

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Children's Services Capital Strategy Report 2026-2029
Meeting date	27 January 2026
Status	Public Report
Executive summary	This report sets out the Education and Skills Capital Programme for the period 2026/27– 2028/29. The report summarises available capital funding totalling £34.9 million and provides an indicative programme of investment of £33.5 million set against key budget headings aligned to improvement priorities across the service. The planned expenditure of available capital is set out in this report and shows a balanced budget.
Recommendations	It is RECOMMENDED that: agrees the capital programme as set out in the report, including the budget allocations set against the capital funding available for the period 2026/27.
Reason for recommendations	Utilising investment in the school estate to discharge the council's statutory duties to deliver good estate management and secure sufficiency of places aligned to the Childcare Sufficiency Assessment, SEND Sufficiency Strategy, Belonging and Improvement Strategy and DSG Recovery Plan.
Portfolio Holder(s):	Councillor Richard Burton (Cabinet Member for Children, Young People, Education and Skills)
Corporate Director	Cathi Hadley (Director of Children, Young People, Education & Skills)
Report Authors	Tanya Smith - Head of Service Place Planning and Admissions Jason Moors – Schools Capital Programme Manager Anna Fresolone – Finance Manager Charleen Putman – Capital Accountant
Wards	Council-wide
Classification	For Recommendation

Background

1. The Council's Constitution sets out the budget and policy framework. The Council is required to calculate budget requirements for each financial year and to set a balanced budget. The Capital Programme supports the delivery of the Council's strategic Asset Management Plan and is consistent with the Medium-Term Financial Plan and with Children's Services strategic plans for the provision of sufficient and well-maintained education infrastructure.

2. Capital expenditure is defined as spending that creates an asset for the Council i.e. buildings, vehicles and equipment and spending on non-current assets i.e. buildings not owned by the council (academy schools where the trust holds the freehold) and the award of capital grants and funding agreements.
3. The current capital programme was approved by Council in March 2025 and set out the priorities for the period of 2025/26 – 2027/28. The updated programme for the period 2026/27 – 2028/29 provides an update on the progress previously approved budget headings and schemes and new proposals for investment summarised under strategic headings.
4. Academies, Free Schools, and Voluntary Aided Schools are directly allocated condition funding through the Department for Education (DfE), so maintenance works in these types of establishments are not part of this capital programme. The Council funds sufficiency works at Academies and Free Schools (as well as at maintained schools) in order to ensure there are sufficient school places, and sufficient and suitable provision for SEND.
5. **Sources of Estimated Capital Funding:** The estimated capital funding sources available for the 2026/27 Capital Programme, including slippage from the schemes agreed in the 2025/26 capital strategy are contained in Table 1. Including the estimated allocations for future years, the total amount of capital available for the financial years 2026-29 is £34.9 million. This is made up of the following sources of funding:
 - **Basic Need Grant Funding:** Basic need funding is allocated to fund the supply of new school places. The total available in this plan period is £0.88 million.
 - **School Condition Allocation (SCA):** Funding of £5.88m supports the work necessary to maintain the school estate.
 - **SEND High Needs Provision Capital:** The Council's high needs provision capital is estimated at £27.68 million. This is grant funding provided to councils for the purpose of increasing the supply of specialist places and promoting inclusion.
 - **Section 106 Contributions:** Funds have been received from developers for expansion of school places to mitigate school place pressures created by new housing developments totalling £0.51 million.

Table 1: Sources of Estimated Capital Funding

	2025/26 (estimated carry forward)	2026/27	2027/28	2028/29	Total
Basic Need	876	0	0	0	876
Schools Condition Allocation*	4,040	595	613	631	5,879
High Needs Provision Capital**	15,681	4,000	4,000	4,000	27,681
Section 106 Contributions	508	0	0	0	508
Total Funding Received	21,105	4,595	4,613	4,631	34,944

**Funding for SCA is estimated based on current data and previous allocations. The DfE has guaranteed SCA funding for the next 10 years.*

***The DfE has not committed capital funding for High Needs Provision Capital Allocations in future years so it is not possible to provide an accurate estimate. A nominal figure has been included in the table, which is below the levels of funding received in the previous 3 financial years.*

Issues

6. **Capital Programme 2026/27 – 2028/29:** For ease of reporting, the proposed capital programme for the period 2026/27 – 2028/29 comprises schemes grouped under two headings as follows:
 - **Schemes under Pre-Approved Budget Headings:** These include carried forward amounts from schemes with prior approval that are currently in progress for the period 2025/26 – 2026/28.
 - **New schemes requiring Approval:** details of schemes and priority budget allocations requiring approval necessary to maintain the school estate, deliver new school places and expand access to childcare.

7. **Budget Headings with Prior Approval:** Budget headings with prior approval are set out in the table below along with commentary for each. Details of individual schemes are detailed in **Appendices 2 and 3**. Spending for these schemes is profiled across financial years 2026/27 and 2027/28.

Table 2: Budget Headings with Prior Approval –Schemes in development aligned under previous budget headings approved.

Headline Budget	2026/27	2027/28	Total
	£'000	£'000	£'000
Basic Need Surveys	50	50	100
Basic Need Total	50	50	100
Planned Repairs and Maintenance	1,790	200	1,990
Urgent Works	100	100	200
Condition Surveys	50	50	100
Climate Change/Low Carbon	550	50	600
School Condition Allocation Total	2,490	400	2,890
SEND Advanced Design Fees	200	200	400
SEND Adaptations: Access	70	100	170
Specialist Places 0-19 (Round 2)	3,875	300	4,175
High Needs Provision Capital Allocation Total	4,145	600	4,745
Total Budgets with Prior Approval	6,685	1,050	7,735

- **Planned Repairs and Maintenance:** A summary of priority repairs and maintenance works carried out and planned in the maintained school estate is set out at **Appendix 2**. This work was informed by analysis of up-to-date condition data and subsequent consultations with school leaders.
- **Urgent Works:** The Urgent Works budget is essential to ensure that we are able to react responsively to unforeseeable condition or health and safety issues that arise in maintained schools and are beyond the resources of the school to resolve. In 2025/26, Urgent Works funding was used to responsively repair structural defects that arose at Somerford Primary School, ensuring that the health and safety of pupils at the site was not jeopardised.
- **Condition Surveys:** Condition surveys will continue to be carried out for maintained schools every five years in line with the DfE's Good Estate Management guidance. 6 maintained school sites were surveyed in 2025/26.
- **Climate Change:** This budget contributes to the Council's carbon emission reduction targets and to the delivery of the Climate Change Strategy by using capital funding to install carbon reducing systems that benefit schools and pupils. In 2025/26 projects have been funded at maintained schools to install energy efficient LED Lighting and efficient heating control systems.
- **SEND Advanced Design Fees:** To progress surveys and feasibility works required to develop viable and affordable schemes that have been identified as having the potential to substantially address BCP SEND sufficiency needs with respect to Specialist Places and Alternative Provision places both within school settings and surplus corporate sites. Budgetary approval for any schemes developed in this way will be sought in line with BCP Financial Regulations.
- **SEND Adaptations - Access:** To support the admission of children with complex needs into mainstream or specialist settings who otherwise may require nonlocal or higher cost provision. Note: The fund is not available to support reasonable adjustments to school premises in line with normal duties and responsibilities contained in the Equality Act 2010.

- **Specialist Places 0-19 (Round 2): Specialist Places - Round 2:** To respond to our sufficiency challenges, the Council has worked with local school leaders to agree to co-locate specialist provisions in mainstream schools, soliciting expressions of interest and approving projects through the SEND Programme Board as set out in the Capital Strategy 2025-28. This approach helps to make the best use of the school estate by utilising surplus accommodation in schools thereby sustaining schools experiencing falling rolls. Proposals include resourced provisions, satellite locations and a mainstream plus link provision for Year 7 children. Capital funding will support the development of appropriately sized accommodation and suitable facilities to meet the needs of the children that are placed there. A list of approved projects funded from the £8.3m allocation agreed in the Capital Strategy 2025-28 is included at **Appendix 3** with governance arrangements for the capital projects and specific project details set out at **Appendix 4**. A total of 200 places is being created at approximately £19,375 Per place; this is substantially below the national benchmark of £22,890 for SEND places in refurbished accommodation. A summary of projects that have addressed the shortage in SEND Places that have been completed or closed in the 2025/26 financial year is included at **Appendix 5**.
- **Pipeline Projects:** Work continues to deliver additional specialist places working with our special schools and with our wider mixed economy of schools and providers within the market. There are a number of pipeline projects that are in the development stages. Details of progress will continue to be reported to the SEND Programme Board for appropriate oversight and scrutiny. Any financial approvals will be sought in line with Financial Regulations.

