

Project Sponsor: Edwina Grant
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Document Control

<p>Project Sponsor: Edwina Grant, Director of Children, Families and Learning</p> <p>Project: Procurement of new buildings for All Saints' Academy, Dunstable</p> <p>Document</p> <p>Author Stuart Freel</p> <p>Published Date 14th October</p> <p>Version V.8</p>

Change History

Issue	Date of Issue	Comments/Reason for change
V.7	14 th October	PID for CAMG on 3 rd November 2009 and for Council's Executive on 8 th December 2009

Distribution

Name	Position	Organisation
Rob Parsons	HoS School Organisation & Capital Planning	Central Bedfordshire

1. Introduction

- 1.1 As a result of decisions of Bedfordshire County Council's Executive on 3rd June, 2008 and 10th March, 2009, All Saints' Academy was established in substitution for Northfields Technology College on 1st September, 2009, to operate in current premises on the existing site, where it is to be substantially rebuilt and refurbished. It is sponsored by the Diocese of St. Albans (Church of England) and the University of Bedfordshire.
- 1.2 By inheriting this project, the Council becomes accountable for procuring the building project, which will be funded by central government, via the agency Partnerships for Schools, in consultation with the Academy Sponsors, governors and wider stakeholders.
- 1.3 Ultimately the Academy process is about improving outcomes for young people and their community and the Government's vision includes investing in new premises in order to contribute towards this objective.
- 1.4 The project is a flagship development for the new Council and can be viewed as a precursor to other new school building schemes, either funded through locally-generated but constrained resources, but especially Building Schools for the Future and the Primary Capital Programme (which are also overseen by Partnerships for Schools).
- 1.5 The project is an exemplar for stakeholder engagement, including the wider, local community and current and future students. It has been developed through the *JoinedupforAcademies* process run by the Sorrell Foundation and a commitment to retaining student engagement in the process and outcomes has been publicly given. Students are actively represented on the Design User Group. Details of the Design User Group are set out in section 6, below.
- 1.6 At 1st September, 2009 the Council have short-leased the school site to the Academy; during the construction phases lease-back arrangements will apply; and, upon completion of the building scheme, the Council will enter into a 125 year lease of the site and buildings, including warranties for construction work and technical surveys, to the Academy.

2. Objective

To secure the provision of a new/substantially refurbished learning environment for All Saints' Academy, which is agreed with the Academy stakeholders and within the funding available.

3. Scope

3.1 The project **excludes**:

- The statutory arrangements for Northfields' closure and managed transition to Academy status, which have been largely completed
- The appointment of a Technical Adviser team and the formation of a Design User Group, which were undertaken by the former County Council
- The current short term lease arrangements for the site, which have been completed
- The summer 2009 programme of improvements and signage to the existing building, which has been funded separately and are largely and satisfactorily complete.
- Revenue implications to the Council relating to the Academy, which have been either:
 - inherited at Vesting Day,
 - are contained within ring-fenced grants, or,
 - are directly within the control of the Academy governors.
 - Set out in section 5 and 8, below.
- The selection of delivery methodology (i.e. single Academy project supported by Technical Adviser, rather than in-house or through another LA's Local Education Partnership), which was determined by the former County Council.

3.2 The project **includes**:

- Effectively managing the work of the Technical Adviser, especially the maintenance of the agreed risk register;
- Ensuring stakeholder engagement and alignment remains balanced
- Effective involvement at the Design User Group to ensure the Council's input and wider strategic interests are represented (e.g extended services development, 14-19 collaboration, Council/children's services local service delivery)
- Ensuring effective management of internal-Council contributions to the delivery of the project (planning and highways, legal, procurement, land and property)
- Keeping the Learning Transformation Board briefed about the progress of the project and of changes in the risk profile that could impact on the Council, including reputational management
- Budget monitoring, including the 'capped' sub-budget for project development costs (£300k)
- Securing technical compliance during and post-implementation, including Construction Design and Management Regulations compliance ('CDM') and Clerk of Works' services (see cost implications in section 8, below)

4. Description of Work

4.1 Inputs/outputs

The Academy project will be delivered through an European compliant Framework for one-off Academy schemes maintained by Partnerships for Schools, which is managed by the Technical Adviser with Council oversight/clienting. The Technical Adviser enables the process of drawing up Outline and Final Business Cases, which contain the vision and detailed technical requirements, including loose and fitted furniture and the aspects of Information and Communications Technology which are included in the building.

