



Cabinet

21 MARCH 2011

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

SCHOOL ORGANISATION STRATEGY 2011/12

This report sets out the School Organisation Strategy for Hammersmith & Fulham 2011/12, to deliver the Council's key educational priorities:

- To meet the Council's statutory responsibility to provide school places to meet demand; and
- The Council's commitment to:
 - The Special Schools Strategy
 - The Schools of Choice agenda for expanding popular schools
 - Increase the percentage of resident children choosing the Borough's schools

The strategy reflects the current financial climate, providing a prudent and sustainable plan within available resources. Approval is sought (subject to consultation where necessary) to the priority schemes as follows:

- Relocation of Cambridge School
- Expansion of Old Oak Primary School
- Development of the Bi-lingual Partnership between Holy Cross School and L'école Marie d'Orliac
- Relocation of Queensmill Special School
- Provision of 'bulge' classes (additional forms of entry introduced for one year only)
- Delivery of the Revenue Maintenance Programme

Recommendations:

1. That Cabinet:

- (a) approves the School Organisation Strategy, as outlined in this report;**
- (b) revokes the decision to dispose of the Askham Centre, taken at Cabinet on 7 February 2011, to allow its use as the site for Queensmill Special School's relocation**

CONTRIBUTORS

DCHS
DFCS
ADLDS

**Wards:
All**

2. That authority be delegated to the Cabinet Member for Children’s Services, in consultation with the Leader of the Council, the Director of Children’s Services and the Director of Finance and Corporate Services, to take the necessary decisions to progress the strategy, including:

- (a) The decision on the temporary decant or permanent relocation of the Haven Respite Centre from its current location to Dalling Road Children’s Home;**
- (b) Appointing the preferred design team for the schemes contained within this report, following the bid evaluation process;**
- (c) Appointing the preferred contractor for the schemes contained within this report, following the tender evaluation process;**
- (d) Agreeing ‘bulge’ classes where necessary;**
- (e) Procuring contracts on behalf of Free Schools, where necessary and at the request of the Department for Education and Partnership for Schools, to deliver cost efficiencies;**
- (f) Altering the priority order of schemes if circumstances change**

**HAS A EIA BEEN COMPLETED?
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?
N/A**

1. BACKGROUND AND CONTEXT

- 1.1 The Council has a statutory responsibility to ensure the appropriate provision of school places for the residents that require them. The Borough's schools' capital programme was based on the Building Schools for the Future (BSF) and Primary Capital Programmes. However, these programmes were cancelled by the Government in 2010. As a result, whilst the priority outcomes of the strategy remain in line with previous reports (see Background Papers), there has been a need to review and reprioritise the schemes that can be funded to support these outcomes.
- 1.2 The Government has commissioned the James Review to make recommendations in respect of future capital provision for schools. Until the result of this review is known, it is considered prudent to proceed with plans based only on known capital availability.
- 1.3 Secondary Provision
The previously identified priority schemes have had to be reduced in number, but the schemes now proposed for approval fully support the Council's educational priorities and the schemes that have already been delivered, such as the remodelling and updating of Phoenix High School. This will include the co-location of Cambridge School with Phoenix High School.
- 1.4 Primary Provision
The PCP had previously prioritised schemes to facilitate increased capacity for admissions in September 2009 and January 2010 to ease the significant pressure for places, including bulge (i.e. temporary) classes at Brackenbury and Flora Gardens Primary Schools and expansion at St John's CE Walham Green Primary School. The schemes now proposed for approval reflect the increasing demand for primary places, and a projection that this rise in demand will continue.