8. **New Schemes Requiring Approval:** Proposed budget headings requiring approval are listed in Table 3 below. This identifies investment of £25.9 million in the next 3 years. A commentary for each of the headline budgets is set out below.

Table 3: Proposed New Schemes for Capital Programme 2026/27– 2028/29

Headline Budget	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000
Planned Repairs and Maintenance	500	1,000	1,450	2,950
Total School Condition Allocation	500	1,000	1,450	2,950
Specialist & Alternative Provision Places**	2,000	4,900	7,000	13,900
Per-pupil Capital (Replaces Free-School Funding) +	500	2,000	7,500	9,000
Total Specialist Provision Capital	2,500	6,900	14,500	22,900
Total Commitment Proposed	3,000	7,900	15,950	25,850

*The unspent allocation for Specialist and Alternative Provision Places agreed in the Capital Strategy 2025-28 has been re-profiled to deliver the emerging updated SEND and Alternative Provision Sufficiency Strategy

+ Several potential schemes are in the development pipeline at different stages with detail needed before they are brought forward for formal approval. Therefore, future expenditure is profiled based on high-level cost and programme estimates.

9. **Planned Repairs and Maintenance:** Investment is proposed to address identified condition and suitability issues and areas of compliance. In 2026/27 investment is proposed at Mudeford Infant School and Christchurch Learning Centre based on recent condition survey data indicating priority condition works necessary to maintain a safe learning environment and a breakdown of these costs by school is included at **Appendix 1**. Spending is profiled for future years based on existing condition data and the schedule of planned condition surveys.
10. **Specialist and Alternative Provision (AP) Places:** The current SEND Sufficiency Strategy was established with a two-year horizon, focusing on immediate priorities for expanding provision, improving outcomes, and addressing rising demand for EHCPs. As we approach the end of this cycle, a refreshed strategic plan is in progress. The updated strategy will sustain progress and respond to evolving needs, particularly across the secondary phase, increase availability of local post-16 pathways and develop our alternative provision. This means that capital investment in this updated capital programme will support the delivery of an updated SEND and Alternative Provision Sufficiency Strategy. The focus of the updated strategy will further help to create the

right conditions for the creation of specialist and alternative provision places by pursuing system wide changes that bring together the activity across the service. For example, this could include investment to adapt existing primary and secondary school facilities to create specialist resource bases, or to develop dedicated spaces within alternative provision settings that support therapeutic interventions and vocational pathways for post-16 learners. The strategy involves:

- **Primary Phase:** The development of specialist and alternative provision places across the primary phase to meet increased need including development of the three-tier model of alternative provision. The new model will help provide the right support at the right time enabling our local school partners to intervene earlier, de-escalate need and promote inclusion in mainstream schools. The three-tier model helps to provide informal and more formal models of provision along a continuum aligned to the needs of children and enabling smooth and swift transition back into mainstream schools. The actions necessary to develop the model is set out in the AP Delivery Plan which has been developed by the AP Working Group comprising stakeholders from across the partnership.
- **Secondary Phase Approach:** The creation of secondary phase mainstream pathways that are responsive, inclusive, and sustainable. Work is underway with academy trusts and partner schools to discuss innovative models of provision and co-design solutions that draw on shared expertise and actively apply the three-tier model of alternative provision to resolve sufficiency issues. Capital investment will be brought forward for approval of schemes in line with the Council's Financial Regulations.
- **Developing Our Post-14 and Post-16 Offer:** The development of a cohesive local offer providing flexible pathways of provision helping more young people remain in mainstream settings. This requires investment in sites and the development of local partnerships and commissioned services. Continued collaboration is essential to align services, identify gaps, and shape a more integrated and responsive offer that meets the diverse needs of young people.
- **Development of Education Provision in Surplus Corporate Sites:** Children's Services continue to assess properties that have been declared surplus by service areas for the purpose of maximising opportunities to increase the supply of specialist places. A range of site locations will be investigated, including those offered by local school partners in order to maximise the use of the school estate and help sustain schools in a falling rolls context. These are estimated to provide between 120-300 places.

11. **Per Pupil Capital (Replaces Free School Funding):** Per Pupil Capital (Replaces Free School Funding): In December 2025, the Department for Education cancelled 18 special free school projects, including the already approved Bournemouth, Christchurch and Poole special free school. These projects will no longer proceed under the original free school model and instead, BCP Council has been informed that it will receive a per-pupil capital allocation to deliver equivalent provision within existing school settings. The funding received does not enable us to build a new provision with an equivalent number of places so this reduces our options. The change is intended to enable Local Authorities to expand specialist SEND places through mainstream and specialist settings more quickly than a centrally delivered project, but there are challenges in finding partner schools who are able to expand provisions or offer new sustainable specialist places in line with Local Authority needs. This approach also presents specific challenges, including identifying suitable sites within existing school estates (with appropriate space, access, and adjacencies), securing and sustaining the specialist workforce and leadership capacity required to run high-quality provision, and ensuring revenue funding and commissioning models align with the pattern of growth. There are further practical considerations around safeguarding, specialist adaptations (e.g., sensory, therapeutic and hygiene facilities), and ICT infrastructure; establishing clear governance and partnership arrangements with host schools; and ensuring geographic balance to minimise travel and transport pressure for families.

12. **School Rebuilding Programme:** BCP Council is working with DfE to deliver the 2 projects approved as part of the School Rebuilding Programme (SRP) in 2022. The two projects are detailed as follows:

- Winchelsea School began the feasibility stage of the SRP project in July 2025. The DfE is anticipated to report the results of the feasibility study in April 2026, which will provide details on the scope, design and programme of the project.
- Somerford Primary School began the pre-feasibility stage of the SRP project in September 2025. The DfE is anticipated to report the results of the feasibility study in 2026, which will provide details on the scope, design and programme of the project.

13. **Summary Position:** Table 4 shows the balance of grant funding remaining taking account of total estimated capital funding, the cost of pre-approved schemes and schemes for approval as contained in this report. Importantly, Table 4 includes funds received from developers for expansion of school places to mitigate the pressures of new housing. It is proposed that the available capital will be allocated to schemes which meet the criteria of the Section 106 agreement and appropriate approvals will be sought when schemes are brought forward.

Table 4: Balance of Capital Grant Funding at 2026/27 – 2028/29

	Basic Need £,000	SCA £,000	High Needs £,000	CIL £,000	Total £,000
Estimated Allocation	876	5,879	27,681	508	34,944
Pre-Approved Schemes	100	2,890	4,745	0	7,735
New Schemes Requiring Approval	0	2,950	22,900	0	25,850
Total Investment	100	5,840	27,645	0	33,585
Grant Funding Remaining*	776	39	36	508	1,359

**Grant Funding Remaining: This includes funding necessary to support the development of works and schemes following receipt of updated information and data about the needs of the school estate. This includes admissions data on in year pressures for places and updated condition and works surveys.*

Summary of financial implications

14. This report sets out the financial position in respect of the spending of grant funding allocated to the Local Authority by the Department for Education.
15. The report also sets out S106 funding that has been received from developers to meet sufficiency need. All schemes proposing to use S106 funding will be taken to Capital Briefing Board in consultation for Corporate Finance to ensure that the conditions of the agreement are met with respect to the use and location of the project.

Summary of legal implications

16. This report sets out the current position of the capital programme. The contracts and funding agreements that Children's Services enters into as client for the projects that form part of the capital programme will be drafted and signed in conjunction with Legal Services. Capital funding is allocated to projects in line with the published terms and conditions.
17. Changes to the admissions policies of schools and academies that are expanding SEND places in Resourced Provisions or Satellite Sites require a significant change application to be undertaken. Where the responsible body is an academy trust, this application needs to be approved by the Department for Education's Southwest Regions Group and SEND Sufficiency colleagues will work closely with Academy Trusts to support this process. Where BCP Council is the responsible body, significant change approval will be sought from Cabinet.

