



Detailed Business Case

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a. Title

Project Name	Vandyke Upper School Expansion – Phase 1
Project location	Vandyke Upper School, Leighton Buzzard
Project Sponsor	Rob Parsons Head of School Organisation, Admissions and Capital Planning
Directorate	Children's services
Type of scheme	Capital Project - over £60k
Funding	External

b. Project Information

Project Purpose/ Outline Description	<p>This project is to meet the need for new school places as a result of increasing upper school aged pupil numbers following recent housing developments within the Leighton Buzzard area as identified in the Council's New School Places programme and School Organisation Plan.</p> <p>The main objective of the project is to provide new school places to ensure that the Council continues to comply with its statutory responsibility to ensure sufficient school places and to overcome deficiencies in the school's current accommodation in particular with regard to general teaching spaces and pupil changing accommodation to ensure that pupils are able to access 2 hours of PE per week.</p> <p>If approved, the project will entail the delivery of three separate small extensions to existing buildings across the existing school site to enable the school to better deliver its vision for improved outcomes for young people and to support its broader aims to enable wider community access to the school's facilities, particularly outdoors, through much improved and expanded changing accommodation.</p>
Activities in Scope	The project will include project management and delivery of the capital scheme under the supervision of the academy and its professional consultants
Out of scope/ exclusions	All necessary elements are covered within the scope of the project.

c. Deliverables / outputs

Deliverables:

Deliverable	Date Due
New changing accommodation and PE spaces	October 2013
Extension to provide new English accommodation	November 2013
Extension to provide new Humanities accommodation	April 2014

d. Options Appraisal

Options	<p>The current proposals are the outcome of a wholesale school Masterplan which also considered the potential longer term need for further school expansion should the development of land East of Leighton Buzzard proceed in due course and the Academy be identified for further growth to accommodate further pupils in due course.</p> <p>The design was arrived at by undertaking a detailed study of the existing site and curriculum to develop a Master Plan for a future enlarged school of up to 1500 places should that be approved. A detailed analysis of the curriculum was undertaken by the school's architects in conjunction with Central Bedfordshire Council.</p> <p>The Master Plan for Phases 1 (and 2) conforms to the recommendations of BB98, the Briefing Framework for Secondary School Projects.</p> <p>The Education Brief, including curriculum model and accommodation schedule, has been signed off by the PSG and LA.</p> <p>The Design Brief reflects the School's vision.</p> <p>Phase 1 involves extensions to existing buildings, rather than new buildings. The extension meets all current building regulations and has been designed to be as energy efficient and eco-friendly as possible, bearing in mind that it is an extension and so connected to less energy efficient buildings.</p> <p>The plan takes into account the fact that there is a high pressure water main serving Leighton Buzzard running through the site. This imposes a significant constraint on the location and shape of extensions to the current buildings.</p> <p>Vandyke Upper School has a current capacity of 750 pupils in years 9 to 11, with around 250 sixth form places. Currently around 750 pupils attending the main school with 250 students attending the sixth form. Numbers are steadily increasing and so it is currently projected to have over 1,000 students in 2013-14, about 1,050 in 2014-15 and 1,100 in 2015-16.</p> <p>Phase 1 of the project will provide three discrete new build areas to provide additional general teaching space and changing room facilities for pupils and staff. These enable the school to address current deficiencies in curriculum provision</p>
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	<p>and links into phase 2. These improvements allow the school the potential to accommodate additional pupils and optimise school organisation.</p> <p>The school's last Ofsted inspection which took place in March 2010, rated the school as 'Good with outstanding features'. (At the time of writing the school has been identified for a new inspection).</p> <p>At that time of the last inspection the outcomes for students was rated as 'Good'. Since then steady improvements have occurred every year. For instance, the percentage of students gaining 5+ A*-C GCSEs including English and Maths has risen from 38% (at the time of the inspection) to 60% in 2012.</p> <p>Similar improvements have also occurred in the outcomes for sixth form students. The three year average (2010-12) of A2 results shows that students make 'good' or better progress in 24 out of 25 subjects.</p> <p>The improvements are reflected in parents' satisfaction with the school. In 2012, a record 97% parents said that their child enjoyed school, up from 95% in 2011 and 88 in 2010.</p>
<p>Implications of "do nothing"</p>	<p>The Council would fail in its statutory responsibility (Section 14 of the Education Act 1996) which places a duty on Councils to secure sufficient and suitable school places for pupils in its area.</p> <p>If the project is not approved, the council and the Academy would not be able to provide sufficient and suitable places for the 13-18 year olds who will be expected to attend the school potentially resulting in local pupils being denied a place at the school.</p>
<p>Project Delivery / Project Approach</p>	<p>The project is to be delivered by Vandyke Academy with the support of its project team which includes all the necessary professional disciplines and a school appointed CDM co-ordinator. The school will be required to produce regular update reports to the Council.</p> <p>The school is employing an architect, a quantity surveyor, electrical and mechanical consultants, a structural engineer and a CDM coordinator. All know the school well as they have worked on earlier refurbishments and extensions.</p> <p>The management will be overseen by a Project Board consisting of:</p> <ul style="list-style-type: none"> • The Headteacher, • The Chair of the school's Governing Body, • The Chair of the school's Governors' Buildings Committee, • The School's architect, • An Assistant Headteacher. <p>The project will be managed by:</p> <ul style="list-style-type: none"> • On-site monitoring by an Assistant Headteacher and the Senior Site Agent; • Regular site visits by the Architect; • Monthly meetings between the main contractor, the architect and appropriate school staff.

Dependencies	<p>Academies are generally required to consult on proposals to expand, ahead of seeking Education Funding Agency (EFA) approval. As Phase 1 of the project is not categorised by the EFA as a 'significant change' no formal consultation is required.</p> <p>Planning permission has already been obtained for phase 1.</p> <p>As set out above, a CDM Coordinator has been appointed to ensure that the work can be carried out safely whilst ensuring that the school site can remain in use during the works.</p> <p>The school owns the land and there are no title disputes.</p> <p>The buildings will be subject to inspection under the necessary Building regulations approval processes</p>
Constraints	<p>Overall, the new buildings are required to be ready for occupation for the 2014 Academic year.</p> <p>Key to the success of the project is the ability for major alterations to the existing buildings to be undertaken whilst not in occupation and it is proposed that this should be undertaken during the summer term and holidays 2013 to enable the rooms to be once more available ready for September.</p> <p>The plan takes into account the fact that there is a high pressure water main serving Leighton Buzzard running through the site. This imposes a significant constraint on the location and shape of extensions to the current buildings.</p> <p>As set out above, the design was chosen in order to fit within the wider Masterplan for the long-term development of the school.</p>
Assumptions	<p>There are no assumptions being made in the development of this project which will also be subject to appropriate risk management strategies.</p>
Procurement route / options	<p>Six local companies have tendered for the work involved in phase 1. The tendering process was managed by Peter Haddon and Partners (architects based in Northampton) with detailed support from F K Howard Limited (quantity surveyors based in Northampton). The process was overseen by Vandyke's governing body.</p> <p>The contractor offering the lowest price and the best value for money is a contractor with over 40 years experience whose work is highly rated.</p> <p>The contract is to be a standard JCT contract (Joint Contract Tribunal).</p>
Assessment of preferred option	
Expected Benefits (opportunities) of this project	<p>The expansion of Vandyke Upper School will support the Council and Children's Services priorities:</p> <p><u>Statutory Duty</u></p> <p>This project will ensure the Council continues to meet its statutory obligations to provide sufficient school places and also meets the legal requirements placed on the Council by the Education and Inspections Act 2006 regarding proposals to</p>

expand maintained schools.

[Link to New School Places Programme, School Organisation Plan, CBC Education Vision](#)

The School Organisation Plan 2012-2017 identifies a requirement to increase pupil place provision in Leighton Buzzard upper schools from 2013/2014, as confirmed in Appendix C of the New School Places Programme 2013/14 to 2017/18.

Vandyke's approach closely mirrors **Central Bedfordshire's Education Vision**. The principles at the heart of the Council's vision are strongly supported by Vandyke including:

1. That there is a need to raise standards and to improve outcomes for young people: Vandyke is very focused on raising standards and is succeeding in making improvements year on year.
2. That continuity of provision across the 0 to 19 age range creates a 'one phase' approach to learning. Vandyke is at the heart of Learning Community 2. Vandyke's Headteacher is the Chair of Learning Community 2 and financial administration for LC2 is based at Vandyke.
3. That schools should be based around communities and the needs of their learners. Ofsted rated Vandyke as 'Outstanding' for 'the extent to which pupils contribute to the school and wider community'. The school was also rated as 'good' for 'the effectiveness with which the school promotes community cohesion'.
4. That what is best for children and families should be at the centre of any change. Vandyke is fully committed to working with parents and carers. Ofsted rated the effectiveness of care, guidance and support at Vandyke as 'outstanding'.
5. That as far as possible services should be commissioned and delivered locally. Enabling Vandyke to expand to 1500 places will ensure that all upper school aged students in Leighton Buzzard can be educated locally.
6. That all partners will capture what is working well and publish this in ways that allow others to learn from the success. Vandyke is highly rated for its approach to innovation and sharing best practice. It works closely with a large number of external agencies for initial teacher training and regularly has more than a dozen trainee teachers working at Vandyke at any one time. Vandyke is an Associate Teaching School with a service level agreement with Central Bedfordshire Council.

The school's expansion plans fit in with CBC's Policy Planning Principles for the Provision of School Places. For instance,

1. The need to provide local schools for local children, ensuring a sense of community belonging and also promoting sustainable modes of travel. It is anticipated that most of the additional places at Vandyke will be taken up by students who are able to walk or cycle to school.
2. The need to create schools that are of sufficient size to be financially and educationally viable. Phase 1 will take Vandyke to 1200 places. In the longer term this may grow to 1500 places. These are both within the range considered to be both financially and educationally viable.
3. The ability to support the expansion of local popular and successful schools or to link expanding schools with popular and successful schools. Vandyke is recognised as a 'good' upper school in Leighton Buzzard/Dunstable and therefore is a school that best meets this criterion.

4. The potential to further promote and support robust partnerships and learning communities. Vandyke is at heart of Learning Community 2 with its Headteacher chairing LC2 and financial administration for LC2 is centred on Vandyke.
5. The need to support the Raising of the Participation Age (RPA). An expanded Vandyke will have significant improvements for post-16 provision enabling more students to be attracted to continue to participate in education.
6. To seek opportunities to create inspirational learning environments for the school and to maximise community use. Vandyke is already used 7 days a week by various community groups. Improved changing rooms and additionally linked meeting rooms will enable this to increase in phase 1.

The school will obtain significant benefits from phase 1 as it will provide:

- 10 additional full-sized classrooms,
- Additional changing room for 100 students,
- One additional office,
- An enhanced entrance to the school.

Specifically this will enable the school to:

1. Cater for the anticipated increase in the school population over the next three years without having to bring additional temporary accommodation on to the site. (The school is already overcrowded and currently has 7 temporary classrooms on the site.)
2. Provide sufficient changing accommodation to enable all students to do at least 2 hours PE per week.
3. Enable subject teams to be grouped together which ensure closer monitoring of the quality of teaching and learning and to facilitate more support when needed.
4. Provide more adequately sized classrooms as the majority of classrooms at Vandyke are below the minimum size recommended by the DfE.
5. Enable any future expansion to be achieved more smoothly without needing to bring as many temporary classrooms on to the site.
6. Enable Vandyke to recruit and retain high quality teachers as the quality of accommodation plays a significant role in the recruitment of teachers.
7. Enable the school to remain focussed on raising its overall effectiveness from 'good' to 'outstanding'.
8. Enable the school's sports hall, which is also used for exams, to be adequately heated by connecting it to a new boiler in the extension to PE.
9. Better insulation and low maintenance cost on new classrooms.

WIDER BENEFITS

	<ol style="list-style-type: none"> 1. The community already use Vandyke 7 days per week. The school's sports facilities are especially well used but their use is sometimes restricted by the shortage of changing room accommodation. Phase 1 will enable up to six teams to use the school's sports facilities simultaneously. 2. The enhanced changing facilities will also enable the school to offer more support for regional school events. 3. Above the two new changing rooms will be two new classrooms. These can also be used as meeting rooms and seminar rooms for sports users and other community groups as they can be shut off from the rest of the school. 4. The contractor to be appointed is a local builder with an excellent reputation. Thus the project will be good for the local economy. <p>Completion of phase 1 will lead to:</p> <p>In addition to the increased number of classrooms and other accommodation, this will assist the school to achieve</p> <ul style="list-style-type: none"> • Improved overall effectiveness, currently rated as 'good'; • Improved capacity for sustained improvement, currently rated as 'good'; • Improved outcomes for individuals and groups of students, currently rated as 'good'; • Improved attendance and fewer staff absences, student attendance is currently rated as 'outstanding'; • Improved value for money, currently rated as 'good'; • Improved energy efficiency, due to better insulation and improved lighting. 	
Disadvantages (threats) of this project	Threats and risks associated with this project will be managed by the Project Board and overseen by the governance structure outlined in this business case.	
Impact Assessment of preferred option		
Employee implications	As an expanding school, there will be a need to increase the number of teaching and non-teaching staff to support the increase in pupil numbers. This will be funded by the increased budget the school will receive from the EFA.	
Equalities Issues	No equalities issues are expected to arise as a consequence of the development. Indeed, the project intends to overcome any perceived inequalities by providing local places for local pupils. No pupils will be displaced by the proposals.	
Other impacts	None	
Strategic Assessment of preferred option		
Statutory Duty & any legal implications	Section 14 of the Education Act places a duty on Councils to secure sufficient and suitable school places for its area. The Education and Inspections Act 2006 gives councils a strategic role as commissioners, but not providers, of school places to promote parental choice, diversity, high standards, the fulfilment of every child's	