2. RECOMMENDED SCHEMES FOR APPROVAL

- 2.1 The overarching priority when considering schemes for approval, in light of reduced resources, is the need to fulfil the responsibility for the provision of school places. Schemes were therefore prioritised as follows:
- (i) Schemes that the Council is already committed to that support the need for additional school places (including Queensmill, expanded to include a secondary phase; and the development of the Bi-lingual partnership between Holy Cross School and L'école Marie d'Orliac, coupled with the expansion of Holy Cross)
 - (ii) Schemes that further address the need for additional capacity in the future

2.2 This supports the Council's target to increase the percentage of local parents choosing local schools to 59% by 2018. The following schemes are proposed for approval:

Cambridge Relocation to Bryony Centre	1,500,000
Old Oak Expansion (possible additional funding)	500,000
Holy Cross Expansion and Bi-Lingual Project	6,500,000
Queensmill Relocation	11,000,000
Contingency	1,000,000
Bulge Classes	419,000

	20,919,000

2.3 Plans for the majority of the above schemes are well advanced and, for the 'bulge' classes, schemes have been implemented for September 2009 and 2010, with further classes planned for September 2011-13. The table below illustrates the anticipated programme for the priority scheme implementation:

Table 1 – Priority Schemes Programme

Project	Date
Cabinet Approval	March 2011
Cambridge School Relocation	
Start on Site	March 2011
School opens	September 2011
Holy Cross RC Primary School/ L'ecole Marie d'Orliac (Lycée School) Site Development	
Start on site	Summer 2011
School opens	Spring/Summer 2012
Queensmill School Relocation and Haven Respite Centre	
Start on Site	Autumn 2011
School and Respite Centre opens	Autumn 2012

2.4 Officers are currently exploring the options around development of the Askham/Haven sites as a solution to the relocation of Queensmill School as a 3-19 Autistic Special School. Options around shared space with the Haven Centre (providing respite care for families with disabled children) are being examined, with a view to possibly extending this offer to families with autistic children within a remodelled provision. The options appraisal is also looking at the alternative of relocating the Haven to Dalling Road Children's Home site.

2.5 Relocation of Queensmill to the Askham/Haven site would require revocation of the decision to dispose of the Askham Centre, contained in the H&F Buildings Consultation report, approved at Cabinet on 7 February 2011.

3. FUNDING MODEL AND ASSUMPTIONS

3.1 This section details how the recommended schemes will be funded.

3.2 In addition to the schemes for approval, detailed in 2.2 above, there is a commitment of £1,335,000 for Revenue Maintenance Programme committed schemes. This brings the total programme requiring funding to £22,254,000.

3.3 The anticipated funding for Children's Services to deliver the School Organisation Strategy (available from 2011/12 onwards) is made up as follows:

Capital Grant 2011/12	6,156,587
Council's Capital Programme	2,500,000
DSG-funded Revenue Maintenance programme	1,335,200
Corporate funded Revenue Maintenance programme	462,200
Capital Receipt Contribution to Queensmill project	2,800,000
Capital Receipt from Disposals Programmes	9,000,000

	22,253,987

3.3 The proposed cashflow for the priority schemes, to be funded from the £22,254k, is as follows:

Table 2 – Cashflow Projections for Recommended Schemes

	2011/12	2012/13	2013/14	Totals
Commitments on Capital Projects				
Cambridge School re-location	1,500,000			1,500,000
Old Oak expansion (initial £1m already assumed committed)	350,000	150,000		500,000
Unallocated Contingency	950,000	50,000		1,000,000
Holy Cross expansion and Bi-Lingual Project	3,000,000	3,170,000	330,000	6,500,000
Queensmill	2,000,000	8,450,000	550,000	11,000,000
Bulge Classes	419,000			419,000
Revenue Maintenance Commitments	1,335,000			1,335,000
Totals	9,554,000	11,820,000	880,000	22,254,000

3.4 The assumptions associated with this funding model are:

- No reference is made to the future of the Cambridge School site, beyond its temporary use by the West London Free School.
- No account is taken of any additional Capital Grant allocation beyond the amount announced for 2011-12
- No developers' contributions (Section 106) from new developments have been included
- The Revenue Maintenance programme commitment is £1,335,000 (for health and safety and other non-avoidable projects)

3.5 Once Capital Grant funding for 2012-13 and beyond is known, another report will be brought forward, making recommendations for the next stage of the Capital

Programme. This will include the Council's response to the need to ensure there is adequate maintenance of existing stock. Some maintenance programmes were halted in anticipation of the (now cancelled) BSF and PCP programmes. A revised programme is now required. Stock surveys are underway. The results are being discussed with schools; and these discussions will inform the development of the revised programme. A revised programme will be the subject of a further report, contingent upon subsequent capital allocations from the Government.

