

Detailed Business Case

Detailed Business Case

a. Title

Project Name	Expansion of Alameda Middle School, Ampthill
Project location	Alameda Middle School, Ampthill
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>Alameda Middle School became an Academy in August 2011. The school is situated in a woodland setting within the market town of Ampthill. The school shares a site with The Firs Lower School on Alameda Drive and both schools border 'Coopers Hill' which is a designated site of special scientific interest.</p> <p>The school accommodates children from the Ampthill area and surrounding villages, having close links to neighbouring feeder and receiver schools. