

REPORT FOR: CABINET

Date of Meeting:	26 June 2014
Subject:	Relocation of the Harrow Pupil Referral Unit
Key Decision:	Yes
Responsible Officer:	Chris Spencer, Interim Corporate Director of Children and Families Caroline Bruce Corporate Director of Environment and Enterprise Simon George, Director of Finance and Assurance
Portfolio Holder:	Councillor Simon Brown, Portfolio Holder for Children, Schools and Young People Councillor Keith Ferry, Portfolio Holder for Business, Planning and Regeneration Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	No, as the decision is urgent
Wards affected:	Harrow Weald
Enclosures:	Annexe A – Options Considered Annexe B – High Level Risk

Section 1 – Summary and Recommendations

To enable the redevelopment of the Harrow Teachers' Centre site to expand Whitefriars Community School, the Harrow Pupil Referral Unit (PRU) needs to be re-located by September 2014 for the start of the 2014/15 Academic Year. This report identifies the preferred option for the relocation of the PRU as the former Bentley Centre site.

Recommendations:

Cabinet is requested to:

1. Agree that the PRU will be relocated to the former Bentley Centre site.
2. Note the financial implications of the relocation to the Children's Capital Programme and the Council's Budget
3. Delegate authority to the Interim Corporate Director of Children and Families, in consultation with the Portfolio Holders for Children, Schools & Families and Finance & Major Contracts, to appoint a contractor for the works to the former Bentley Centre site and to take all other necessary actions to give effect to the PRU re-location.

Reason: (For recommendation)

To enable the Local Authority to fulfil its statutory duties to provide sufficient school places in its area and secure provision for vulnerable and permanently excluded pupils.

Section 2 – Report

Introduction

1. This report presents Cabinet with details of two options considered for the re-location of the Harrow Pupil Referral Unit (PRU) and proposes the former Bentley Centre is agreed as the new location.
2. The PRU provides education for the most vulnerable children and young people in Harrow who have been excluded permanently from school or are at risk of permanent exclusion. It is managed by a Management Committee (similar to a Governing Body) and Headteacher. The Harrow PRU is currently located at the Harrow Teachers' Centre and needs to be relocated for the beginning of the academic year in September 2014.

Background

3. Harrow has a statutory responsibility to provide sufficient school places and provision for permanently excluded pupils and those out of school.
4. The combined Harrow Teachers' Centre and Whitefriars Community School sites were identified in the Area Action Plan for education provision. This provision is now being brought forward as an all through school established with effect from Sept 2015, by the expansion and age range extension of Whitefriars Community School. The development of this site is required to provide accommodation for the all through school.
5. Capital funding was secured from the government's Targeted Basic Need Programme (TBNP) of £12.4m for the Whitefriars School. A condition of the TBNP is that the funding is spent by September 2015.
6. A contractor is being procured using the EFA's Contractors' Framework and will be appointed in October after Planning Permission is secured. In order to deliver the project to TBNP timescales and avoid risk of the £12.4m funding being withdrawn, it is expected that that an Early Works Agreement will be required for works to be undertaken during the summer holiday period, prior to appointment of the contract. These Works are expected to commence shortly after the end of term (23 July) around end of July 2014.
7. There is government guidance on accommodation for PRUs 'Learning Environments for PRUs DfES 2007 – key considerations for education provision'. The premises requirements should provide suitable learning environment for pupils with sufficient number, type and size of spaces to support the delivery of an effective curriculum. The accommodation should be suitable for a variety of group sizes and for ease of supervision. It needs to provide specialist curriculum facilities e.g. for science and design technology. PRUs provide for pupils with a range of needs and within the setting there should be accommodation that is appropriate for managing difficult behaviour and for managing vulnerable pupils.
8. The Harrow PRU requires self-contained accommodation ideally for up to 50 secondary students and 10 primary pupils with age appropriate environments. A separate location for the primary and secondary PRU pupils is an option. A couple of primary schools have expressed an interest to host the primary PRU and suggested different models of provision. There is a range of models from the co-location of the primary PRU on a school site to a commissioned service provided by the school. At this stage, it is proposed to retain the PRU as a single entity. Other considerations to the location include access and transport links, proximity to other schools and local residential issues.

