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Project Initiation Document

Project Sponsor: DCSF Co-location Fund Bedfordshire School Centred Initial Teacher Training, Central Bedfordshire Sure Start / Early Years, Samuel Whitbread Community College

Version: 001

Date: 5th October 2009

Document Control

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DCSF Co-location Fund, Bedfordshire School Centred Initial Teacher Training, Central Bedfordshire Sure Start / Early Years, Samuel Whitbread Community College

Project BEST Ltd Co-location Project (attached)

Document 001

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Change History

The document will be reviewed regularly by the Capital Asset Management Group for approval and signoff.
Thereafter amendments are to be approved by the appropriate change control procedures.

Issue	Date of Issue	Comments/Reason for change
BEST Co-location (revised) Programme	5 th October 2009	The project has been put back due to the delayed announcement of the co-location awards, the necessity to engage with Central Bedfordshire LA and discussions with Bilfingerberger Project Investments (the PFI contract holder at SWCC)

Distribution

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Abbreviations

BEST – Bedfordshire East Schools Trust Ltd
CBLA – Central Bedfordshire Local Authority
SWCC – Samuel Whitbread Community College
CYP – Children and Young People
CYPA – Children Young People and Adults
BEP - Bedford Education Partnership
BPI – Bilfingerberger Project Investments

1. Introduction

Bedfordshire East Schools Trust is a co-operative trust founded on the principles of collaboration see www.best-schools.org.uk BEST is a powerful voice and one local accountable organisation committed to the raising of achievement for all, integrated children and family services, seamless transition and progression, community regeneration and providing the physical and ICT infrastructure for these strategies to be effectively delivered. It has been working with the following governmental departments over the past year to provide cohesive, co-ordinated and integrated

Schools in the SWCC pyramid, 23 lower, middle, special and upper schools. see BEST vision and mission statements below or go to www.best-schools.org.uk

Central Bedfordshire Local Authority; The SWCC nursery has been in temporary accommodation since it was started and the planning for it's current location will end March 2010. There is no possibility of expansion, the nursery is oversubscribed, needs a baby unit and a permanent purpose built building. The nursery employs local people and will expand its workforce. We believe this to be a model nursery which can be replicated. The co-location means that the other services will be directly accessible by young mothers at the very start of their contact with the education system. The support services will be able to track their progress throughout the trust as their children move through it and on to further and higher education and training.

Extended Schools (CBLA); Is working with the whole pyramid to deliver early intervention strategies for children, young people (CYP), families and the community, providing wrap around and family support services, parenting advice, stop smoking, healthy eating (dietician), sexual health, counselling, carer's and parenting advice, signposting, drugs awareness (Ask Frank), law clinic, domestic violence clinic and citizens advice – redundancy debt management etc. The 'Champions' scheme will provide opportunities for CYP to volunteer to work in feeder schools and the local community – 35 participants already on the scheme, working as teaching assistants, peer counsellors, coaches, providing ICT support for CYP and the community and supporting the gardens scheme. Other programmes will be in place from September 2009 and will maximise participation in an enriched curriculum and extra- curricular activities and the use of facilities at the college for adult participation in a wide range of sports, the arts, engineering and other positive civic and voluntary activities.

Bedfordshire Police; Safer Neighbourhoods – compliment Central Bedfordshire's Community Safety Partnership's Crime and Disorder Strategy. Improve visibility and access providing office/interview/meeting spaces for the use of the Schools Liaison and Community Police Officers. Officers are currently using any space that

can be found at the time of need – this project will provide one permanent space.

NHS Bedfordshire and PCT; office/facilities; early intervention team / youth services, CYP health services, developing counselling, therapy (such as physio, speech and language) and other clinics. These facilities are not currently locally available.

The project will also provide a meeting room; multi-agency, children and family services and other service delivery agencies CAMH for example.

Bedfordshire SCITT and Training School; currently based in a range of locations at the college which will be freed for their original purpose – teaching spaces and offices for college senior and support staff – and use the office and conference/training space for the CPD of all staff across the college pyramid (23 lower, middle, special and upper schools).

Sustainability; In partnership with **LowC Consultants** ‘making low carbon communities happen’. Producing a building with zero carbon footprint. Community Gardens; a seasonal herb / vegetable garden; community maintained and used by the schools as a curriculum / healthy schools resource. Increasing local bio-diversity (landscaping) in partnership with the Wildlife Trust Beds, Cambs, and Northants & P’boro. Renewable energy wind turbine and solar energy panels (application to Co-operative Group). Walking Bus scheme. Cycling scheme and cycle facilities, car share scheme across the pyramid.

Co-operative Group; BEST is working with the Coop on a range of elements for the benefit of this project. We will significantly reduce the carbon footprint of the building by including renewable energy sources in the design, gain funding for the co-location programmes including ‘Champions’, seasonal herb and vegetable gardens, civic and voluntary involvement of children, young people and the community, improving bio-diversity and co-locating a pharmacy.

2. Objective

The project will co-locate ‘one stop’ facilities for staff, parents, children and young people and the local community, providing a baby unit and nursery, office space for Bedfordshire East Schools Trust, extended schools co-ordinator, community police officers, PCT and NHS services and personnel, parenting and health care advisors.

Bedfordshire East Schools Trust consisting of Samuel Whitbread College, Robert Bloomfield Middle School, Etonbury Middle School, Henlow Middle School, Hitchmead Special School, Derwent Lower School, Gothic Mede Lower School, Langford Lower School and Raynesford Lower School is committed to co-operative values and collaboration see www.best-schools.com . This co-location will give direct access to services for 3800

children and their parents, 380 staff as well as the local communities of Shefford, Clifton and the surrounding villages. The planned integrated ICT infrastructure will give direct access for these co-located services to 6500 children and young people, their carers, parents and the local community through a series of school based community service hubs of which this is the first. Partnership with Hitchmead special School will improve the SEN provision at the schools above and across the pyramid. This facility will make a significant contribution to the aims and objectives of the schools within BEST, NHS / PCT Bedfordshire, Central Bedfordshire Police, SCITT / Training School, Central Bedfordshire LA and the DCSF.

Vision

BEST is an alliance of unique educational institutions committed to collegiate educational provision across our community. We will take collective responsibility for the success of all children in BEST schools. BEST will be a powerful voice and one local accountable organisation delivering a commonly designed curriculum from 0 to 19. Our collective actions will show a widespread conviction that we mean business together.

Mission

BEST is one organisation for external partnerships and relations and is committed to

- ensure equal opportunities and an active voice for all stakeholders
- promote joint ownership of achievement and attainment across all stakeholders and take active responsibility for each other's success
- ensure early, intensive, targeted intervention and support for children to stay safe, healthy, enjoy and achieve, make a positive contribution to society and achieve economic well-being
- create and provide a rich seam of recruitment and invest in a highly skilled and integrated workforce who welcome flexibility of opportunity across the trust
- develop leaders in 'areas of expertise' not 'age ranges' focusing on leadership competencies through training and joint appointments
- promote engagement and achievement for all learners through personalised learning and through flexible provision and progression
- encourage widespread school and area-based innovation, research and development, using the strengths of our schools to provide a world class learning experience
- develop creative school and community uses of our learning environments
- develop new ways of working to provide economies of scale and shared use of resources
- develop a low carbon energy and transport strategy across the trust for sustainability and to protect the environment
- work collaboratively with our partners to prepare students for the workplace and lifelong learning

Central Bedfordshire LAA – The project will contribute directly to the LAA indicators; www.centralbeds.gov.uk . The project will make a significant

contribution to the Central Bedfordshire Strategic Priorities – **Getting Growth Right**

Bedfordshire's Key Priorities

'To achieve our vision, our partners, stakeholders and the wider community have told us that the top priority areas we must tackle are':

- growing our economy and raising the profile and identity of the county as a great place to live, work and visit;
- protecting and enhancing our environment and green infrastructure and spaces, promoting sustainable housing growth, and preparing for climate change;
- Raising the aspirations of our children and young people;
- Building cohesive, strong and safe communities with well planned, decent and affordable housing, where people have a shared identity, values and a sense of belonging; and
- Reducing health inequalities and delivering good health and well-being for our communities.

The project will make a direct contribution to the delivery of the following national and local indicators.

