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**FINAL OUTTURN REPORT FOR THE EDUCATION SEND CAPITAL**

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**Responsible Cabinet Member – Councillor Mandy Porter**

**Responsible Director – Dave Winstanley**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To report the final outturn in accordance with the Financial Procedure Rules.

**Summary**

2. The SEND Strategy that was approved by Cabinet in March identified a need to commission local provision to meet the need and manage demand. This included a primary and secondary SEMH base. Following a tendering exercise Red Hall Primary School came out as the successful bidder for the primary base and Rise Carr College for the secondary base.
3. The Red Hall project was made up of two classrooms with a central communal area and three 'break-out' rooms. The additional space was an extension to the existing school building with a separate entrance for pupils but with direct access to the main school for staff. An internal refurbishment of the existing staff toilets to meet current staffing number along with the resurfacing and expansion of the existing carpark to cater for the additional demand also formed part of the works.
4. The Rise Carr project saw a standalone building constructed on their site, made up of two classrooms, a communal area and four 'break-out' rooms. There is a separate dedicated access for pupils and access between both buildings via a covered walkway. The scheme also included for a small remodel to relocate main reception within the administration offices to remove a lone working issue, and a knock through to create a larger class base at the rear of the school. High priority condition related items were also addressed which saw a large proportion of the roofs being repaired or replaced along with all the windows on the front elevation.
5. Para 43 of the Financial Procedure Rules requires that the final outturn of all schemes with a value in excess of £1 million be reported to Cabinet.

6. The report reviews the actual cost, timeliness, and quality; to ensure a continuous review of capital planning, management, and reporting, with regard to best practice, experience, and opportunities for improving the Council's capital and asset management processes.

### **Recommendation**

7. It is recommended that:-
  - (a) Members note the final outturn of the Project.

### **Reasons**

8. The recommendations are supported by the following reasons:-
  - (a) To comply with the Council's Financial Procedure Rules.
  - (b) To ensure a continuous review of capital planning, management and reporting, with regard to best practice, experience and opportunities for improving the Council's capital and asset management processes.

**Brian Robson – Head of Capital Projects**

### **Background Papers**

*None*

S17 Crime and Disorder	There is no impact on crime and disorder as a result of this report.
Health and Well Being	No direct impacts.
Carbon Impact and Climate Change	
Diversity	No direct impacts.
Wards Affected	This project is in the North Road Ward
Groups Affected	
Budget and Policy Framework	No direct impacts.
Key Decision	This is not a Key Decision.
Urgent Decision	This is not an Urgent Decision
Council Plan	There is no impact on the Council Plan as a result of this report.
Efficiency	
Impact on Looked After Children and Care Leavers	

## MAIN REPORT

### Information and Analysis

9. The project was managed internally by the Education Projects Officer from inception through to completion, with valued support from the Capital Projects team, Design Services, Aecom and Building Services.
10. The Initial overall budget for the schemes was a combined £3,099,209.00, this was increased via Cabinet approval in June 2020 to £4,154,566.00 to include a Covid risk fund for each project and the inclusion of condition related items to the scope of works at Rise Carr. Both Projects were initially due to hand over in September 2020 however due to the coronavirus outbreak and lockdowns both services opened to pupils in September 2021, Red Hall’s external area followed in November 2021 and Rise Carr in April 2022 due to seasonal landscaping. The main contracts for these schemes were internal with Building Design and Building Services via a JCT contract, and Aecom for design services and contract administrator on Rise Carr via our internal partnership framework SCAPE.
11. Para 43 of the Financial Procedure Rules requires that the final outturn of all schemes with a value in excess of £1 million be reported to Cabinet.
12. The report reviews the actual cost, timeliness, and quality to ensure a continuous review of capital planning, management, and reporting, with regard to best practice, experience, and opportunities for improving the Council’s capital and asset management processes.

### Cost

13. The tables below summarise the project budgets and final outturn on each project.

#### RED HALL

Initial Approved Budget	Increase to Initial Approved Budget	Current Approved Project Budget	Project Expected Out Turn Cost	Variance (%)	Variance (Value)
£1,572,289	£65,709	£1,637,998	£1,453,319	-11.3%	-£184,679

14. The increase in budget for Red Hall SEN Unit was to cover the potential increase to timescales due to Covid-19 social distancing rules. The project closed with £184,769 remaining due to the Covid risk fund and overall project contingency percentages not being needed. Changes were also made while on site that generated savings and there

were remaining funds left in the Clients Furniture, Fixtures and Equipment (FF&E) and Information and Communications Technology (ICT) budgets.

