

County Council Meeting – 6 May 2014

REPORT OF THE CABINET

The Cabinet met on 25 March and 22 April 2014.

In accordance with the Constitution, Members can ask questions of the appropriate Cabinet Member, seek clarification or make a statement on any of these issues without giving notice.

The minutes containing the individual decisions for 25 March meeting are included within the agenda at item 18. The minutes of the 22 April 2014 meeting will be circulated separately. Cabinet responses to Committee reports are included in or appended to the minutes. If any Member wishes to raise a question or make a statement on any of the matters in the minutes, notice must be given to Democratic Services by 12 noon on the last working day before the County Council meeting (Friday 2 May 2014).

For members of the public all non-confidential reports are available on the web site (www.surreycc.gov.uk) or on request from Democratic Services.

1. STATEMENTS/UPDATES FROM CABINET MEMBERS

None.

2. RECOMMENDATIONS ON POLICY FRAMEWORK DOCUMENTS

22 April 2014

A SCHOOL ORGANISATION PLAN

1. The Cabinet at its meeting on 22 April 2014 considered the report on the School Organisation Plan 2013/14 – 2022/23. The recommendations and reasons for recommendations considered by Cabinet are attached at Appendix 1. The covering report submitted to Cabinet is attached as Appendix 2.

The School Organisation Plan is available in Members' Group Rooms.

It can also be accessed on line on the Surrey County Council website or paper copies are available on request.

2. The Cabinet RECOMMENDS:

That the School Organisation Plan 2013/14 – 2022/23 be approved.

3. REPORTS FOR INFORMATION / DISCUSSION

22 April 2014

A HOME TO SCHOOL TRANSPORT POLICY 2015

1. Surrey County Council's Home to School Transport policy has not been reviewed since the policy was considered by Surrey's Executive in June 2006, other than the withdrawal of discretionary transport on faith grounds to denominational schools.
2. At that time the Executive reviewed 44 exceptional transport routes which it had withdrawn since 2002 and considered whether any should be reinstated. However the Executive agreed to maintain its current Home to School Transport policy, which did not allow for any known exceptional arrangements, so that all residents would be treated fairly and objectively and there would be a consistent application of the policy across the County.
3. It was clear that the intent at that time was to have a policy that could be applied equally to all families, regardless of where they live in Surrey.
4. However, notwithstanding that policy intent, as Surrey's Home to School Transport policy had not been reviewed since 2006 and as a number of queries had been raised by parents and Members in recent years, it seemed timely to assess whether it still delivered a fair and equitable policy or whether any changes needed to be made. Therefore, a consultation was undertaken to decide whether there should be any changes to the policy for implementation from September 2015
5. The legal responsibility for ensuring a child's attendance at school rests with the child's parent. Generally, parents are expected to make their own arrangements for ensuring that their child travels to and from school. However, the local authority has:
 - a statutory duty to provide free home to school transport to eligible children (Section 508B of the Education Act 1996)
 - discretion to provide transport (free or otherwise) to any other children (Section 508C of the Education Act 1996)
6. Surrey's home to school transport policy for mainstream children generally only provides for children who meet the statutory eligibility criteria to receive free home to school transport.
7. The only discretionary elements remaining within the policy were:
 - the maximum walking distance which increases from two miles to three miles when a child turns eight years old, Surrey's policy allows transport to continue until the end of the academic year in which the child turns eight i.e. transport is not withdrawn mid year