Growing our Economy

- Number of businesses showing a growth in employment (NI 172)

Protecting and Enhancing our Environment

- Using public transport, walking and cycling to use services and facilities (NI 175)
- Reducing the CO2 emissions per head of the local population (NI 186)
- Improve local biodiversity by introducing positive conservation management (NI 197)

Delivering Good Health and Wellbeing

- To increase healthy life expectancy and to reduce inequalities in health (NI 120)
- Stopping smoking (NI 123)
- Carers receiving needs assessment or review and a specific carer's service or advice and information (NI 135)

Raising the Aspirations of our Children and Young People

- Effectiveness of children and adolescent mental health services (NI 51)
- Young people's participation in positive activities (NI 110)
- Substance misuse by young people (NI 115)
- Reduction in 16 to 18 year olds who are not in education, employment or training (NEET) (NI 117)

Building Cohesive, Strong and Safe Communities

- Civic participation in the local area (NI 3)
- Participation in regular volunteering (NI 6)
- Environment for a thriving third sector (NI 7)
- Adult participation in sport (NI 10)
- Engagement in the arts (NI 11)
- Reduction in the serious crime rate (NI 16)
- Reduction in the re-offending of prolific and other priority offenders (NI

30)

- Reduction in repeat incidents of domestic violence (NI 32)
- Increase in the number of drug users in effective treatment (NI 116)
- Reduction in the proportion of children living in poverty (NI 116)

Co-location will also contribute directly and indirectly to the following DCSF Statutory indicators through collaborative working, training and support of children, young people and families.

NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10	53	49
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 Threshold PSA 10	81	70

NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10	77	70
NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	55	47.1
NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO	79	75
NI 87 Secondary school persistent absence rate DCSF DSO	3.8	3.9
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11	31.4	35.4
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11	88	80
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11	84	72
NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11	38	29
NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11	69	65
NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11	65.0	59.0
NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11	33.0	22.6
NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11	4 pupils/ (9 cohort)	40.9

NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	4 pupils/ (9 cohort)	40.9
NI 101 Children in care achieving 5 A*-C GCSEs (or	5 pupils/	14.8

equivalent) at Key Stage 4 (including English and Maths) PSA 11	(30 cohort)	
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3. Scope

The Co Location fund will help to create a collaborative working environment for the Bedfordshire East Trust Schools Ltd (BEST) and its local partners. The fund will compliment the existing committed funds from Central Bedfordshire, Samuel Whitbread and SCITT and re-affirm the DSCF 21st century vision for children's services of bringing health, education and children's services together. It is envisaged that the proposed training facility will promote and harness the benefits of co location and joined up working. The proposal will create accommodation/facilities for the following local partners, there are:

- Bedfordshire East Schools Trust (BEST)
- School Centred Initial Teacher Training (SCITT)
- Bedfordshire NHS / PCT
- Central Bedfordshire Extended Schools
- Bedfordshire Police
- Central Bedfordshire Local Authority (Nursery)

The key issues faced in developing a collaborative working relationship between the three local partners will centre on client issues such as relationship, and culture differences, organisational and governance issues, chiefly around decision making responsibilities and different communications strategies, as well as challenges from co-location shared service provision and design.

The project will seek to address these differences through the adoption of a robust programme, detailing key deliverables. We will identify and manage risks and issues and facilitate detailed design amongst the partners throughout the feasibility stage of the project. Dialogue throughout the process is critical thus ensuring all partners understand and buy into the vision of the project. This will help promote culture differences as opportunities and create seamless joined up methods of working.

The BEST co location project will also address and compliment the wider issues contained within Bedfordshire's Sustainable Strategy (Sustainable Community Strategy). Most significantly the 5 priorities underpinning Central Bedfordshire's vision, which are:

- Growing our economy and raising the profile and identity of the county as a great place to live, work and visit.
- Protecting and enhancing our environment, green infrastructure and spaces, promoting sustainable housing growth, and preparing for climate change.
- Raising the aspirations of our children and young people.

- Building cohesive, strong and safe communities with well planned, decent and affordable housing, where people have a shared identity, values and a sense of belonging.
- Reducing health inequalities and delivering good health and well-being for our communities.