**RISE CARR**

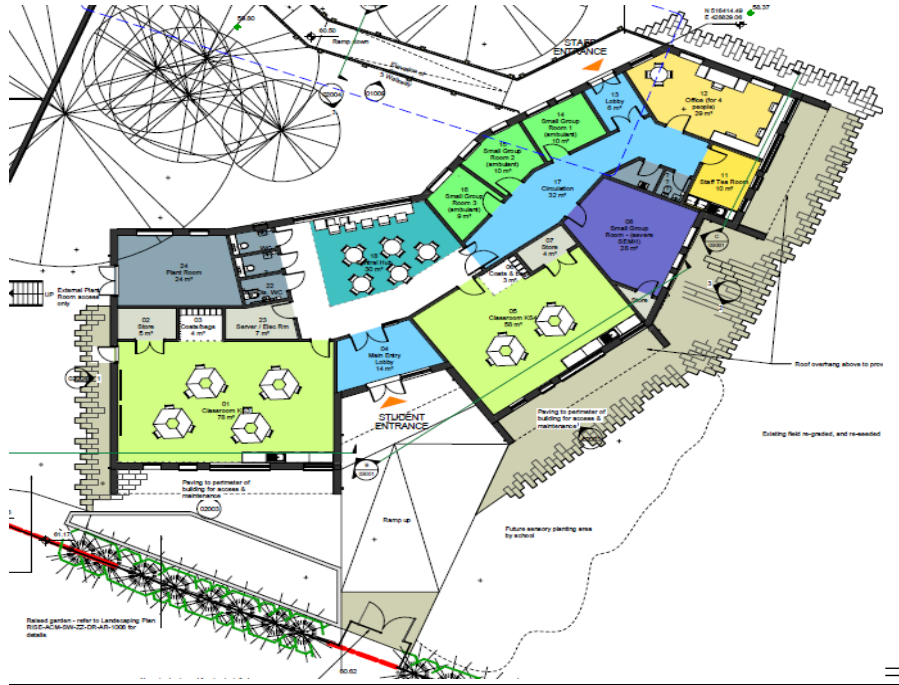
Initial Approved Budget (CP1)	Increase to Initial Approved Budget	Current Approved Project Budget	Project Expected Out Turn Cost	Variance (%)	Variance (Value)
£1,526,920	£989,648	£2,516,568	£2,488,720	-1.1%	-£27,848

- The increase in budget for Rise Carr was to cover planning and listed building requirements and subsequent design changes, condition works to the existing building roofs and windows. An internal refurbishment identified by the school to allow all three services to work together and a Covid 19 risk fund to cover potential delays on site.

**Quality**

- In terms of quality, the project has provided high quality SEMH bases with the most recent specifications and in line with current design guidance, to support the continued development for pupils with Social, Emotional and Mental Health (SEMH). Development of the SEMH units has provided an important link in the escalation process for children and young with SEND along with working to reduce the number who eventually progress into specialist provision, often out of area, as these dedicated SEMH's areas have provided Darlington with an additional 16 primary and 19 secondary places.
- Rise Carr's scheme included condition related items to their existing listed building to remove the pressure going forward on the school's repairs and maintenance budget. Large areas of the roofs were replaced or repaired where possible to target existing leaks and bring the building up to current standards. Along with a full window replacement to make the building more energy efficient and the use of a safety- glazing was specified that is in line with the needs of a Pupil Referral Unit.

