



**Rutland**  
County Council

Rutland County Council

## **Project Initiation Document (PID)**

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**Document Control, Approval and Distribution**

**Version Control**

This document should be updated with any amendments:

| Version | Date                           | Notes                          |
|---------|--------------------------------|--------------------------------|
| 0.1     | 27 <sup>th</sup> October 2020  | Initial draft prepared         |
| 0.2     | 16 <sup>th</sup> November 2020 | 2 <sup>nd</sup> Draft prepared |
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**Document Approval**

This document requires the following approvals:

| Sponsor Approval | Name         | Date |
|------------------|--------------|------|
|                  | Dawn Godfrey |      |

**Document Distribution**

This document will be distributed to:

| Name            | Method   | Date |
|-----------------|--|------|
| Programme Board | E Mail<br>V1 to be sent prior to programme board |      |

**Introduction**

The purpose of this document is to set out the proposals for meeting the authority’s statutory obligation to provide sufficient secondary schools places and to determine the viability of the proposed expansion of Catmose College.

Rutland County Council will establish a Programme Board with associated and sufficient governance structures, to oversee the use of basic needs capital funding within a maximum limit of £5,500,000 to provide an eight form entry (8FE) at Catmose College increasing the overall sufficiency by an additional 30 places per academic year from September 2022.

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| <b>Project</b>            | Catmose Expansion Project (CEP)o  |
| <b>Background</b>         | <p>Cabinet approved the undertaking of a two stage feasibility study for school expansion across all of the secondary provision in Rutland in February 2020. On 31 July 2020, Cabinet further approved to undertake Stage Two of the feasibility study for school expansion at the preferred site of Catmose College, Oakham to deliver 30 additional places through the development of an 8 Form Entry secondary school as identified through Stage One of the study.</p> <p>Funding to deliver the programme is held by Rutland County Council having been provided by Central Government via basic needs funding.</p> <p>DfE have not provided revenue funding.</p>  |
| <b>Project Objectives</b> | <p>Utilise the funding available from basic needs and schools capital maintenance funds to provide an eight form entry at Catmose College to meet sufficiency of secondary school places in line with the Schools Capacity Assessment (SCAP).</p> <p>This will enable</p> <ul style="list-style-type: none"> <li>• Increase of local provision by 30 additional secondary school places for each academic year giving a total of 150 places between years seven and eleven.</li> <li>• RCC meeting duty to provide sufficient high quality educational places in Rutland</li> <li>• Children receiving educational placements in-county.</li> <li>• Management of the flow of young people into secondary education and ensure they experience a supportive mainstream curriculum.</li> </ul> <p>In order to meet these objectives, a key dependency also forms part of the objectives for the programme</p> <ul style="list-style-type: none"> <li>• Relocation of Brightways facility to another site to free onsite capacity and to aid transformation of Adult day provision service model</li> </ul> |

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| <p><b>Activities / Scope</b></p> | <p>RCC commissioned NPS to prepare an initial Feasibility Study for Secondary School Expansion in Rutland. The work comprised two stages:</p> <ul style="list-style-type: none"> <li>• Stage 1 study examining possibilities for expansion at the three Rutland Secondary school sites</li> <li>• Stage 2 study scoping options for the preferred Secondary site</li> </ul> <p>Cabinet on 31 July 2020 approved the recommendation to undertake Stage Two of the feasibility study for school expansion at the preferred site of Catmose College, Oakham to deliver 30 additional places through the development of an 8 Form Entry secondary school as identified through Stage One of the study.</p> <p>The Stage 2 feasibility study brief is due to be completed by the end of November 2020 and will build on the Stage 1 feasibility work. It will:</p> <p>Include:</p> <ol style="list-style-type: none"> <li>a. A review of available information</li> <li>b. Developing architectural sketch proposals for the expansion options</li> <li>c. Provision of a wider understanding of the overall condition of the asset.</li> <li>d. Developing strategies for mechanical &amp; electrical, structural and sustainability approaches</li> <li>e. Analysis of site constraints and opportunities</li> <li>f. Cost estimates for the expansion options</li> <li>g. Identification of key risks including planning risk and potential implications for project performance</li> <li>h. Analysis of external areas in accordance with current guidelines</li> <li>i. Developing procurement strategy and programme</li> </ol> <p>RCC intend relocating Brightways Day Centre to an alternative location. The preferred new property will be within RCC’s existing portfolio. RCC will manage the relocation and all other matters, to enable the planned extension of Catmose College within the school expansion scales. It is anticipated that work to complete the move of Brightways will be completed by July 2021.</p> <p>RCC will keep Catmose College and NPS updated about activity and progress for Brightways, along with any impact arising from issues that may impact on the planned extension of Catmose College. The Brightways premises are therefore expected to be available to support the expansion of Catmose College.</p> <p>It is proposed to commence Phase 1 of the Project, which includes procurement and project start up, in March 2021; with a completion of the building works and refurbishment of Catmose College to be by July 2022.</p> |
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| <p><b>Deliverables</b></p>                   | <p>The programme will deliver an increased number of local secondary educational placements within county to meet statutory requirements and provide transformation opportunities for Brightways to deliver a community based seven days per week service.</p> <p>RCC will meet its statutory obligations for schools places through delivery of a Capital project underpinned by a legal agreement with Catmose College to provide:</p> <ul style="list-style-type: none"> <li>• An agreed square meterage of new build at Catmose as highlighted in Phase 2 of the feasibility study.</li> <li>• An agreed square meterage of refurbished / remodeled accommodation as indicate in Phase 2 of the feasibility process.</li> <li>• Eight form entry providing an extra 30 places for each academic year giving a total of 150 places between years seven and eleven.</li> </ul> <p>There will be an associated project providing the opportunity to aid transformation of services at Brightways.</p> |
| <p><b>Timing</b></p>                         | <p>The Stage 2 feasibility options report to be completed by December 1st 2020 assuming all parties co-operate with tight timelines.</p> <p>Cabinet approval for project initiation to be sought January 12th<sup>th</sup> 2021 followed by full Council approval on the 22<sup>nd</sup> February 2021</p> <p>Procurement and project start up to commence March 2021.</p> <p>Brightways relocation to commence May 2021 and be completed by July 2021.</p> <p>Completion of building works including refurbished areas to be by July 2022.</p> <p>New intake start in September 2022.</p>   |
| <p><b>Exclusions</b></p>                     | <p>The DfE Funding criteria stipulates that it cannot be used for:</p> <ul style="list-style-type: none"> <li>- Age 18 and over</li> <li>- Higher education</li> <li>- Revenue expenditure</li> </ul>  |
| <p><b>Dependencies &amp; Assumptions</b></p> | <p>The Programme will utilise Capital spend to move Brightways to other suitable accommodation to allow for the spaces vacated to be refurbished for Catmose College needs.</p> <p>There will be dependencies across many areas of the council including (but not exclusive to):</p> <p>IT, Property Services, Planning, Finance, Learning and Skills, School Admissions, Governance Services, including Legal Services.</p>   |