A successful Co-Location application will further enhance and compliment these priorities and create a lasting legacy for the vision of Bedfordshire's East Schools Trust Ltd and its partners.

4. Description of Work

Inputs/outputs

See Attachment - BEST cash profile income expenditure

Deliverables

Summary of project plan

- Key tasks
- Milestones

See Attachment – BEST Co-location (revised) Programme

5. Financial Issues

- **Capital Funding sources**

DCSF Co-location Fund	£1,973,125
Sure Start / Early Years CBLA	£225,000
SCITT	£100,000
SWCC	£100,000

There is a further £50,000 available for FFE to equip the SCITT office, stores and Conference facility. The SWCC nursery will also be seeking additional funds for FFE. Other stakeholders will purchase FFE as they require.

Project Costs – please provide estimates of the costs of the project under the following headings	
New Build costs	£1,775,000 (based on 750 sq m)
Refurbishment or Improvement work costs	n/a
Fixtures and Fittings including ICT	£150,000
Professional Fees	£481,250 (25% o/a)
Other costs	
VAT	(Trust school – charity status means VAT exempt)
Total Gross Capital Cost for project	£2,406,250

- Revenue Funding

Revenue funding will be provided by stakeholders in the form of service and maintenance charge. SWCC Nursery is self sustaining. We expect to produce surplus energy from the CHP to sell on to the national grid and or SWCC

- Life Cycle Costs

Each stakeholder will contribute to a 'sinking fund' and be responsible for the life cycle costs of their own FFE

- Cost Benefit Analysis

The **key costs** to the project are envisaged as follows:

- Insufficient local partner capacity and skill to deliver the programme of works
- Uncertainty of supporting funding streams
- Lack of stakeholder (local partners) engagement in design process leading to a poor design and unsuitable building.
- Lack of a shared vision amongst the local partners
- Scope creep
- Budget creep
- Lack of coherent working strategy amongst stakeholders
- Poor cultural/ relationship fit between local partners
- Developing positive relationships with the new LA
- Delays due to planning considerations

Key benefits

- Raised profile, access and visibility for children, young people, the community and new and marginal audiences
- New and improved services and innovation
- Knowledge, information sharing and cross-organisational learning
- More efficient use of resources
- Competitive advance when tendering for service delivery
- Better co-ordination of activities
- Shared activities
- Stability and risk mitigation
- A collaborative model which can be replicated on strategic locations across the community and elsewhere

6. Roles and Responsibilities

The project will be led by the Project Manager. The full project team is:

Name	Location	Responsibility
Ian F Kite	109 The Bungalow Church Street Langford BEDS SG18 9QA	CEO BEST Ltd – Strategic Project Management
Cathy Bailey	109 The Bungalow Church Street Langford BEDS SG18 9QA	BEST Ltd Company Secretary and PA - Communications
Managing Surveyor	To be appointed	
Dave Hanson	The Hanson Leddington Partnership Limited 6 Morston Court Kingswood Lakeside Cannock Staffordshire WS11 8JB	Architect and Local Project Management
Richard Griffin	LowC making low carbon communities happen Lodge Farm, Aunby Stamford Lincolnshire PE9 4EE	Consultant

7. Timescale

See attachment – BEST Co-location (revised) Programme

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.**

Bedfordshire East Schools Trust has been working for the past two years to build collaborative partnerships between schools, other governmental departments, NHS Bedfordshire, Central Bedfordshire Police, Extended Schools, Training School, SCITT as well as The Co-operative Group, LOwC, The Co-operative College, University of Bedfordshire, Caius Gonville Cambridge, the Cambridge Engineering Department and Central Bedfordshire Local Authority, the DCSF and SSAT. BEST sees this first project as the starting point for collaborative public service delivery across the SWCC catchment (250 sq Km rectangle from the A6 in the west to the A1(M) in the east and from the north from Biggleswade to Stotfold in the south.