### Rise Carr – Eldon House SEMH Floor Plan



### Eldon House SEMH Finished Images



**External View**



**Internal Central Hub.**



**Internal Large Classroom.**

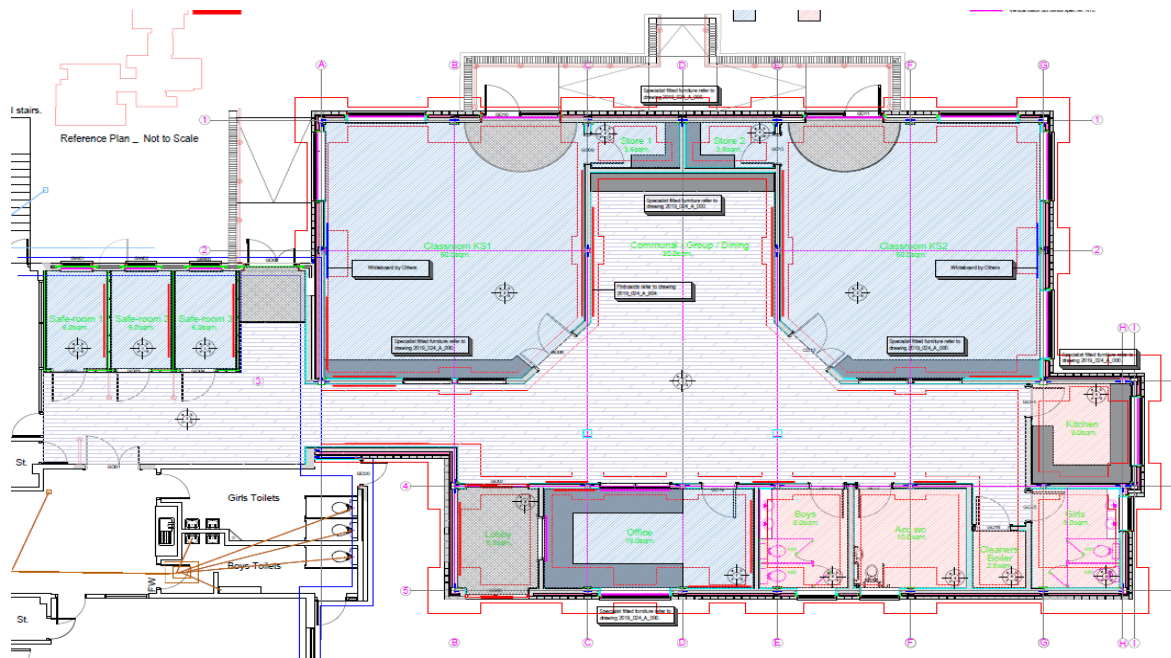


**Small Group Room.**



**Break out Space.**

**Red Hall – SEMH Floor Plan**



**Red Hall SEMH Finished Images**



**Classroom**



**Small Group Room**



**Central Hub & Dining Area**



**Resurfacing & Additional Parking Bays.**

**Time**

18. The tables below summarise the projects timelines, both were delayed a full calendar year due to Covid and the additional days are due to the carpark resurfacing works at Red Hall being moved to the October half term to minimize disruption to the school and the landscaping works at Rise Carr being best conducted in the spring of 2022. The dates used in the tables below incapsulate these externals works, but both units opened their provision to pupils in September 2021.

**RED HALL**

**RISE CARR**

Original Planned Project Completion Date (CP1)	Revised Approved Project Completion Date	Anticipated Project Completion Date / Actual Completion Date	Schedule Variation (days)
01-Sep-20	31-Oct-21	31-Oct-21	426

Original Planned Project Completion Date (CP1)	Revised Approved Project Completion Date	Anticipated Project Completion Date / Actual Completion Date	Schedule Variation (days)
01-Sep-20	22-Apr-22	22-Apr-22	599

**Lessons Learned**

19. The Asset Management and Capital Programme Review Board (AM&CPRB or AMG) has specific roles defined in the Council’s Constitution. The Board shall maintain a continuous review of capital planning, management and reporting, with regard to best practice, experience and opportunities for improving the Council’s capital and asset management.

20. The key findings and lessons learned from this project are summarised below:



- (a) Red Hall – The M&E design was quite complex particularly regarding the ventilation as it clashed with the roofing design. The team agreed that the consultant’s designs should be shared with all parties to avoid any future problems.
- (b) Red Hall - The roofing contractor had not performed as well as had been hoped for taking longer than expected on site. Building Services assured the team that in the future more checks, and if necessary, payment penalties could be used to ensure sub-contractors perform as they should.
- (c) Rise Carr - Several return visits had to be made to address the external doors within both buildings. These were all rectified by the sub- contractor and some additional changes were made to try and strengthen them. However, if a more robust design and checking producer had taken place prior to installation this could have been avoided.
- (d) Rise Carr – Due to Covid and the manufacturing delays this caused, along with the changes in the EU port restrictions, the CLT design and manufacturing was accelerated and stored within the UK to save a significant additional cost to the scheme. However, pulling this forward meant that the M&E designs were still being finalised and the sub-contractor appointment process had not taken place. Given this we were unable to get all the installations within the service voids and most of the ICT items had to be surfaced mounted.

## **Procurement**

- 21. It was agreed that the preferred procurement route for the design and construction contracts was to remain in house with Building Design and Building Services. Unfortunately, due to work commitments the design of Rise Carr was sub-contracted out to Aecom via our internal framework.

## **Contract Management**

- 22. In terms of contract management, the main construction contracts were delivered using JCT, any variations encountered during the on-site works phase were dealt with using Compensation Events which in each case were evaluated by the DBC Project Manager.

## **Health & Safety**

- 23. The Principal Designer role for the Rise Carr scheme was delivered externally and the services were provided by Aecom, who were also the lead designer for the scheme. Red Hall was designed internally via Building Design who also provided their own principal designer. There were no reportable accidents during either of the construction phases, and a representative from DBC’s Health and Safety team was present at all progress and site visits.

## **Risk Log**

24. The risk logs for both schemes were regularly reviewed, the most significant changes came in mid-2020 as both logs were updated to add in covid related items such as delays due to manufacturing lead in time and sub-contractors having to isolate, both came with a potential time and cost impact, so as a precaution an additional risk fund was agreed by cabinet in June 2020.

### **Communications**

25. The communications strategy for the scheme was low key as both developments were new services that had self-contained compounds. Local residents, Councillors, staff, and parents of each school were contacted before and during the construction phase to inform them of the works and any alternative access routes.