- the statutory duty to provide transport only applies to children once they reach statutory school age, however, Surrey's policy provides for transport entitlement to be assessed for children once they start in Reception at four years old
 - where a different school is nearest by straight line distance then transport will normally be provided to either school as long as the other conditions of eligibility are met.
8. Families whose children do not meet the statutory eligibility criteria may request that their specific circumstances be taken into account at a Transport Case Review or a Members' Review. These cases are considered on an individual basis.
9. Following the Consultation, it was proposed that with effect from September 2015, and subject to the distance thresholds appropriate to the age of the child being met, eligibility to free home to school transport for Surrey children to attend their nearest geographical Surrey school (measured by the shortest walking route) be extended, if their nearest school is out of County and the distance or safety of route to that school would mean that transport would still need to be provided.
10. The reasons for the recommendation were:
- It would enable parents who would otherwise receive transport to their nearest out of County school, to send their children to their nearest Surrey school and still receive transport, thus potentially increasing their 'choice' of schools
 - It would ensure that the cost of transport would not be a barrier for children to attend their nearest Surrey school
 - It is a policy change that could be applied consistently across the County
 - It would demonstrate support to Surrey schools by offering families an incentive to apply for their nearest Surrey school, even if they have an out of County school which is nearer
 - It would help to support the financial viability of undersubscribed Surrey schools and in turn may reduce the likelihood of County Council funding being needed to support the recovery of an undersubscribed school
 - In some cases it may cost less to transport a child to a Surrey school than to an out of County school
 - It would mean that families living in Dormansland and Lingfield would not have their transport to Oxted withdrawn if their nearest school is outside of Surrey
 - It would only apply if a parent applied for and was offered a place at the child's nearest geographical Surrey school
 - It was supported by Children and Education Select Committee

11. The Cabinet agreed:

That with effect from September 2015, and subject to the distance thresholds appropriate to the age of the child being met, eligibility to free home to school

transport for Surrey children to attend their nearest geographical Surrey school (measured by the shortest walking route) be extended, if their nearest school is out of County and the distance or safety of route to that school would mean that transport would still need to be provided.

B JOINT WORKING THROUGH GUILDFORD LOCAL COMMITTEE

1. The remit of the existing Local Committee arrangements between Surrey County Council (SCC) and Guildford Borough Council (GBC) through the creation of an enhanced Local Committee would be strengthened, with a wider set of advisory functions in the areas of parking, transportation and infrastructure and a greater focus on community involvement through local divisional 'Cluster' meetings.
2. The proposals built on the strong track record of collaborative working to date between both Councils and were put forward as a result of the joint work between SCC and GBC which was a shared process. The objective of the change was to create a Local Committee that more closely reflected the nature of the decisions that needed to be made locally, therefore improving outcomes and value for money for Surrey residents and businesses in Guildford, through strengthened local democracy and improved partnership working.
3. Guildford Local Committee formally reviewed the existing functions and on 12 March 2014 agreed that it would like to strengthen and extend its remit. Through an expanded remit, the Guildford Local Committee will further drive forward the aims of the Community Partnership Public Value Review to:
 - i. Increase the involvement of residents, local communities, businesses and partners
 - ii. Improve decision making and speed-up processes
 - iii. Support Members in their role as community leaders and champions
 - iv. Promote greater accountability and local scrutiny.
4. SCC Cabinet was requested to consider the proposals and agreed the necessary changes to the SCC Constitution to enable the new arrangements for the Guildford Local Committee to run from the first meeting of the new municipal year.
5. **The Cabinet agreed:**
 - (1) That the proposals to enhance joint working arrangements between the Councils through the Guildford Local Committee from the new municipal year be supported.
 - (2) That the proposed updated terms of reference for the Guildford Local Committee, as set out in Annex A of the Cabinet report of 22 April 2014 (The Constitution of the Council, Part 3, Section 1, Responsibility for Functions, Section 7, Local Committees), be approved.

- (3) That the setting up 'cluster' budgets for grouped divisions jointly funded by Surrey County Council and Guildford Borough Council be approved, with the rules and criteria to be agreed by Guildford Local Committee.

C QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 1 JANUARY – 31 MARCH 2014

1. The Cabinet is required under the Constitution to report to Council on a quarterly basis the details of decisions taken by the Cabinet and Cabinet Members under the special urgency arrangements set out in Article 6.05(f) of the Constitution. This occurs where a decision is required on a matter that is not contained within the Leader's Forward Plan (Notice of Decisions), nor available 5 clear days before the meeting. Where a decision on such matters could not reasonably be delayed, the agreement of the Chairman of the appropriate Select Committee, or in his/her absence the Chairman of the Council, must be sought to enable the decision to be made.