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| <p><b>Resources</b></p> | <p>The Schools Capital Programme Board will manage spend, oversee the work of the project board and provide leadership in delivering the project.</p> <p>The board will fulfil their leadership role by:</p> <ul style="list-style-type: none"> <li>• Taking strategic decisions at the Schools Capital Programme to manage and mitigate risk and help determine how it will impact on the Council.</li> <li>• Effectively allocating and managing resources for the Programme</li> <li>• Monitoring the budget position and taking responsibility for the Programme spend. However, once the budget is delegated to Catmose Trust, The Trust will assume responsibility for the programme spend, monitor the budget position and provide financial updates at each meeting.</li> <li>• Communicating the purpose of the board to staff and other stakeholders</li> <li>• Monitoring the programme implementation and improving its effectiveness as required</li> </ul> <p>The following people will be involved in the Programme Board:</p> <ul style="list-style-type: none"> <li>- Dawn Godfrey, Interim Director for Childrens Services (DG) (Senior Responsible Officer)</li> <li>- Mona Walsh, Head of Property Services (MW)</li> <li>- Gill Curtis (Head of Learning and Skills) (GC)</li> <li>- Andrew Merry (Finance Manager) (AM)</li> <li>- Robert Shore (Schools Capital Programme Manager) (RS)</li> <li>- Dee Rajput (Programme Manager) (DR)</li> <li>- Cllr David Wilby (Portfolio Holder for Lifelong Learning, Early Years, Special Educational Needs &amp; Disabilities, Inclusion, and Safeguarding – Children &amp; Young People) (DW)</li> <li>- Cllr Oliver Helmsley (Leader of the Council, and with responsibility for the Property Portfolio) (OH)</li> </ul> <p>Other professionals with specific expertise as required by the Board will be invited to contribute.</p> <p>There will also be a Project Team established to drive actions as required; this will be led by Catmose College with a clear communication line to the Programme Board. This will be a function of the existing Catmose Campus Board which already includes RCC representatives and elected members .</p> <p style="text-align: center;">-</p> <p>The Campus Board fulfils its role by:</p> <ul style="list-style-type: none"> <li>• Reporting to the Rutland County Council CEP Capital Programme Board as required (through updates and exception reporting and presentation of risk and issues logs and management of the change control process)</li> <li>• Effectively allocating and managing resources for the Project including determining how to contract alongside the design and build.</li> </ul> |
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|                              | <ul style="list-style-type: none"> <li>• Monitoring the budget position and taking responsibility for ensuring the Project remains in scope, on time and in budget</li> <li>• Communicating the purpose of the board to staff and other stakeholders</li> <li>• Monitoring the project implementation and improving its effectiveness as required</li> <li>• Fulfilling the terms of the governance and legal agreement put in place between RCC and Catmose College</li> </ul> <p>Notes for each part of the meeting will be taken as follows;</p> <ol style="list-style-type: none"> <li>1. Design Team Building project aims will be taken by the Architect and fed into the Catmose Project Board meetings and decision making process.</li> <li>2. Catmose College will provide oversight of construction and provide project management expertise, operational business planning and reporting to the Programme Board.</li> </ol> |
| <p><b>Estimated Cost</b></p> | <p>The overall funding cost of the project will operate within the funding envelope of £5,500,000 provided by a combination of basic needs funding and schools capital maintenance monies. At this stage it is likely to fall under the following heads of account:</p> <ul style="list-style-type: none"> <li>- £100,000 to allow Brightways to move to alternative premises and amends to buildings to replace like for like to meet future needs</li> <li>- £5,212,000 to meet costs of the new facility and refurbishment at Catmose College (Options paper estimates)</li> <li>- The remainder to be made available as a resourcing for the project.</li> </ul>  |

**Next Steps**

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Programme Board to be mandated by Cabinet/SMT and established in December 2020

PID to be approved by both cabinet and full Council in February 2021.