4. DATA TO SUBSTANTIATE RECOMMENDATIONS

4.1 This section details the key pupil place planning issues that have informed the scheme proposals to deliver the school organisation strategy, within the available resources.

4.2 Primary Sector

In line with the rest of London over the last few years, the authority has seen a significant increase in parents applying for primary school places, with a consequent need to increase capacity (see Table 5 – 1st and 2nd preferences 2006-2010 in section 4.7).

The demand for places is now a higher proportion of birth rates than was previously the case. Therefore, projected demand is calculated using the figure of 60% of the birth rate, projected forward to the relevant year, rather than the figure of 50% previously applied.

4.3 The factors affecting this demand are thought to be:

- Fewer families moving out of the Borough as their children get older
- More families choosing the maintained sector for their child's education, as opposed to the independent sector
- New Housing developments in the Borough producing a 'child yield'

These factors are in part a product of prevailing economic circumstances. Pupil place planning is an imperfect science.

4.4. The table below demonstrates how demand has changed over the last three years, and details our best assessment of need for September 2011. It is recommended that the position is reviewed in Autumn 2011/Spring 2012.

Table 3 – Primary Applications and Corresponding Birth Rates 2008 to 2011

Places	For September 2008 Start	For September 2009 Start	For September 2010 Start	For September 2011 Start	Current Plans September 2012	Current Plans September 2013
In-Borough	1,179	1,282	1,410	1,515 (estimated)	1,519 (estimated)	1,582 (estimated)
Out-Borough	136	122	100	85 (estimated)	72 (estimated)	61 (estimated)
Total Primary Applications	1,315	1,404	1,510	1,600 (estimated)	1,591 (estimated)	1,643 (estimated)
Corresponding Birth Rates	2,559	2,617	2,681	2,774	2,696	2,734
Percentage Residents against Births	46.1%	49%	52.6%	54.6%	56.4%	57.9%
Percentage Total Applications against Births	51.4%	53.6%	56.3%	57.7%	59%	60.1%
Permanent Places made available	1,350	1,395	1,423	1,513 (tbc)	1,558 (tbc)	1,588 (tbc)
Temporary/Bulge classes	0	45	120	90 – tbc	30 – tbc	60 – tbc
Total places made available	1,350	1,440	1,543	1,603	1,588	1,648
Corresponding Births for the year	2,559	2,617	2,681	2,774	2,696	2,734

4.5 Secondary Sector

The vision for secondary education was set out in the Schools for Choice strategy. The demand for secondary places has increased in secondary schools – see table below – requiring an increase in capacity of the Borough’s maintained schools. Furthermore, the population of children of secondary age is projected to continue to rise.

Table 4 - Secondary Projections 2011 – 2016

Academic Year	Birth Rates reflected	Indicative Housing Developments	Total Projected population at Secondary
2010/11	7378	73	7451
2011/12	7454	98	7552
2012/13	7511	123	7634
2013/14	7630	149	7779
2014/15	7844	175	8019
2015/16	8063	203	8266
2016/17	8237	233	8470

4.6 Beyond population changes, performance is seen as the biggest single influence on parental choice for secondary provision. Every secondary school in Hammersmith & Fulham is now rated either “Good” or “Outstanding” by Ofsted. The authority is second in Inner London for the percentage of 5 GCSEs gained at A*-C, including English and Maths, and the top performing Borough in Inner

London applying the English Baccalaureate standard. Demand is increasing consistently in line with expectations, and there is significant pressure for Year 7 places (at present just one school has additional capacity available in year 7). This supports the need for investment to increase capacity.