There have been no such decisions during the last quarter.

**Mr David Hodge
Leader of the Council
25 April 2014**

CABINET IS ASKED TO MAKE THE FOLLOWING RECOMMENDATIONS TO THE COUNTY COUNCIL:

A. SCHOOL ORGANISATION PLAN

That the School Organisation Plan 2013/14 – 2022/23 be approved.

Reasons for Recommendations

The School Organisation Plan is a key contextual document used by Schools and Education Stakeholders when making long term plans. Its annual review is necessary to ensure that the best information is used in this planning process. Any comments received can both inform the existing plan and shape future iterations.

SURREY COUNTY COUNCIL

CABINET

DATE: 22 APRIL 2014

REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING

LEAD OFFICER: NICK WILSON, STRATEGIC DIRECTOR FOR CHILDREN, SCHOOLS AND FAMILIES

SUBJECT: SCHOOL ORGANISATION PLAN



SUMMARY OF ISSUE:

The Cabinet is asked to consider the Surrey School Organisation Plan 2013-14 - 2022-23.

The Surrey School Organisation Plan for 2013-14 – 2022-23 is a contextual document that sets out the policies and principles underpinning school organisation in Surrey. It highlights the likely demand for school places as projected over a 10 year forecast period and sets out the potential changes to provision that may be required in order to meet the statutory duty to provide suitable and sufficient places.

The report includes a summary of the key points in the plan.

RECOMMENDATIONS:

It is recommended that the School Organisation Plan 2013-14 – 2022-23 is approved for recommendation to Council.

REASON FOR RECOMMENDATIONS:

The School Organisation Plan is a key contextual document used by Schools and Education Stakeholders when making long term plans. Its annual review is necessary to ensure that the best information is used in this planning process. Any comments received can both inform the existing plan and shape future iterations.

DETAILS:

1. The County Council has a statutory responsibility to provide sufficient school places to meet the needs of the residents of the area. The Council must monitor future demand and make appropriate changes to provision where necessary in order to meet its statutory responsibilities.
2. The Surrey School Organisation Plan for 2013-14 – 2022-23 is a contextual document which sets out the policies and principles underpinning school organisation in Surrey, highlights the likely demand for school places as projected over a 10 year

forecast period and sets out the likely changes to provision that may be required in order to meet the statutory duty to provide suitable and sufficient places.