4.2 Deliverables

- An appointed design and build contractor with an agreed Final Business Case capable of:
 - - meeting the Academy's requirements, and
 - - obtaining planning and other technical approvals
- The scheme must be capable of being safely implemented on an in-use school site, minimising disruption
- The design must be flexible to accommodate future curricular change and the future delivery of wider services for young people and the local community
- The scheme must be so designed to ensure that the school's age-range and pupil numbers could be changed without disrupting effective internal organisation or incurring disproportionately undue future capital expenditure
- The scheme has to achieve Building Research Establishment Environmental Assessment Model 'very good' (sustainability assessment)
- The eventual scheme is then handed-over to the Academy on a 125 year lease.

4.3 Summary of project plan

The chart below is a programme summary with a timescale and actions necessary for the Council (LA):

Stage summary	Time-scale	LA must
Preparation of Outline Business Case <ul style="list-style-type: none">• Sets out design parameters• Enables Council to go to bidders with Pre-invitation to tender)	Now happening – needs to complete by November, 2009	Approve Outline Business Case and issue section. 151 officer letter re funding availability
Selection and short-listing of 2 firms	End January, 2010	Shortlist must be approved promptly by LA

Development of Final Business Case	Completes with selection of preferred bidder by mid/end June 2010	Requires LA approval
Preparation and sign off of Final Business Case	October 2010	Requires LA approval
Construction period	Finishes July 2012	Ensure Technical Adviser supervises and that legal documents are completed and hand-over to Academy Trust
Defects Liability Rectification Period	Ends March 2013	Ensure Technical Adviser secures completion of defects properly Hand-over long-lease and warranties etc to Academy Trust

5. Financial Issues

- Funding source: Partnerships for Schools financial allocation is £15.6m, which includes:
 - fixed and moveable Information and Communications Technology kit and furniture;
 - technical and professional fees;
 - site surveys; demolition and site works.

It also **includes** the £300k *capped fees sub-budget*. This budget is currently estimated to be insufficient (see section 8, below).

- Capital/ Revenue The allocation contains elements which will initially need to be charged to revenue budgets and subsequently capitalised once the project is implemented
- Life Cycle Costs – are the operational concern of the Academy Governors. To contribute towards this, the building and site must be capable of achieving Building Research Establishment Environmental Assessment Model ‘very good’ categorisation.

6. Roles and Responsibilities

The project will be led for the Council by the Project Manager, Stuart Freel, who will report to Rob Parsons, Head of School Organisation & Capital Planning, and through him to the Learning Transformation Board and senior officers. The Design User Group is:

Stakeholder and who?	Accountable to	Accountable for	Notes
<i>Sponsor</i> John Reynolds, Diocesan Director of Education, St Albans Julia Creasy,	Diocese of St Albans	<ul style="list-style-type: none"> • Strategic direction and governance of Academy • Chairs Design User Group 	