Summary of human resources implications

18. The commissioning of Children's Services capital projects rests principally with staff under the Education and Skills directorate. This includes client-side project management. Technical project management is provided by or commissioned through the Council's Facilities Management Team. The ongoing staffing of schools and academies is the responsibility of governing bodies and academy boards, with day-to-day professional leadership and management provided by

headteachers and school staff. During the delivery phase of a capital programme additional technical staff, such as surveyors and designers, may be required: such costs are generally capitalised.

Summary of sustainability impact

19. Any new project will take account of sustainability at the design stage as set out above. A discrete budget has been set aside to fund condition works to the maintained school estate more sustainable.
20. Any new buildings constructed at Winchelsea School and Somerford Primary School as part of the DfE's SRP schemes will be designed on the principles of net zero carbon, substantially reducing the emissions in the maintained school estate.

Summary of public health implications

21. Children with special educational needs and disabilities often have associated health needs, in some cases lifelong medical needs. The health needs of children will be taken into account as part of the options appraisal and design works for any project. This would include, for example, the provision of hygiene and first aid rooms. The provision of outdoor play space and facilities for physical education will be considered as part of any project in line DfE Building Bulletin design guidance, as will the promotion of walking and cycling to school by the provision of appropriate facilities. An approach to SEND which enables more children to attend a school in their local community will reduce journey times and distances and potentially reduce emissions.
22. Condition works projects and projects to fund the creation of SEND places in existing schools address historic issues of building non-compliance with respect to fire regulations, ventilation and carbon efficiency, leading to a net improvement in health

Summary of equality implications

23. All proposed capital projects will be developed in accordance with the Council's Equalities Policy. Children with SEND often have a range of disadvantages, such as economic deprivation. Better SEND provision is a means of mitigating these disadvantages and enabling children to achieve more. Some types of SEND affect either boys or girls disproportionately. Proposals for new SEND accommodation will help to address any such disadvantage. An equalities impact assessment conversation screening tool has been completed and sent to panel to the EQIA Panel for review and discussion.

Summary of risk assessment

24. This report sets out recommendations for budgetary approval for a number of schemes that will require further definition before final costs are known both as part of the SEND Sufficiency strategy and Planned Repairs and Maintenance Plan. The main risks and mitigations provided at **Appendix 6**.

Recommendation

25. It is recommended that Cabinet agrees the capital programme as set out in the report, including the new budget allocations set against the capital funding available for the period 2026/27-2028/29.

Background Papers

- Children's Services Capital Strategy 2025 – 2028
- Children and Young People's Partnership Plan 2024/25
- SEND and Alternative Provision Improvement Plan 2025/27
- Belonging Strategy 2024
- Alternative Provision Delivery Plan 2025
- SEND Sufficiency Strategy 2024 – 2026

Appendices

- Appendix 1 - Proposed Planned R&M Capital Programme for Approval 2026/27– 2028/29
- Appendix 2 - Summary of Completed and Planned Works in Repairs and Maintenance Schemes
- Appendix 3 - High Needs Provision Capital: Budget Headings with Prior Approval
- Appendix 4 - Capital and Programme Governance Arrangements for Specialist Places 0-19 (Round 2) and Summary of Capital Projects for Specialist Places 0-19 (Round 2) Programme
- Appendix 5 - High Needs Provision Capital Allocation capital projects closed in 2025/26
- Appendix 6 - Project Risks and Mitigations

Proposed Planned R&M Capital Programme for Approval 2026/27– 2028/29

Name of Project/Budget	2026/27	2027/28	2028/29	Total
Christchurch Learning Centre+	330	As we work with the schools and appointed contractors to review condition data and develop further schemes, we will understand the works that need to be programmed into future years.		330
Mudeford Infant School+	170			170
Planned Repairs and Maintenance	500	1,000	1,450	2,950

+These are planned repairs and maintenance works. Best endeavours have been used to estimate costs based on existing data but due to construction inflation since the surveys were complete, availability of labour and materials and the potential for surveys to uncover additional issues, these costs may increase. These figures should not be viewed as final at this early stage.