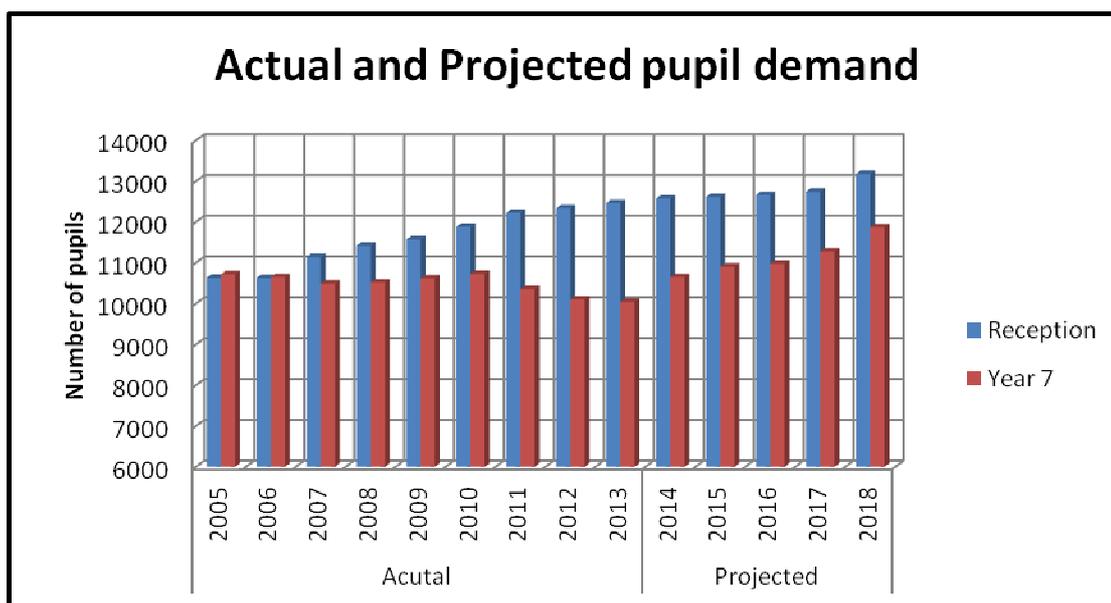
3. The current context is one of a rising primary school population across Surrey that will feed into the secondary school sector in due course. The County Council has established a capital programme to expand school places across the County. The current 5 year programme, 2013-18, will provide around 11,000 primary places, equivalent to almost 27 two form entry primary schools and 4,500 secondary places, equivalent to 6 five form entry secondary schools. Early viability work is underway to assess the requirement for these secondary schools which currently have a sixth form. Further school places are being planned to be provided up to 2023.
4. A 15-year outline strategy plan is being identified in the context of supporting District and Borough Infrastructure plans and this should provide more clarity to support infrastructure contributions from developers as well as informing longer-term financial planning. Clearly any strategy beyond five–six years will be subject to significant change. However, the perspective afforded by longer-term projections is informing current decision-making.

School Organisation Plan Summary

5. Chapters 1 to 5 of the Plan discuss principles for planning future provision in Surrey before going on to discuss the current context and projections of future need in individual boroughs and districts in chapters 6 to 16.
6. Chapter 1, The Introduction, sets the document within the context of the Surrey Children and Young People’s Plan. It also sets out the Council’s core function to ensure that: “sufficient high quality, maintained school provision is available to meet the needs of all Surrey children and young people” and “that all maintained schools are able to function as high quality, viable and financially efficient institutions.” The Surrey Context, chapter 2, gives an overview of the County in respect of local demographics and the current pattern of education provision and the value Surrey places on its diverse provision. It is emphasised that the County Council has no wish to disrupt what is working well but that, where new or changed provision is required, it is sensible to plan to a consistent set of guidelines. Chapter 3 sets out the Council’s statutory duties with regard to the provision of school places to pupils up 19 years of age.
7. Surrey has agreed a set of principles to which it adheres when making changes to school organisation. These principles are set out in detail in chapter 3 by sector. They include:
 - giving priority to organisational change that promotes inclusion;
 - a preference for primary schools rather than separate infant and junior schools (having regard however to existing links and relationships);
 - promoting federations of small infant schools, particularly in rural areas, feeding into junior provision;
 - planning within a range of planned admission numbers (PANS)- for primary provision between 1 form of entry (30 places per year) and five forms of entry (150 places per year) and for secondary provision between five forms of entry (150 places per year) and 12 forms of entry (360 places per year);
 - co-educational primary provision rather than single sex;
 - new secondary provision being on an 11-16 model unless the new provision arises out of existing successful and thriving 6th form provision or the college

sector is unable to offer appropriate provision or the local schools and FE providers in the area agree that the new provision should include post16.

8. Chapter 3 of the Plan also outlines the context within which changes in school organisation are made with particular respect to changes in demographics and the school age population and in relation to securing excellence within Surrey Schools. It further describes the legislative framework through which changes in school organisation are achieved, including a description of recent relevant changes relating to Free Schools and Academies. The County Council has built and maintains a strong professional relationship with all its current Academies and Free Schools and they are included in the strategic planning to ensure sufficiency of school places.
9. In chapter 4 the Plan describes the process by which school age population forecasts are produced including the Council's use of planning areas. The key variables impacting upon these are also further described with specific reference to new housing and changes in the wider economy.
10. Chapter 5 sets out the current demographic trends affecting the Surrey School population and the forecast demand for school places in Surrey. Surrey is experiencing a significant increase in demand in school places following a 20% rise in birth rates over the last 12 years. In addition there have been changes in the demand patterns between the state maintained and private school sector, increased migration into Surrey and increases in demand as a result of new house building. The following table illustrates this by indicating historic and forecast primary and secondary intake numbers.