Options Considered

9. Over the last 12 months a number of options have been considered and ruled out for the PRU including Enterprise House, Marlborough Hill, 304 Honeypot Lane (Haslam House) and leasing of accommodation.
10. Finding suitable premises has proved very difficult and there are very limited options to relocate the PRU within Harrow and only two are now being considered. There are no other options known at this time. The two options are:

Option A

- Relocate the secondary PRU to Cedars Hall currently under lease to Kids Can Achieve (KCA) as a permanent location.
- On a temporary basis relocate the Primary PRU to Aylward Primary School. The school has agreed a temporary location for the primary PRU for two years from September 2014.
- Re-locate the Primary PRU to a permanent location from September 2016 onwards.

Option B

- Relocate the primary and secondary PRU to the former Bentley Centre as a permanent location.
11. Feasibility studies for the two Options have been completed and cost estimates calculated. The general considerations in respect of the feasibility study outcomes, education provision, programme, decision making, planning and community engagement and other miscellaneous matters are set out in Annexe A.
 12. For both options the buildings will need some adaptations specific to the PRU requirements (i.e. single room toilets, access controls, safeguarding measures) and refurbishment works to create an appropriate environment.
 13. A cost price range has been provided for Option A and B to give indicative costs only. The costs are calculated using the refurbishment rate used in the School Expansion Programme Phase 2 of £545 per m² plus external and abnormal costs, design fees, preliminary costs, contingency, overheads and profit. With a reduction in the scope of the works this could be reduced to a minimum budget figure of £350 per m². At this stage no detailed schedule of works has been prepared

Option A Secondary PRU at Cedars Hall – primary PRU in temporary location for 2 years and a second move to a permanent location for September 2016.

14. Cedars Hall was first considered as an option for the re-location of the PRU when the Education Funding Agency was investigating the Harrow Teachers' Centre site for Avanti House free school. The negotiations

with the EFA included their funding of the relocation of the PRU. Cedars Hall is leased by the Council to Kids Can Achieve (KCA). KCA provide a range of services for children with special needs and their families. There is a considerable offer for out of school and holiday provision. At that time, Cedars Hall was considered as a building that would have an extension to provide additional classrooms needed by the PRU and KCA could continue their daytime operation and have sole use during out of school hours.

15. Cedars Hall is in a good location for the PRU. It would offer the potential use of an essential and desperately needed outdoor space for the pupils' break time use. It was also in close proximity of the Cedars Leisure Centre, Harrow Arts Centre and the Banister Athletics Track for physical education and extra-curricular use, not situated or surrounded by heavily populated residential homes, shops or located near the town centre of Wealdstone.
16. Once Avanti House vacated the Harrow Teachers' Centre site in the summer of 2013, the expected Education Funding Agency funding for the PRU relocation was withdrawn. The successful TBNP bid for the redevelopment of the Teachers' Centre site required the re-location to be funded within existing resources. A solution for the relocation of the PRU to Cedars Hall was required that would provide suitable accommodation for the PRU without new, additional accommodation and provide shared use of the KCA site. Whilst not ideal, this was the only option and the focus was on making it work. KCA are now in the process of a merger with the Westminster Society and there have been discussions with Corporate Estates and the Society about the lease conditions as part of the merger process.
17. A shared use arrangement with KCA would enable the PRU to operate during the day and KCA to continue the provision after school, at weekends and in the evening. To secure the Cedars Hall as a permanent location for the secondary PRU and the continued provision of services by KCA/the Westminster Society in Harrow from Cedars Hall, the Council would need to:
 - Acquire the lease of Cedars Hall from Kids Can Achieve.
 - Clear the balance of the outstanding loans and other associated legal costs currently estimated in the range of £540k - £600k.
18. KCA would surrender their lease to the Council and by doing so end their sub-lease to the ADHD and autism support Group. Option A would involve relocation of the ADHD and autism support Group. The Council has visited several Children's Centres with the ADHD and autism support Group as alternative locations for their services. However, none have been considered suitable.
19. During negotiations over the shared use, and subsequent need to alter a large number of the rooms to meet curriculum requirements, it transpired that KCA intended to retain daily use of part of the building as an office and to provide sessions to their users whilst the PRU is in session. The

ultimate terms required by KCA/Westminster Society have adversely compromised this location from the PRU's perspective.

