

**Appendix A****Project Completion Report for New Sutton Secondary School - Harris Academy Sutton  
18 September 2019****Summary**

The project for the new school has been successfully delivered within the expected timeframe and budget. Practical Completion was achieved on 29 July 2019, with a handover meeting which included the Education & Skills Funding Agency (ESFA) and Harris Federation. Harris completed the fit out of the building over the summer holiday period, while Willmott Dixon continued to commission the building systems. Construction has been to a high standard and full Passivhaus certification is anticipated by Spring 2020, confirming that large buildings can be designed to achieve exceptionally low energy consumption together with excellent indoor air quality. The built design has demonstrably reconciled the council's brief for a 'Gateway building' to the London cancer Hub (LCH), will be the first Passivhaus secondary school in the country, while having a low impact on the local setting.

**Mandate**

Following consideration of strategic options to provide additional secondary student places in Sutton, a programme board was set up in December 2015 to deliver a new Free School, to open in September 2018 on the old Sutton Hospital site.

The parallel requirement was that the 'new school is a core part of this exciting vision' [for the creation of the LCH].

The council committed to commencing the briefing, consultation and design of the new school with major uncertainties over the future education provider to be appointed by the Department for Education (DfE) and the level of capital funding (by ESFA).

**Timetable**

The timetable for all stages of the projects for the new school and temporary provision were set out and approved at the beginning, including some time contingency. The temporary school for the first Year 7 intake was planned as a separate parallel project, to open in September 2018. The whole new school was to open in September 2019 at the latest.

Both schools were delivered by the required dates, despite some significant adjustments to the delivery programme in response to changing circumstances, mostly during the consultation, pre-application and planning stages. In the event, all of the time contingency in the programme was used up over the various stages of the project, but without having to adopt exceptional or costly acceleration measures.

**Budget and Funding**

The budget was developed over the period of brief and design development leading up to the submission of the planning scheme, by which time the scope and layout of the scheme had been established.

The level of capital funding by ESFA was negotiated, by making a case for the validity of necessary abnormal elements as additions to ESFA's baseline rates for the notional

equivalent school. A funding contribution to the land cost was a parallel negotiation conducted with DfE.

The two-stage procurement route enabled the cost plan to be developed by the constructor at a relatively early stage, so we were able to value-engineer the scope and specification of the new building at a sufficiently early stage to meet the approved budget.

The budget was approved in September 2017, prior to the council entering into the building contract, and the project has been completed within that budget. Total outturn project cost is anticipated to be under £42.46M, inclusive of the construction contract final account at £38.46M. The corresponding ESFA project funding is £28,864,914 and the balance of funding is being met from the Basic Need Grant (maximum £13,595,086).

### **Quality and design**

This school was from the outset both a high profile development (setting expectations and standards for the future LCH) and a context-sensitive design (mitigating perceived impacts for residents on two adjoining sides). Passivhaus design and certification was adopted as the best approach to actually deliver low energy in use.

The wide consultation and repeated review of proposals in increasing detail have meant that the completed building has ultimately met both these expectations.

A wide range of sustainability policies have been met by the project, including healthy mixed mode internal environment (background ventilation and opening windows), very low energy use, substantial low-carbon material content, on-site power generation and surface water disposal, and enhanced green landscape and biodiversity potential.

Initial feedback from the users is also very positive.

### **Stakeholders**

Over the life of the project, the delivery team worked with a wide range of stakeholders - London Cancer Hub and ICR; residents and residents groups; local members; the original landowner Epsom and St Helier Hospitals; technical consultees in Sutton, ESFA and GLA; TfL buses; the funder ESFA; the appointed education provider Harris Federation (development team); neighbours during construction; Harris' direct contractors, and the school team as users.

While not every expectation could be met, the team sought to respond positively to all contributions and interests, and to represent the council's interests.

### **Risk management**

Regular reporting by P&PM team and dedicated programme board oversight have been crucial in managing changing and in some cases major uncertainties and risks, while keeping the programme on track.

A partnering approach to delivery (albeit with clearly defined responsibilities) has avoided crises or disputes, through all parties recognising shared interests in the successful delivery of the project.