11. For each Borough and District within the Plan, primary and secondary provision is separately discussed. Recent births and projected birth trends are set out. The implications of the projections and their relative accuracy are discussed and where additional provision is likely to be required or removed, it is identified in broad terms rather than in detail, since in most instances formal proposals have not been made. The issues in brief for each area are set out in the following paragraphs.
12. **Elmbridge:** The birth rate has increased by more than 24% since 2001. In the primary sector four additional permanent forms of entry have been provided since

2009 and the numbers of pupils entering reception are expected to continue to rise throughout this planning period. Although the need will not be distributed evenly across the borough, all areas in Elmbridge are projected to experience a shortfall in places over the next ten years. Forecasts suggest that a further six forms of entry may be required by the end of the forecast period.

In the secondary sector numbers are forecast to rise steadily from 2013 leading to a likely need for an additional form of entry by 2015. If the numbers continue to increase as projected, a further 5 forms of entry will be required to accommodate extra pupils by 2021.

13. **Epsom and Ewell:** The birth rate has increased by more than 27% since 2001 and the numbers of primary pupils had been forecast to rise from 2009. In reality the Council did not experience an increase in demand for places in the Borough until 2012 when two additional classes were provided. The Council has consulted on the provision of 3 forms of permanent entry, two of which, West Ewell Infant School and St Martin's CE Infant School are currently recruiting. Forecasts indicate that we will need to provide 2 to 3 additional permanent forms of entry by 2017 with potentially a further form in the plan period. The increase in demand is not uniform throughout the Borough and there is considerable variance caused by cross border movement. However, the areas of greatest demand have centred on Central and North Epsom.

In the secondary sector the numbers of pupils entering Year 7 were projected to decline to 2011 in Epsom and Ewell, but then recover from 2014. Additional provision may be needed from 2019, with potentially 3 forms of entry by 2021.

14. **Guildford:** Birth rates have risen in excess of 22% since 2001 and are predicted to continue to rise. Within Guildford Town there is a shortage of places now. An additional form of entry has been provided each year in the Town since 2009. In total four forms of entry are forecast to be required by 2015, for which plans have been developed in detail with schools and will be in place for September 2015 entry. There is the potential, if current trends continue, for a further additional 2 forms in the town in the 2015 – 2022 period. In the villages and rural areas outside the town there are some pockets of high demand. At present we are not challenged in providing the appropriate number of places but this will need to continue to be monitored closely. Options have been developed to enable changes to a primary organisation where this meets with a school planning aim.

In the secondary sector, the current surplus of places was forecast to increase until 2013 to around 150 places, and then reduce. It is now forecast that there will be a shortage of Year 7 places by 2019. Action will be required after this period to meet the demands of the additional pupils currently within the primary phase and discussions will be ongoing with schools and stakeholders to ensure this is managed effectively.

15. **Mole Valley:** Since 2001, the birth rate has remained relatively stable until 2006 when there was a marked increase (up 5% on the previous year, 8% over 2001 figure.) This increase has been sustained and births are now almost 12% above the 2001 figures. Births are projected to increase gradually over the next few years and reception cohorts to do likewise. Throughout the planning period whilst the overall capacity within the District is greater than the forecast demand this masks considerable differences between areas. In the south of the District there are a large number of surplus places. To the north of the District in Ashted in 2012 two additional classes were provided to meet an increase in demand in 2013 this reduced

to 1. The continued demand in area has indicated a need to provide 2 forms of entry as a permanent increase in school capacity.

In the secondary sector we would not expect to increase provision for the foreseeable future. The District as a whole is projected to maintain a small surplus of secondary places over the next 10 years.