The Co-location Project is located at SWCC which is a PFI school – the contract is held by BEP (BPI). A variation to the PFI project at SWCC has been submitted to secure the full site, access, egress, etc. - attached

1. BEST has been working with its partners to ensure that the delivery team has the capacity and skills to deliver the programme of works. Several meetings have clarified the issues, the Co-location Project bid documents have been shared and discussed with all partners and as a team we have a clear view of the strategic importance of this innovative project and the detail of the delivery programme.
2. Funding streams have now been confirmed. As can be seen from the cash profile and income and expenditure forecasts – see attachment, the project will be delivered over a 15 month timescale. Co-location Grant monies will be transferred from Central Bedfordshire to BEST on a quarterly basis (50% then 25% and 25%). The Co-location grant funds will be transferred from Partnerships for Schools to Central Bedfordshire and from Central Bedfordshire on condition of satisfactory progress as determined by the scheduled monthly meetings of the delivery team which will include authority representatives, Rob Parsons and Keith Armstead. Oversight will be provided by PfS, CBLA and the BEST Board of Trustees which has two CBLA representatives on it, Martin Pratt and Cllr Anita Lewis, Portfolio Holder for Children's Services. Funds from the other partners will be transferred on a monthly basis, with an initial payment of 10% and 1/14 payments thereafter.
3. Meetings with the key stakeholders and working with Hanson Leddington have clarified and developed the design. These partners are;
 - Bedfordshire East Schools Trust (BEST)
 - School Centred Initial Teacher Training (SCITT)
 - Bedfordshire NHS
 - Central Bedfordshire Extended Schools
 - Bedfordshire Police
 - Central Bedfordshire Local Authority (Nursery)

In addition we are working with LowC Communities Ltd (Richard Griffin) and LowC Construction Ltd (Andrew West) to design and construct a low or zero carbon solution for the built environment, to deliver improved returns and enhance shareholder value by reducing costs, complying with new regulations and responding to market demands for improved environmental performance. Further monthly meetings are planned from September with stakeholders.

Our initial meeting with planning at central beds have raised two issues. Access/Egress and the location of the CHP plant. These issues are being

pursued with the relevant officers at Central Beds by Hanson Leddington Architects (Dave Hanson).

See Draft drawings and plans attached.

4. Initial meetings with stakeholders, partners and Central Beds have been very positive and our shared vision for this project has been an integral part of its development from the outset. A further meeting in September will confirm our shared vision and set the objectives for delivery. The project team intend to provide a finished building that will not only serve the community as required but would also achieve as near zero carbon as possible. Our target is to deliver an exemplar project.
We feel that a steel framed building would be the best solution. As agreed, our strategy is to provide an overall budget cost to provide a turn-key solution where everything is included, i.e. not only construction of the unit and associated external works but also the provision of all fixtures, fittings and furniture, everything down to the last nut and bolt.
5. There are no indications that we are being drawn beyond the scope of the project at this stage.
6. There is no indication of budget creep at this stage.
7. All stakeholders and partners have excellent cultural and working relations, each share the vision and objectives of this project. A strategic meeting for all stakeholders and partners is planned for September.
8. The delivery team partnership is developing well, as can be seen from the detail in item 4. We have scheduled meetings with CBLA in September to clarify roles and to take the partnership forward.
9. Developing excellent relationships with CBLA is a crucial element for this project and for those to follow. See Project Agreement Attached. We intend to set up a communications loop with all stakeholders and delivery partners on the distribution list. Before this budget cost can be finalised we will need to clearly define the role of the Managing surveyor - and the interaction with the delivery team of BEST, HLP and LowC. This is one of our main priorities for September.

We have agreed the main roles and responsibilities where HLP will Project Manage with Low C Consulting as in house experts in Carbon and Energy strategy and related disciplines. There is a requirement for a Managing Surveyor to act independently to ensure that best value is maintained in spending of the funds. This role will be alongside BEST (Ian F Kite) in the structure, who will act as Strategic Project Manager and Chair all meetings.

The meeting structure will be as follows;
Stakeholders Progress Meeting – monthly
Delivery Team - Fortnightly
BEST Board of Trustees – monthly

Monthly progress reports will be circulated to PfS, CBLA, BEST BoT as will the minutes of each meeting.

10. The two identified planning issues are being dealt with by Dave Hanson. It is anticipated that the planning submission date of 14th October will be met.

Ian F Kite
CEO BEST Ltd