- 4.7 The previous pupil place planning assessment identified the need for an additional 11 forms of entry, of which 4 would be provided by the new Hammersmith Academy. The additional seven forms of entry in the borough's schools was based on an assumption of a decrease in out borough students seeking places in our schools. The reality has been that not only has local demand increased, but also out borough demand has not dropped off to the same level. Therefore demand for school places in Hammersmith & Fulham at secondary level has significantly increased, as demonstrated in Table 5 showing first and second preferences.

Table 5 – Number of First and Second Preferences 2006-2010

	2006		2007		2008		2009		2010	
	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref
Primary										
Addison	46	36	54	40	50	33	54	36	38	27
Avonmore	64	23	51	25	62	31	45	37	67	31
Bentworth	31	18	40	17	33	23	35	24	31	40
Brackenbury	47	51	78	78	63	89	74	82	114	115
Canberra	28	17	25	9	36	10	45	17	48	25
Miles Coverdale	27	9	27	17	26	16	30	12	30	22
Flora Gardens	28	12	33	14	27	20	42	25	40	30
Fulham	23	13	23	13	23	20	33	15	35	14
New Kings	30	12	28	10	34	28	38	20	27	33
Kenmont	39	3	31	0	50	1	41	0	65	2
Langford	28	6	21	5	39	5	41	12	39	5
Lena Gardens	23	18	24	21	38	21	24	30	25	19
Melcombe	34	20	41	21	36	16	40	23	45	30
Old Oak	33	7	40	14	39	18	56	14	51	13
Peterborough	20	13	12	13						
Queen's Manor	19	12	24	11	20	27	28	15	22	15
Sir John Lillie	43	40	57	34	63	40	50	34	47	37
Sulivan	21	11	22	6	37	24	31	18	32	17
Wendell Park	43	17	69	10	59	21	56	21	74	21
Wormholt	49	19	44	22	61	23	72	28	63	36
Greenside	29	28	46	34	50	39	31	64	41	56
All Saints	47	16	47	31	33	19	51	35	47	25
Holy Cross	34	17	52	19	54	23	59	18	59	36
Holy Cross (Bi-lingual)									46	22
John Betts	53	66	83	84	106	68	108	75	90	90
St. Augustine's	43	28	56	31	52	39	50	42	45	46
St. John's	36	23	33	25	32	20	56	34	49	38
St. Mary's	37	12	32	18	34	29	39	31	32	42
St. Paul's	25	7	37	9	30	11	34	28	35	14
St. Peter's	47	12	51	12	52	10	63	26	52	15
St. Stephen's	40	19	39	16	53	27	50	34	57	32
Good Shepherd	33	16	37	13	27	13	35	16	45	22

	2006		2007		2008		2009		2010	
	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref
Pope John	27	12	34	5	41	7	38	18	52	20
St. Thomas'	34	26	29	19	27	11	44	38	45	22
Larmerier and Sacred Heart	71	33	66	34	85	39	79	52	103	65
Normand Croft	51	20	42	14	47	28	36	18	28	25
Primary Totals	1283	692	1428	744	1519	849	1608	992	1719	1102

	2006		2007		2008		2009		2010		2011	
	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref	1 st Pref	2 nd Pref
Secondary												
Hammersmith Academy											180	178
Henry Compton	105	61			71	43	38	36	39	33	29	24
Phoenix	110	71			130	85	169	85	171	101	148	94
Fulham Cross	123	63			92	70	80	61	107	75	80	55
Hurlingham & Chelsea	71	65			82	71	90	59	66	58	45	54
Sacred Heart	270	80			310	158	278	181	337	167	346	163
Lady Margaret	385	185			345	208	266	170	273	184	258	166
The London Oratory	267	66			280	220	303	267	338	29	258	166
Burlington Danes	89	94			131	109	132	122	192	183	177	185
Secondary Totals	1420	685			1441	964	1356	981	1523	830	1521	1085
Grand Totals	2703	1377	1428	744	2960	1813	2964	1973	3242	1932	1521	1085