16. **Reigate and Banstead:** Birth rates reached a low point in 2001 but since then they have risen by 28% to 2012. Rolls are expected to increase beyond current capacity. The Reigate and Redhill areas have seen the most pressure on places. The council approved the provision of a new two-form entry school in the Reigate/Redhill area from 2013 and the expansion of existing schools will be required to provide a further additional 4 forms over the next 3 years. In 2012 5.5 forms of entry were provided to meet a larger than forecast demand. In 2013, 4.5 forms of entry were agreed as permanent additional provision. The Council is working with schools to identify 3 further permanent forms of entry up to 2017. Two new schools are being planned to meet the needs arising out of the anticipated major housing developments in Horley. The first of these is being established for 30 reception places in September 2014. Also, additional junior places have been approved in Horley at Langshott Infant School that will enable the school to become a primary school from September 2014.

No shortfall had been projected for the secondary sector in Reigate and Banstead until 2018. However, pressure on secondary places is now expected to increase to reflect increases in the primary sector and challenge forecasts in the short term. This will lead to shortfalls in provision in the Reigate / Redhill conurbation by 2015, which will increase by 2017, when 3-4 additional forms will be required. Further additional Secondary places will be required potentially reaching 7 forms of entry by 2022.

17. **Runnymede:** Between 2001 and 2012, birth rates increased by more than 20%. Whilst, at present, there are a small number of spare places in the primary sector, the demand for reception places is forecast to exceed the schools' capacity by about a form of entry (equivalent to 30 pupils) in 2014 rising to about 3.5 forms of entry by 2020. A programme of school expansions is being developed that has included temporary increases in 2013 and 14. Demand for junior places, that is Year 3 places, is forecast to exceed the number of places available by nearly two forms of entry in 2014 and over 5 forms of entry by 2018. In addition there are plans to develop 1,500 houses on the DERA site at Longcross in the west of the Borough. This is sufficient to require the provision of a new primary school at this site.

In the secondary sector additional forms of entry will be required by about 2017. At this point two additional forms of entry are likely to be required, rising to 4 forms of entry in 2019 and 5 forms of entry by 2020.

18. **Spelthorne:** The birth rate in 2012 was more than 24% higher than in 2001 and is expected to remain relatively steady for the foreseeable future. Based on the forecasts, we expect to provide an additional form of entry in the borough in the short-term and up to three additional forms of entry over the forecast period.

In the secondary sector there is an oversupply of Year 7 places (particularly in Ashford), which has increased over the last two academic years. This surplus will fall sharply and a deficit is anticipated by 2017, which is predicted to rise sharply again thereafter, suggesting that an additional 4 plus forms of entry may be needed over the rest of the forecast period.

19. **Surrey Heath:** The birth rate has increased by 4% since 2001. There are currently a small number of spare reception places in Surrey Heath primary schools. Surplus places are likely to reduce with potentially a shortage of places will be evident from 2016 and this will increase to 2020 when over three additional forms of entry will be required.

In the secondary sector, there are a significant number of surplus places that have challenged the efficient running of schools in the area. It is possible additional provision may be required in the longer term after 2018 but the position needs to be monitored and projections validated before taking a decision.

20. **Tandridge:** The birth rate has risen by 23% since 2001. Whilst capacity in the area is greater than previous the forecast demand there is some local variance. Caterham has experienced two years of increased demand that has resulted in the provision of temporary class spaces. As a result of this additional permanent provision is being provided in this area.

In the near term the numbers of applicants for a Year 7 place in Tandridge secondary schools exceed the number of places available. This is caused in part by significant subscription from adjoining authorities resulting in spare capacity in those adjoining authorities. Overall it is expected that current provision will be sufficient to meet demand from the Surrey population in the medium term. It will be necessary to monitor this position and if necessary alter plans in light of changing patterns of admission.