20. A feasibility study has been completed to explore shared use of the building by KCA. With the usage of spaces by KCA as set out in the feasibility study, there are insufficient spaces to provide a suitable solution for the secondary PRU. There are safeguarding concerns raised by the dual use of the building by the PRU at the same time as KCA activities other than administrative purposes. Although there are physical constraints that would be incorporated into the design there would remain management issues unless the KCA daytime operation is only administrative and the space allocation reduced. Even in this scenario, there is no potential to either increase the pupil numbers in future or enhance and broaden the PRU's curriculum offer. Part of the shared solution would require the PRU to make extensive use of other facilities including the Cedars Youth & Community Centre.
21. Since the identification of KCA as a possible location, the issue of existing anti-social behaviour in the area has been raised and is a local community issue of concern. There have been local issues about the users of the Cedars Youth and Community Centre, including parking and behaviour. The location of the PRU into this environment is not expected to be popular with local residents who may consider that it will contribute to further ASB in the area.
22. Option A establishes provision on two sites, and secures the primary provision on a mainstream school site. However, the arrangement with Aylward Primary School is on a temporary basis and there will need to be a permanent location identified. Aylward Primary School will be rebuilt through the Government's Priority Schools Building Programme and the complete site will be required. So this is not a long term solution. There would not be any integration with Aylward Primary School and the location is not particularly accessible across the borough which may impact on attendance for some pupils. There are a number of options for the delivery of the primary PRU on a primary school site that have been suggested by schools. The temporary location at Aylward would enable the models to be developed, and also for the PRU to evolve its management and operation across two sites.
23. To deliver the refurbishment required at Cedars Hall, there would need to be access to the building during the summer holiday period and would need to be planned around the KCA summer programme activities. This would incur additional costs to the programme as the contractor would need to phase the building works. Aylward is vacant and the timing of works to this site has more flexibility.
24. The costs for Option A are:

The Cedars Hall premises are likely to require a greater level of internal remodelling since Westminster/KCA are indicating a need to retain a larger part of the building for their use in the day.

Works	Area	Cost
Aylward refurbishment and adaptation	220m2	£214,879
Permanent new build in PSBP school	220m2	£554,400
Cedars Hall renovation	540m2	£495,607
Cedars Hall lease buyback	N/A	£600,000
Total		£1,864,886

Option B Bentley Day Care Centre as a permanent location for both the primary and secondary PRU

25. Option B would provide sufficient accommodation for the Primary and Secondary PRU to be relocated together. Some internal refurbishments would be required to enable the two age appropriate environments to be created and outdoor play space created. Although this does not provide a primary mainstream setting for the primary pupils, it is considered that there will be an age appropriate environment. Opportunities for integration into mainstream schools will need to be secured through outreach work.
26. Bentley Centre does not require a change of use in accordance with designation of the land use. There are planning constraints on the site but the initial view is that it would be acceptable to provide outside play space but not new structures. Planning consent would be required to create the outdoor space and erect fencing to secure the site. There would be sufficient potential to have a planned investment to the facilities. For example, the garages could in time be developed to specialist curriculum spaces that would support the broadening of the curriculum offer. There would also be potential for the pupil numbers to increase over time with the appropriate staff appointments.
27. Bentley Centre is not in a residential area, is located within proximity to other facilities and is served by transport links.
28. Access to the site could be from immediate effect as it is currently vacant and is in council ownership.
29. The costs for Option B are:

Works	Area	Cost
Bentley Day Centre Renovation costs	820m2	£654,314
Total		£654,314

30. Bentley Centre was identified as surplus to council requirements by Adults Services in their report to Cabinet in July 2013. Cabinet subsequently agreed its disposal in October 2013, as no alternative uses had been identified at that time and the sale would realise a capital receipt and revenue savings. Bentley Centre is included in the capital receipts assumed to support the 2014-15 to 2017-18 capital programme as reported to Cabinet in February 2014. This will result in the Council borrowing additional external funds but the likely impact of this is considered minimal within the Council's overall Treasury Management

costs. It is also significantly lower than the external grant funding secured to expand Whitefriars Community School of £12.4m which would be at risk if the PRU does not relocate by September 2014.