Summary of Completed and Planned Works in Repairs and Maintenance Schemes

School	2025/26	2026/27
Burton Primary School	➤ Extension of fire alarm system ➤ Refurbishment of toilet block ➤ Repair of glazed roofs	➤ Replacement of windows ➤ Fire compartmentation ➤ Additional toilet refurbishment
Christchurch Learning Centre	➤ Replacement and upgrade of boiler plant at Stour Road ➤ Replacement and upgrade of boiler plant at Stour Cottage ➤ Replacement and upgrade of electrical distribution at Stour Road ➤ Roof repairs at Stour Road	➤ Replacement of windows and external doors at Stour Cottage ➤ Installation of boundary fencing at Stour Cottage ➤ Repair of boundary walls ➤ Road safety enhancements at entrance to Stour Road ➤ Replacement of lighting at Stour Road ➤ Replacement, upgrade and extension of A/C at Stour Road.
Highcliffe St Mark	➤ Site security improvements and boundary fencing. ➤ Replaced life-expired boiler plant and upgraded boiler controls and distribution pipework.	➤ Condition survey of flat roofs.
Linwood	➤ Widespread replacement of fire doors and additional fire stopping to comply with building regulations. ➤ Replacement and upgrade of main electrical intake. ➤ Upgrade of boundary fencing to improve site security.	➤ Conversion of former Swimming Pool to sports and dining hall. ➤ Repair of boundary walls ➤ Replacement of boiler plant ➤ Survey and replacement of flat roofs in line with needs.
Mudford Infant School	➤ Replacement of fire doors in response to Fire Risk Assessment ➤ Resurfacing of external play areas to remove trip hazards ➤ Replacement and upgrade of electrical distribution boards in response to EICR	➤ Replacement and upgrade of boiler plant, controls and distribution. ➤ Roof survey and replacement of roofs in line with needs
Mudford Junior School	➤ Upgraded access control to improve site security. ➤ Upgraded security alarm and CCTV monitoring on site to bring systems in line with other parts of the school estate. ➤ Installed edge protection system for safe access to A/C equipment on roof. ➤ Internal works to upgrade floor coverings.	➤ Condition survey to determine next R&M priorities.
Somerford Primary School	➤ Upgrade of school wide LED lighting to reduce carbon emissions. ➤ Replacement and expansion of guttering ➤ Replacement of life expired timber access ramp	➤ M&E survey to determine interim R&M priorities ➤ Work with Department for Education to maximise scope of rebuild project.
Winchelsea School	➤ Replacement of physical therapy space that was lost when modular buildings were demolished.	➤ Work with Department for Education to maximise scope of rebuild project.

High Needs Provision Capital: Budget Headings with Prior Approval

Headline Budget	2026/27	2027/28	Total
SEND Advanced Design Fees	200	200	400
SEND Adaptations - Access	100	100	200
Specialist Places 0-19	5,000	300	5,300
Total Budget Approved	5,300	600	5,900

Projects in development using headline budget.

Resourced Provisions

Project Name	2026/27	2027/28	Total
Bethany Junior School	250	0	250
Elm Academy	480	0	480
Manorside Academy	280	0	280
Muscliff Primary School	250	0	250
Pokesdown Primary School	450	0	450
Queens Park Infant School	205	0	205
Queens Park Infant Progression Pathway	250	0	250
Somerford Primary School	250	0	250
St Clement's/ St John's	815	0	815

Special Schools Satellite Expansions

Project Name	2026/27	2027/28	Total
Old Town Infant School	35	0	35
Stanley Green Infant Academy	610	0	610
Total Programme	3,875	0	3,875

*Note: All costs for schemes are based on a Cost Plan 1 cost estimate subject to final designs. Costs currently contain c.15% contingency and will be refined as part of a robust project management and change control methodology (See **Appendix 4**)*

Summary – committed and remaining funding from pre-approved budgets

Project Name	2026/27	2027/28	Total
Total Funding Pre-Approved	5,300	600	5,900
Total Funding Committed	3,875	0	3,875
Amount remaining (to be utilised as the development of schemes progresses)	1,425	600	2,025

Capital and Programme Governance Arrangements for Specialist Places 0-19 (Round 2)

All projects included in the Round 2 programme of work were identified, scoped, designed and costed as part of a robust governance process to ensure that:

- Places are delivered in the right locations.
- Places meet the needs of BCP Council.
- Schemes have had input and approval from school leadership teams and governing bodies.
- Provisions created are proportionate to the needs of the children and young people that are placed there.
- Buildings are compliant with statutory regulations and are in line with Department for Education recommendations with respect to space and facilities.
- Schemes offer value for money.