	educational potential and fair access to educational opportunity
KPIs and key targets from MTP	The project supports Central Bedfordshire's medium term plan: Delivering your priorities – our plan for Central Bedfordshire 2012-2016 and the specific priority of improved educational achievement. The project will also assist the Council to manage growth effectively.
Impact on the MTP – delivering your priorities	<p>The project will assist the school to achieve</p> <ul style="list-style-type: none"> • Improved overall effectiveness, currently rated as 'good'; • Improved capacity for sustained improvement, currently rated as 'good'; • Improved outcomes for individuals and groups of students, currently rated as 'good'; • Improved attendance and fewer staff absences, student attendance is currently rated as 'outstanding'; • Improved value for money, currently rated as 'good' <p>It will also build upon the steady improvements which have occurred every year since 2010. For instance, the percentage of students gaining 5+ A*-C GCSEs including English and Maths has risen from 38% (at the time of the inspection) to 60% in 2012.</p> <p>Similar improvements have also occurred in the outcomes for sixth form students. The three year average (2010-12) of A2 results shows that students make 'good' or better progress in 24 out of 25 subjects.</p> <p>The improvements are reflected in parents' satisfaction with the school. In 2012, a record 97% parents said that their child enjoyed school, up from 95% in 2011 and 88 in 2010.</p>
Fit to the objectives of the Service	See Section above on expected benefits and links to the Council's Education Vision, the Policy Principles and the School Organisation Plan.
Fit to the objectives of the Capital Asset Management Plan (Capital Projects)	The project aligns with the Council's School Organisation Plan and the recently approved New School Places programme 2012-17
Key risks	
Risk	
	<ol style="list-style-type: none"> 1. Financial - The main contractor goes into administration. Tenders have only been sought from contractors with a long and established reputation with our architects who then carried out financial checks on the two contractors submitting the lowest tenders, including obtaining a Dun & Bradstreet report on their financial stability. They are also on other Local Authority Approved Contractor Frame work Lists. 2. All existing classrooms handed back in September. We have designed the programme of works to allow flexibility with all other elements of the

	<p>programme to ensure that this can be achieved. In the worst case scenario we would need to bring temporary classrooms on to the site at the end of August if this part of the programme was not achievable.</p> <p>3. Some asbestos is discovered which is not on the asbestos log. Any work where asbestos might be located, but which is not on our asbestos log, will take place in July and August enabling it to be removed during the school holidays. In any case, the majority of works are on new extensions so any asbestos discovered in the existing building should not greatly affect the progress of work.</p> <p>4. The contractor hits the high pressure water main running through the site. The buildings have been located outside the agreed easement each side of the water mains, so are well away from the pipes and the first thing the contractor will do on site is to ascertain the exact route and location of the pipes passing through the site.</p> <p>5. A student or a member of staff is injured during the works. We have been steadily improving the site over the past 8 years and have completed over £5M worth of work. We have established procedures designed to keep students safe and employ a Construction, Design and Management Coordinator (CDM) to supervisor the ways in which the contractors work. The construction site will be securely fenced off allowing no access for students and staff and vice versa with no access to occupied school buildings by any contractors.</p> <p>A full risk register will be developed as the project progresses, which will be reviewed regularly by the Project Board.</p>
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f. Stakeholders involvement – required to deliver or project will impact (please list with names of individuals and ensure that those who will be required to input or deliver the project are aware)