21. **Waverley:** Birth rates have increased in excess of 14% since 2001. This masks some areas where there has been little growth and the urban area of Farnham where increases have been more pronounced. Two additional forms of entry have been provided in Farnham since 2009. It is likely that another form will be required in the Farnham and West Waverley area during this planning period. The application numbers in Godalming for 2014 are significantly above trend (as was also the case in 2012) and temporary classes are being provided. This area will need to be monitored with regard the potential provision of permanent places and to reflect significant new housing in the area. Additional places have also been provided in the Haslemere area to meet parental demand.

In the secondary sector, it is recommended that provision in Farnham should be increased to meet the anticipated increase in demand. We do not anticipate proposing changes in other areas in the short and medium term, however as with the primary sector this area will need to be monitored with regard to new housing developments.

22. **Woking:** The birth rate has increased in excess of 37% since 2001. Applications for school places significantly increased for the 2012 and 2013 admission years requiring the provision of 6.5 additional classes. Three permanent forms of entry have been approved and, given the increase in demand against the projection, Officers will be working on options for further permanent provision in the Woking area. The increased demand has impacted on most schools within Woking and the Authority has been working closely with other stakeholders to determine schemes that promote an effective and sustainable pattern of provision going forward.

Additional secondary places will be required in 2014 and an additional form of entry will be provided for September. Officers are working with secondary schools and

wider stakeholders in the area to identify how additional permanent places can be provided.

CONSULTATION:

23. The School Organisation Plan, is not subject to statutory consultation. The plan will be widely distributed to stakeholder groups and organisations to include schools and local Planning Authorities. It is viewed as a helpful tool to aid future planning at a school level. The Plan will also be displayed on the Surrey County Council public website.

RISK MANAGEMENT AND IMPLICATIONS:

24. Ensuring that there are school places for all applicants within Surrey is a statutory duty held by the County Council. An understanding of the school estate and how it relates to potential changes in demographics is vital to performing this duty.

Financial and Value for Money Implications

25. The document is key to ensuring that appropriate decisions around capital investment in the school estate are made and that Surrey Schools operate efficiently without carrying too many surplus places. The plan underpins the County Councils capital programme as part of business planning and the Medium Term Financial Plan (MTFP). The current capital budget in the 2014/19 MTFP is £327m.

Section 151 Officer Commentary

26. The Section 151 Officer acknowledges that the Plan is itself a contextual document and outlines the business requirement for additional school places over the next 10 years.

The DfE currently provides some capital grant funding for additional school places and the County Council has been successful in bidding for further additional funding. However, there is still a requirement for the County Council to supplement the additional required places through prudential borrowing.

27. Individual proposals for expanding schools will be considered as part of the capital business planning process. The revenue cost of the additional places will be met from the Dedicated Schools Grant allocated by DfE for the additional pupils.

Legal Implications – Monitoring Officer

28. This document is key to ensuring that the Council is able to comply with its duty to ensure that sufficient school places are available in the area.

Equalities and Diversity

29. There are no direct equalities implications arising out of the paper. However the provision of the appropriate number of school places open to all applicants will support the Councils commitment to equality and diversity.

Corporate Parenting/Looked After Children implications

30. The document is key to ensuring that the appropriate numbers of school places are provided to meet the demand of our residents. All places provided have the highest priority given to Children in the care of the local authority.

Safeguarding responsibilities for vulnerable children and adults implications

31. The Council has a duty to promote and improve educational outcomes for all children, particularly for vulnerable and disadvantaged children. The School Organisation Plan is an important piece of evidence used to plan the appropriate number of school places and aid this obligation.

WHAT HAPPENS NEXT:

- If approved the School Organisation Plan will be widely distributed to stakeholders to include: all Surrey Schools, all Districts and Boroughs, local Diocesan Boards and will be displayed on our public website.
- The School Organisation Plan is reviewed annually following the incorporation of new and updated information. The process for determining the next iteration of the plan will begin in the Autumn term.

Contact Officer:

Nicholas Smith, School Commissioning Officer, 020 8541 8902

Sources/background papers:

School Organisation Plan 2013-14 – 2022-23