All expressions of interest from school partners were assessed with oversight from strategic commissioning. Site constraints and capital project risks were captured at the bidding stage. Following this, projects received scrutiny and approval from the Children's Services SEND Programme Board.

Under the capital governance framework, a Project Initiation Document (PID) was prepared for each project that proposed a scope of works, included a detailed risk register and identified site constraints. Following approval of the PID, site surveys were carried out to further develop risk and constraint mitigations and inform a concept design. At all stages, Headteachers and relevant staff from partner schools and academies were consulted on the design and changes were not made without their approval.

After the designs were adopted, all schemes were costed by BCP Council's in-house construction works team and by School Project Managers using data from recently delivered projects. Therefore, the estimated cost used to seek budget approval are robust and include sufficient contingency to mitigate against unforeseen risks proportionate to the scale and complexity of the projects.

The governance process includes for a robust change control process whereby changes are escalated through the dedicated School Project Manager to the Capital Steering Group that provides close financial and operational oversight of all projects. Likewise, the delivery of the schemes against the service objectives are monitored through the SEND Sufficiency Recommendations Board with ultimate oversight from the SEND Programme Board.

All projects have been through the relevant project Gateway Stages to receive approval to proceed and PIDs and Gateway reports detailing the scope of works and a breakdown of the identified costs are available.

Approval for the programme of works is required meet tight timescales for capital delivery as construction works on school sites need to be scheduled and managed in order to minimise disruption to education provision, meeting holiday periods where necessary.

A list of projects is set out in the table below.

Summary of Capital Projects for Specialist Places 0-19 (Round 2) Programme

Project Name	Cost £'000	No. of Places	Age Range Primary Need	Target Opening
Bethany Junior School RP	250	16	Internal segregation, refurbishment and fire compliance works. Form external breakout space with improved fencing. Provides a progression pathway for the RP at St Clement's.	Sep -2026
Elm Academy RP	480	24	Medium refurbishment, health and safety works and minor remodelling of existing modular building with external space.	Sep -2026
Manorside Academy RP	280	10	Heavy refurbishment, remodelling and health and safety works to former caretaker's bungalow with boundary security improvements.	Sep -2026
Muscliff Primary School RP	250	16	Light refurbishment of classroom spaces, remodelling and external spaces with a potential further phase for Alternative Provision.	Sep -2026
Old Town Infant School Satellite	35	10	Winchelsea satellite base expansion for 10 KS1 and early years children at Old Town Infant School. Intimate care space and external play areas	Sep-2025
Pokesdown Primary School RP	450	16	Significant internal remodelling and partitioning works to create suitably sized spaces with some health and safety compliance works and external improvements.	Sep -2026
Queens Park Infant School RP	205	20	Formalisation of existing BCP funded provision. Internal remodelling and light refurbishment to make space suitable for pupils' needs.	Sep -2026
Queens Park Infant Progression Pathway RP	250	16	Refurbishment of spaces to make suitable for pupils' needs and the security of staff and pupils.	Sep-2026
Somerford Primary School RP	250	16	Internal remodelling and condition rectification works to create internal space for existing SEND pupils. Could be used for RP if significant change request is granted.	Sep -2026
Stanley Green Infant Academy Satellite	610	40	Light refurbishment and remodelling works to make spaces fit with Winchelsea's delivery model for Primary School SEND facilities.	Sep -2026
St Clement's/ St John's RP	815	16	Necessary to formalise an existing BCP funded provision. Life expired modular building to be replaced by a new classroom building sensitive to heritage considerations and refurbishment of internal space to form suitable classroom.	Jan -2027
Total	3,875	200		