Directorates	Keith Armstead, Senior Education Officer (Planning), School Organisation, Admissions and Capital Planning
Members	
Public if applicable	

g. Timescales – key milestones

Please include a Gantt or excel programme as part of the detail business case

	Start date	End date
<u>Milestone 5</u>		
Mobilisation	May 2014	May 2014
Contractor approved	May 2014	May 2014
<u>Milestone 6</u>		

Project start on site	May 2014	May 2014
Project completion on site (Phased completion – Oct'13, Nov'13, April '14)		April 2014
<u>Milestone 7</u>		
Defects period (Various – phased completion of each section of works)		
Final retention payment		April 2015

h. Project Governance

Please provide details of how it is proposed that this project should be governed, this should as far as possible be within existing governance structures.

Project Sponsor	Keith Armstead, senior Education Officer (Planning), School Organisation, Admissions and Capital Planning
Project Manager	School
Project Board (if known)	As set out above

i. Costs

Project Managers must not commit expenditure until they are certain that the budgets for that project have been approved in compliance with the Council's Constitution.

1. Financial Case Summary

Expenditure Type	£'000					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
Total Gross Capital Costs	1,576,059	89,435	0	0	0	1,665,494
Total Gross Revenue Costs	0	0	0	0	0	0
Total Costs	1,576,059	89,435	0	0	0	1,665,494

Projected Gross Benefits	0	0	0	0	0	0
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Net Impact to CBC	0	0	0	0	0	0
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2. Capital Costs

A Expenditure Type	£'000						Est. Type *
	0 Year 1	0 Year 2	0 Year 3	0 Year 4	0 Year 5	Total	
Capital Costs							
Land Acquisition						0	
Building Acquisition						0	
Construction/ Conversion	1,352,415	82,455				1,434,870	T
Professional Fees	163,644	6,980				170,624	T
Vehicles						0	
Plant & Equipment						0	
Furniture	30,000					30,000	T
IT Hardware	30,000					30,000	T
Software & Licences						0	
Capital Grant to 3rd Parties						0	
Credit Arrangements						0	
Capitalisation of Internal Salaries						0	
Other (Specify)						0	
Total Capital Costs	1,576,059	89,435	0	0	0	1,665,494	

* S= Spot Estimate, D= Detailed Estimate, T= Tender Price.

B Sources of Funding	£'000			
	0 Year 1	0 Year 2	0 Year 3	0 Year 4
External Funding				
Government Grant (Specify)	223,013	10,043		
Section 106	843,121	53,794		
Section 278				
Lottery/ Heritage				
Other Sources (School funding)	509,925	25,598		
Total External Funding	#####	79,392	0	0

Internal Funding				
Direct Revenue Financing				
Capital Receipts				
Borrowing				
Total Internal Funding	0	0	0	0
Total Funding	#####	79,392	0	0

3. Revenue Costs

Expenditure Type	£'000			
	0 Year 1	0 Year 2	0 Year 3	0 Year 4
a.One - Off Revenue Costs				
(Specify)				
(Specify)				
(Specify)				
Total One- Off Revenue Costs	0	0	0	0

b.Ongoing Revenue Costs				
(Specify)				
(Specify)				
(Specify)				
Total Ongoing Revenue Costs	0	0	0	0

c.Projected Gross Revenue Benefits/Savings				
Savings				
Income				

j. Detailed Business Case Sign off (circle, sign and date)				
Project proposal validated by:		Name and signature		Date
Project Manager				
Project Sponsor				
<p>GUIDANCE: <i>The Project Manager is responsible for progressing the sign off process.</i></p> <p><i>For capital projects, the business case must be signed by the Portfolio Holder to enable release of funds.</i></p>				
Approved	Rejected	Re-write	Director - Name & Signature	Date
Approved	Rejected	Re-write	Portfolio Holder for service– Name & Signature	Date
Approved	Rejected	Re-write	Senior Finance Manager – Name & Signature	Date
<u>If applicable: Up front costs</u> How much approved?			Senior Finance Manager – Name & Signature	Date

Approved	Rejected	Re-write	Chief Finance Officer– Name & Signature	Date
Approved	Rejected	Re-write	Deputy Leader – Name & Signature	Date

Step 2	Approval to be sought with relevant group/s- SIP, CAMG, CMT, DMT, Corporate Prioritisation			
Approved	Rejected	Re-write	Appropriate groups– Name & Signature	Date