R&M Priorities together with provision of permanent and temporary accommodation would cost £1,951,000 as detailed in table below.

Option 3 as detailed above is the recommended option to progress. It is proposed that the Inspire Trust will carry out the required R&M Priorities, together with the School Amalgamation Works, which will be

funded by the Council via a Transfer Agreement as part of the School Academisation. This would be undertaken via a Transfer Agreement as part of the Academisation Agreement, with funding passed to the Trust to undertake the required works. The Transfer Agreement would encompass conditions ensuring that the required works are undertaken in line with SCC requirements and value for money is demonstrated.

Funding requirements, and associated profiling, are detailed in the table below. Revenue funding has already been approved at February 2021 Council and revised in the July update, although approval to transfer to the school under a Funding Agreement is sought. Capital funding has not been approved and approval is requested to add funding to the Capital Programme.

The recommendations assume that the SEND reconfiguration proceeds, and that funding is made available to fulfil the current plans. There is potential risk that if the reconfiguration is not fulfilled that the Infant School site may not be used for the purposes currently proposed.

Funding Requirements:

Works	Revenue	Capital	Total
Modular Provision (Temporary & Permanent)	£678,000.00	£350,000.00	£1,028,000.00
R&M D1 & D2 Priorities	£0.00	£908,000.00	£908,000.00
Internal SCC Costs	£11,000	£4,000	£15,000
Grand Total	£689,000.00	£1,262,000	£1,951,000.00
Current Approved Budget Allocation (July Update)	£690,000.00	£0.00	£690,000.00

There will need to be a revenue virement to align with the updated profile and reduce by £1,000.

The capital works totalling £1.262M are to be funded by Schools Condition Allocation (SCA) grant.

Indicative Projected Funding Profiling:

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Capital R&M (1)		885,000	23,000	-	-	-	908,000
Capital Modulars (2)	35,000	307,000	8,000				350,000
SCC Costs (4)	4,000	-	-	-	-	-	4,000
Total Capital	39,000	1,192,000	31,000	-	-	-	1,262,000
Revenue Modulars (3)	52,000	486,000	53,000	38,000	34,000	15,000	678,000
SCC Costs (4)	11,000						11,000
Total Revenue	63,000	486,000	53,000	38,000	34,000	15,000	689,000
Total	102,000	1,678,000	84,000	38,000	34,000	15,000	1,951,000

(1) Assumed Undertaken by Inspire Trust 2022/23 With Retention 2023/24

(2) Assumed Fee Expenditure 2021/22 With Installation 2022/23

- (3) Assumed Fee Expenditure 2021/22 With Installation 2022/23 And Rental Till 2026/27
- (4) SCC Internal Costs (Not Part of Funding Agreement)

There will need to be a revenue virement to align with the updated profile

4.3. Measurable Objectives

- 1 – Improvement to the fabric of St Monica’s Junior School
- 2 – Ofsted Rating Approvements
- 3 – Delivery of Temporary & Permanent Classroom Accommodation for Start Of 2022/23 Academic Year

5. Benefits

Benefit	Baseline	Baseline Date	Target	Benefit Owner	How benefit measured	Frequency of measurement	When will benefit be reportable
Education Benefit of Operation on One Site							
Improving Learning Environment							
Releasing of Infant Site For SEND Expansion Programme							

6. Summary of resources needed to achieve Deployment and Transition Stages

Expected number of hours/weeks/months

Role	FTE	Duration/effort
SCC Education Services	1FTE	½ day / week for 4 months
SCC Property Services	1FTE	½ day / week for 4 months
SCC Legal Services	1FTE	½ day / week for 4 months
SCC Valuation & Estates	1FTE	½ day / week for 4 months
SCC Finance	1FTE	2-3 Days

7. Risks

Risk	Probability*	Impact**	Identifying controls
Failure to secure the finance to undertake the necessary works for academisation will further delay the conversion of the school to an academy against the statutory requirement as defined by the Direct Academy Order issued by the Regional School Commissioner, (RSC)	3	4 Statutory works required to facilitate academisation will not be able to be undertaken	N/A
Failure to secure the finance to undertake the amalgamation works to the Junior School site.	3	4 Impact on management of St Monica's Primary School. Unable to progress SCC Educations preferred SEND Expansion Option.	N/A
Inspire Trust not able to provide temporary / permanent accommodation to facilitate amalgamation to Junior School Site.	3	4 Requirement for continued occupation / licence for Infant School site. Infant school not vacated for September 2022.	Ensure delivery viability confirmed by Inspire Trust identified in Funding Agreement and works monitored. Any delay would be Inspire Trusts responsibility and financial obligation

*Probability score 1-very unlikely, 2-unlikely, 3-possible, 4-likely, 5- very likely

**Impact score 1-minor, 2-moderate, 3-significant, 4-major, 5-critical

8. Assumptions, Constraints and dependencies

Full Business Case assumes that Inspire Trust will be able to procure and put permanent and temporary modular accommodation in place for the start of the 2022/23 academic year as indicated in e-mail dated **(To Be Confirmed By Rama)**.

There have been assumptions made around the profiling which may change once the Transfer agreement is drawn up and payment schedule agreed with the trust.

Time constraints mean that SCC would not be able to procure and deliver the project itself by September 2022, hence initiating discussions with Inspire Trust to see if they would be willing to take on project delivery.

9. Timescales

Outline the key known milestones/dates (highlight where indicative vs known) including stage review dates for the recommended option

No	Key milestone	Baseline date
1	CRG	28 th September 2021
2	CAB	29 th September 2021
3	Cabinet Date	18 th October 2021
4	Academisation date	1 st January 2022
5	Provision of temporary and permanent classroom provision on the Junior School site to facilitate amalgamation	September 2022

10. Costs

No	Description	Funding source	Cost
1	Condition Survey D1 & D2 Priorities (Capital Funding Transfer)	SCA Grant	£908,000
2	Provision of Temporary Classroom Provision to Facilitate Amalgamation (Currently Approved Revenue Funding Transfer)	Revenue	£678,000
3	Provision of Permanent Classroom Provision to Facilitate Amalgamation (Capital Funding Transfer)	SCA Grant	£350,000
4	Internal SCC Academisation Costs (Refer Section 6 Above)	SCA Grant	£4,000
	"	Revenue	£11,000
	TOTAL		£1,951,000

11. Recommendation

It is recommended that Option 3 from Section 4 is progressed, undertaking statutory repairs and maintenance to facilitate academisation, together with the amalgamation of the school on to the Junior School site to improve school management and free up the Infant School site for utilisation as part of the SCC Education preferred option for the SEND Expansion Programme.

Approval is sought for:

1. Capital Funding allocation to be made to fund the SCC R&M statutory commitments as part of the forced academisation of St Monica's infant School, together with the provision of two number permanent modular classrooms to facilitate amalgamation onto the Junior School site in the sum of £1,262,000 (Breakdown Included Above).
2. Revenue funding of £690,000, as approved at February 2021 Cabinet, and revised in July Update, is utilised to fund provision of three number temporary classrooms over academic years 2022/23 – 2025/26 in the sum of £689,000 (Breakdown Included Above).

This document forms part of the Definition stage review and should be read in conjunction with other stage review documents

12. Approval

Full Business Case Approved by		Date
PMO	Project Management Office – Karen Hilliard	
Programme/Project Sponsor	Robert Henderson	
Finance business partner	Keith Petty / Maddy Modha	

13. Appendix A

St Monica's Junior School Site Consolidation Feasibility Study

14. Appendix B

SCC Condition Survey Allocation – St Monica’s Junior School D1 / D2 Priorities
Summary and Associated SCC Condition Survey.