Diocesan Buildings Officer			
<i>Co-Sponsor</i> Graham Blake Buildings Officer of University of Bedfordshire	University of Bedfordshire	<ul style="list-style-type: none"> • Strategic direction and governance of Academy 	
<i>Principal of Academy</i> Tom Waterworth	Governors of Academy (and indirectly to Department for Children, Schools and Families)	<ul style="list-style-type: none"> • Ensuring that the premises developed align with Academy's curriculum, ethos and organisation • Practical implications of construction logistics 	(through him other staff influence design and his leadership team co-ordinate this input)
<i>Assistant V-P Resources –</i> Paula Burgess	Academy Principal		
<i>Students</i> [names excluded for Safeguarding reasons]	Student Council	<ul style="list-style-type: none"> • Student Voice on Academy Design and implementation, including • Ideas raised through Sorrell Foundation engagement 	A group of Middle and Northfields students, with Higher Education students, undertook Sorrell <i>JoinedupforAcademies project</i>
<i>Central Bedfordshire LA –</i> Stuart Freel	Council via Director of Children, Families and Learning and Head of School Organisation and Capital Planning	<ul style="list-style-type: none"> • Ensuring that the Council discharges its responsibilities for procurement, mitigating risks and ensuring corporate liaison • Client for Technical Advisor • Ensures LA's strategic priorities articulated and delivered • Was formal recipient of Sorrell outcome on behalf of Design User Group 	

<i>Technical Advisers</i> AECOM: Valerie Bragg: Academies Director Technical Adviser- Ben McCarthy Architect: Paul Howitt Asst. Technical Advisor Sarah Hopkins	Council	<ul style="list-style-type: none"> • Co-ordination of overall project, including technical advice and preliminary architectural input • Facilitates Design User Group maintains risk register • Monitors implementation throughout 	
<i>Partnerships for Schools</i> Crawford Wright Academies Director	Partnerships for Schools (and Department for Children, Schools and Families)	<ul style="list-style-type: none"> • Support, information, oversight, monitoring and financial approvals 	
<i>Department for Children, Schools and Families</i> - Carole Blundred	Ministers	<ul style="list-style-type: none"> • Support, advice and monitoring 	Role effectively covered by Partnerships for Schools representative.

7. Timescale

See summary in Section 4, above .

8. Conditions / Constraints / Risks

**The key factors that will impact the success of the project are:
(e.g. Funding Limits)
(e.g. Quality Requirements) etc.**

- 8.1 A comprehensive risk register has been established for the project by the Design User Group, which is maintained by the Technical Adviser and reissued following each meeting. Changes in ratings will be reported monthly by exception to the Learning Transformation Board
- 8.2 The building has to align with the Academy's developing curriculum model but must be sufficiently flexible to provide 'future-proofing'. The Information and Communications Technology component, similarly, has to be in synergy - working effectively in the resulting building and site.
- 8.3 The budget for the construction (and the sub-budget for fees etc) is very constrained and an early stage of the project includes developing a case for 'abnormals' (additional allocations beyond the baseline budget), led by the Design User Group/Technical Adviser.
- 8.4 The Council's newly-established School Organisation and Capital Planning Team lack the capacity to manage the internal co-ordination

of this scheme alongside other (pre-existing) priorities including a review of school suitability data and its application to the Learning Transformation Programme, coordination of the inherited capital programme and other aspects of the work of the Learning Transformation Board. This project therefore represents an unanticipated volume of specialised activity.

- 8.5 The 'capped' £300k budget is likely to prove insufficient to meet all the implementation costs attributable to the Council, particularly the costs of a Clerk of Works and Construction, Design and Management regulations compliance co-ordinator and any currently unforeseen activity.
- 8.6 Additional specialist project management capability has been engaged to support the Council's role in implementing the project. As set out above, there will be costs above the £300k capped allocation which will need to be met from the Council's own resources. During the planned implementation it is suggested that these costs be included in the capital programme in the relevant years:

£000	2009/10	2010/11	2011/12	Total
Internal project management	30	40	30	100
CDM/Clerk of Works	40	30	40	110
Contingency	30	30	30	90
Totals:	100	100	100	300

- 8.7 This funding will be requested in a report to the Executive planned for 8th December, 2009. The contingency is suggested for issues that might arise during the implementation, e.g.:

- External specialist legal advice
- Additional clerk of works' time in resolving implementation issues
- Technical issues arising from site surveys
- Resolution of any contractual disputes that might arise.