N.B. 2007 data for secondary schools is corrupted and therefore not available

- 4.8 The current situation is that 54% of pupils in Year 7 are borough residents compared to 47% in Year 11. Even with the increase of four forms of entry at the new Hammersmith Academy from September 2011, it is expected that, with the exception of one school, all the borough's secondary schools will be filled at Year 7. Therefore, increased capacity, beyond the original 7 forms of entry identified, is a key priority.
- 4.9 In 2010 it was estimated that, of the Year 7 pupils in the borough, 44% were placed in a Hammersmith & Fulham secondary school, demonstrating clearly that progress towards the target of 59% is being made.

- 4.10 The borough is fortunate that the West London Free School (which is opening four forms of entry in September 2011) will relieve the pressure on secondary school places. This, combined with the Hammersmith Academy, should see even more local children being able to access local schools.
- 4.11 In the future, additional capacity is likely to be required at Lady Margaret School, Sacred Heart High School and Fulham Cross Girls School and Language College. This would increase diversity and parental choice through the expansion of popular schools. This will also meet the anticipated demand on secondary school places arising from increases in primary projections working through the system and the potential impact of increased child yield from the council's future regeneration programmes. However, funding for this expansion will need to be identified. As previously stated, a further report will be brought forward once additional Capital Funding is available. This report will also need to address issues relating to stock condition, addressing additional maintenance requirements.

5. RISK MANAGEMENT

- 5.1 The approach to risk management for this strategy mirrors the corporate approach and, as such, inherent risks are identified and given a rating based on the potential impact of that risk multiplied by the likelihood of it happening. All risks are quantified by using a standard 5 x 5 form of measurement, therefore if a risk has a very high likelihood and a very high impact it will have a combined rating of 25. As part of the ongoing risk management strategy, mitigation is identified in the risk register.
- 5.2 A risk register will be compiled by means of a risk workshop with input from key stakeholders. Ongoing risk management and monitoring of mitigation controls will be the responsibility of the project manager, in liaison with individual risk owners.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 The Director of Finance has considered these proposals and notes that they are contained within the Council's Revenue and Capital Strategies.

7. EQUALITY IMPLICATIONS

- 7.1 The proposals set out in this strategy will increase the opportunity for children in the borough to access education and further deliver the Council's Schools of Choice agenda.
- 7.2 The Equality Impact Assessment (EIA) for the School Organisation Strategy was completed on 11 February 2011. The full report can be found in the background papers.
- 7.3 The EIA followed our consultation on the plans for the transformation of secondary education in the borough that took place from 21 April 2008 to 9 June 2008, our subsequent Predictive Equality Impact Assessment (PEIA) in June 2008 and our SEN consultation that took place from 24 November 2008 to 19 January 2009, with a further subsequent Predictive Equality Impact Assessment (PEIA) in February 2009.

8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

8.1 The Assistant Director of Legal and Democratic Services has been consulted and notes there are no direct legal implications at this stage.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department / Location
1.	Cabinet Report on Building Schools for the Future Programme Procurement Phase and Capital expenditure on schools – 29 March 2010	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
2.	Cabinet Report on BSF Consultation response on vision and proposals, 14 July 2008	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
3.	Cabinet Report on BSF Consultation response on SEN Proposals, 2 March 2009	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
4.	2008 SEN Review	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
5.	BSF Strategy for Change Part 2	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
6.	BSF Outline Business Case	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
7.	Equalities Impact Assessment, 11 February 2011	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
8.	BSF Pupil Place Planning Report	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
9.	Decision under Delegated Powers, 11 February 2011	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team
10.	Schools of Choice	Samantha Relf 020 8753 3647	Schools Funding and Capital Programme Team