Timescales and Programme

31. The PRU needs to be open for the beginning of the academic year in September 2014. The decant from the Teachers' Centre is required by the end of July 2014. The exact date is dependent on the Early Works Programme agreed for the development of the Teachers' Centre site. The indicative programme, would allow a maximum construction period of 7 weeks.
32. The programme is as follows:

Key Milestones	Dates
PRU decants from Teachers Centre	23-31 July
Procurement and Construction	June to August 2014
Handover to PRU	22 August 2014
School Opening	1 September 2014

33. Option B, Bentley Day Centre is the best fit for the needs of the PRU. It provides the potential for a permanent location for the PRU. The building and site are larger and would provide accommodation that would also be able to be developed over time to broaden the curriculum. The potential for a community use agreement will be investigated. A range of issues would need to be taken into consideration, including the demand, type and times of use, and site supervision arrangements.
34. A contractor will be procured through the SCAPE Framework. This is a Public Sector construction framework and has contractors appointed for larger scale projects over £2m and minor works projects. This project will be under the minor works part.
35. In terms of investment to the building the costs are significantly lower, however, there is the matter of the loss of the capital receipt.

Financial Implications

Children's Services Capital Programme

36. The costs of relocating the PRU for both options are:
 - Option A - £1,864,886
 - Option B - £ 654,314
37. It is anticipated that the relocation costs for proposed Option B can be met from within the overall Children's Services Capital programme.
38. It is expected that the School Expansion Programme will be managed from within the existing grant allocations from the EFA. However, if there is a shortfall then there will need to be Council borrowing to manage the

gap. The programme is being monitored closely and Quarterly Up-dates are being provided to Cabinet.

39. There is potential to reduce the capital costs presented above by lowering the specification and extent of the works. For example, Option A includes a significant cost for the temporary re-location to Aylward which should be revisited and a new build option could be replaced with a cheaper option on an existing school site, although this would still incur capital costs. The unavoidable costs for Option A are those associated with the buy-back of the lease and this is considerably more expensive than Option B.
40. In order to relocate the PRU by 1st September 2014 a number of pre-construction costs have been committed in relation to surveys and design fees. If the proposed Option B is not agreed, the service will be still be liable for these costs, totalling £47k.

PRU Revenue Budget

41. The PRU will be responsible for premises costs within its delegated schools budget, funded by the Dedicated Schools Grant.

Council's Budget

42. Option B provides considerably better value for money in terms of the capital expenditure and is arguably the better solution for the PRU.
43. The failure to vacate the Teachers' Centre site will mean that the development of the site for essential school places will not be possible. This will mean that £12.4m of government funding will be lost to the Council. The cost of borrowing this would be approx. £1.24m per annum.
44. Bentley Centre is included in the capital receipts assumed to support the 2014-15 to 2017-18 capital programme as reported to Cabinet in February 2014. This will result in the Council borrowing additional external funds but the likely impact of this is considered minimal within the Council's overall Treasury Management costs. It is also significantly lower than the external grant funding secured to expand Whitefriars School of £12.4m which would be at risk if the PRU does not relocate by September 2014.

Legal implications

45. The Council has a statutory duty to provide primary and secondary education, and secure provision for pupils permanently excluded from school.

Equalities implications

46. Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct

under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it.

47. Equalities Impact Assessment has been undertaken of the proposed relocation. The overall conclusion of these assessments is that the implications are either positive or neutral in the relocation of the PRU. The assessment has not identified any potential for unlawful conduct or disproportionate impact and concludes that all opportunities to advance equality are being addressed:
 - There is no change in the service to be provided to the service users;
 - Current management and governance arrangements would continue.
48. Harrow's schools are successful, inclusive and provide a diversity of provision. The relocation of the PRU and the Whitefriars school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow and will build on the successful provision that already exists in Harrow's schools.

Performance Issues

49. Schools in Harrow perform well in comparison to national and statistically similar local authorities. The vast majority of primary schools and secondary schools are judged 'good' or 'outstanding' by OfSTED. 92% of Harrow's primary and secondary schools are judged 'good' or 'outstanding', compared to 85% in London and 78% nationally.
50. The Schools White Paper and Education Act 2011 maintain a focus on driving up standards in schools, and place more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring performance and driving improvement has changed significantly and is reduced from its previous level. However, the Local Authority maintains a strategic oversight and enabling role in local education, and is likely to retain some role in monitoring educational achievement and key measures such as exclusions and absence. The Local Authority is also statutorily responsible for supporting and improving underperforming schools.
51. The Local Authority continues to monitor key education indicators. The indicators are used locally to monitor, improve and support education at both school and local authority level. They are also used within information provided to the DfE.

Key Stage 2	Year	Reading, Writing & Maths L4+	KS1-KS2 Expected Progress - Reading	KS1-KS2 Expected Progress - Writing	KS1-KS2 Expected Progress - Maths
Harrow	2012	79%	91%	93%	90%
National		74%	90%	90%	87%
Harrow	2013	79%	90%	92%	92%
National		75%	88%	92%	88%

Source: DfE Statistical First Release

Key Stage 4	Year	% 5 A*-C grades inc E&M	KS2-KS4 Expected Progress - English	KS2-KS4 Expected Progress - Maths
Harrow	2011	64.6%	80.9%	80.1%
National		58.4%	73.1%	65.9%
Harrow	2012	63.6%	82.3%	80.4%
National		59.1%	69.3%	69.9%
Harrow	2013	65.4%	79.7%	83.3%
National		60.8%	71.7%	72.0%

Source: DfE Statistical First Release

52. The indicators fall within the following areas:

- Attendance and exclusions - remain a statutory duty for the Local Authority to monitor and improve.
- Underperforming schools – schools are assessed at Key Stage 2 & Key Stage 4 against defined floor standards.
- Closing the Gap - is a fundamental part of Ofsted's school inspection process, and accordingly, the Local Authority monitors the attainment of identified groups of pupils in its schools. The table below includes the gap at key stage 2 between pupils eligible for free school meals and their peers and the gap between Harrow's SEN children and their peers – children with a SEN provision includes School Action, School Action Plus or a Statement.

2013 Key Stage 2 – Closing the Gap	Harrow	National
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	17%	19%
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	49%	53%

2012 Key Stage 4 - Narrowing the Gap	Harrow	National
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and mathematics GCSEs.	28.8%	26.4%
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths GCSEs.	46.3%	47.0%

53. There is a complex interrelationship between a number of other performance issues such as traffic congestion, road safety, traffic and parking enforcement and travel plan performance, as referred to earlier in the report, and all these considerations are taken into account in assessing school expansion proposals.

Environmental Impact

54. The Council's over-arching climate change strategy sets a target to reduce carbon emissions by 4% a year. Schools account for 50% of the council's total carbon emissions. Reducing emissions from schools is therefore a vital component in meeting the Council's target.

55. The refurbishment works at the Bentley site are limited, however will include the replacement of existing poor performing metal louvered windows, this will improve the energy efficiency of the building and will contribute to energy savings for the environment.

56. The selection of a contractor to deliver the works will be in accordance with construction and professional services frameworks as approved by the Council's Commercial and Procurement Team.

Risk Management Implications

57. High level risks are presented at Annexe B. The key risk is the loss of £12.4m government capital funding for the development of the Harrow Teachers Centre and Whitefriars School site to provide essential school places. This will impact on the council's long term financial strategy and is a risk to the Council's reputation locally and nationally.

Corporate Priorities

58. The Council's vision is 'Working Together to Make a Difference for Harrow'. The Council corporate priorities are as follows:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families.

59. The recommendation supports these priorities by:
- Ensuring Harrow Council fulfils its statutory duties to provide sufficient school places in its area.
 - Providing high quality local educational provision in schools for children close to where they live.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 9 June 2014		

Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 9 June 2014		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 6 June 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Hanif Islam	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 9 June 2014		

Ward Councillors notified:	YES
-----------------------------------	------------

Section 6 - Contact Details and Background Papers

Contact: Johanna Morgan, Education Professional Lead, Education Strategy and School Organisation, 020 8736 6841.

Background Papers:

- Equality Impact Assessment on the PRU Re-location

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

YES

[Call-in does not apply]

Annexe A

General Considerations

	Option A Cedars Hall and Aylward temporarily	Option B Bentley Centre
Feasibility Study	<p>Cedars Hall The site is not feasible for the secondary PRU if KCA require day time use beyond administration. Harrow Council buy back of KCA lease (£600k) would be required.</p> <p>Aylward: Refurbishment including services (central heating), internal building fabric and layout, external works outdoor playspace, fixtures and fittings incl CCTV.</p>	<p>Could be used in current condition for both the primary and secondary PRU</p> <p>Would need to create outdoor play areas on the large site for both the primary and secondary PRU. Current rear access to the adjacent Harrow College building is through the site. Steiner have access rights over the site with and without vehicles Public access has to be maintained to the council protected conservation area situated to the rear of the adjacent church Whilst Bentley does not immediately adjoin residential property this is a very high net worth residential area</p>
Planning	<p>Cedars Hall D1 use – no change of use required. Planning permission would be required for any future extensions to the building.</p> <p>Aylward - Planning permission not required as no extensions are planned.</p>	<p>D1 Use – no change of use required. Planning permission would be required for outdoor play space. The site is in the Green Belt and the Planners are unlikely to be supportive of extensive development on the site.</p>
Decision-making	<p>Aylward - a lease has been agreed with the Academy and Cabinet agreed relevant delegations. There maybe a requirement to reinstate any works at the end of the lease.</p> <p>Cedars Hall – KCA would need to agree no daytime use beyond administration during school term. Cabinet decision about buy back of the KCA lease.</p>	<p>Cabinet decision on the MTFs savings and capital receipt.</p>
Stakeholder and Wider Issues	<p>Aylward - The Aylward Governing Body agreed a two year lease for a separate provision but is not committed to a long term development. This location is not central in the borough</p>	<p>There has not been any stakeholder engagement in the area. However, it is not a residential area and the same concerns identified about the</p>

	<p>and ideally a more accessible location would be preferred long term.</p> <p>Cedars Hall Local concerns about Anti Social Behaviour in the area. An up-date report commissioned Westminster Society and KCA merger has sensitivities which require managing. Wider users of the building require re-location ADHA, and there is increasing political concern being expressed.</p>	<p>KCA location are less likely to be raised. Engagement strategy required.</p>
<p>Education</p>	<p>Aylward - Aylward Primary School will be re-built through the Government's Priority Schools Building Programme and the complete site will be required. So this is not a long term solution.</p> <p>Cedars Hall - Even with the additional space of the KCA offices, there is no potential to either increase the pupil numbers in future or enhance and broaden the curriculum offer. The site is located within proximity to other facilities and is served by transport links.</p>	<p>The site is located within proximity to other facilities and is served by transport links. There would be sufficient potential to have a planned investment to the facilities. For example, the garages could in time be developed to specialist curriculum spaces that would support the broadening of the curriculum offer. There would also be potential for the pupil numbers to increase overtime.</p>

Annexe B

Risk Management Issues

High Level Risks	Consequences	Mitigating/Control Actions
No location for the Harrow Tuition Service, including the primary and secondary PRUs, by September 2014.	Statutory duty to provide the provision. Implications for very vulnerable children.	Two options presented to achieve relocation. Relocation could be achieved if decision on the option to be implemented is made by the beginning of June.
Harrow Teachers' Centre is not vacated by 31 July 2014.	Delay to the start of the building project would jeopardise £12.4m TBNP funding. Failure to provide additional school places.	Two options evaluated for relocation of HTS. Decision on the option to implement made by the beginning of June. Early Works Agreement for building works during summer holiday to enable delivery of Whitefriars project to meet TBNP conditions.
Financial	Option A - Loss of capital receipt from disposal of Bentley Day Centre, which has already been reported to Cabinet. Option B - Buy out of KCA lease would cost up to £600k. Impact on SEP2 contingency budget of relocation costs.	The Bentley Day Centre is surplus to requirement by Adult Services and capital receipt has been assumed although not received. Revenue impact on the Council's Budget.
Political	Elected members have raised concerns about Cedars Hall as the location for the secondary PRU. Westminster Society/KCA merger may be jeopardised.	Briefing for Members to be planned with Corporate Director.