Appendix 5

High Needs Provision Capital Allocation capital projects closed in 2025/26

Project Name	Places Created	Total Project Cost £'000	Project Description	Date Opened
Bourne Academy Link	12	490	Internal provision to support children transitioning to secondary school as part of a graduated approach to enabling children with additional needs to access the Key Stage 3 curriculum	Sep-2024
Broadstone First School	20	1,700	Extension of school to create 16 place resourced provision for 14 KS1 pupils with ASC.	Oct-2024
Canford Heath Infant/Junior School	35	1,800	Extension and remodelling to create a 15-place resourced provision KS1 pupils and a 20-place resourced provision for KS2 pupils.	Feb-2025
Dingley's Promise: Bournemouth	10	25	Works to improve the space, increase security and make the space more effective for EYFS children undergoing a needs assessment.	Apr-2024
Dingley's Promise: Christchurch	8	306	Refurbishment of former caretaker's bungalow to create early years assessment centre run by Dingley's Promise.	Feb-2026
Dingley's Promise: Poole	12	48	Refurbishment of former family hub to create early years assessment centre run by Dingley's Promise.	Sep-2025
Linwood Satellite: Oakdale Junior School	32	470	Creation of new standalone satellite provision for EYFS and KS1 pupils in surplus accommodation at Oakdale Junior School	Nov-2024
Malmesbury Park	Suitability of existing places	30	Funding to support suitability works to improve an existing Resourced Provision that was approved under a previous tranche of works.	N/A
Post-16 Skills Centre	60	1,550	Refurbishment of former family hub to create Post-16 Skills Centre satellite of Linwood School for 60 young people	Nov-2025
Somerford: Forest Hub	Suitability of existing places	40	Refurbishment of internal spaces to create a dedicated base at Somerford Primary School to support 20 children with EHCPs	Nov-2025
Victoria Education Centre (VEC)	7	110	Refurbishment of internal spaces to create a class for a cohort of EYFS pupils with complex needs placed at VEC.	Jan-2025
Total	196	6,569		

Project Risks and Mitigations

- a. **Risk:** Project costs exceed the approved budget:

Mitigation: condition projects are based on recent condition surveys undertaken by building professionals. Where survey data is older, budgets take into account recent price inflation in construction industry, statutory fees and surveys and allocate a contingency to mitigate project specific risks. Where cost information is not available, for both condition projects and new SEND facilities, in-depth feasibility work will be carried out to provide greater cost certainty and further approvals will be recommended in line with BCP Financial Regulations. This approach has delivered all Planned R&M and SEND Sufficiency schemes undertaken in 2025/26 within their approved budgets.

- b. **Risk:** the project is not delivered on time.

Mitigation: all projects will have a project plan setting out the timescale for critical products and will be managed in accordance with the governance procedures overseen by the Children's Services Capital Steering Group and SEND Programme Board.

- c. **Risk:** the project is not delivered to the quality expected.

Mitigation: all projects will have a clear specification in terms of service outcomes (usually defined within Children's Services), and technical specifications (that will be determined by specialists within the Facilities Management Team or 3rd party consultants as appropriate). Construction monitoring and snagging will be overseen by in-house property professionals in the Facilities Management Team.

- d. **Risk:** the project does not deliver facilities that are required.

Mitigation: Condition works have been agreed in consultation with school senior leadership teams and professional building surveyors. All projects that propose to provide sufficiency places will have a Project Initiation Document, approved by the SEND Sufficiency Project Board and agreed with partner schools that clearly sets out the rationale for the project and the results that are expected from it. The Capital Projects Partnership Working Document sets out the basis on which BCP Council undertakes to fund projects based on the recommendations of the DfE's Building Bulletin 104.

- e. **Risk:** there is not a clear understanding of the respective responsibilities of the council and academy trusts in the delivery of a project on an academy site.

Mitigation: a Partnership Working Document setting the roles of the Capital Delivery Team will be shared with partner schools and a Service Level Agreement (with maintained schools) or Contract (for academy trusts) will be agreed for every scheme to ensure responsibilities with respect to service use and placements will be agreed for every scheme.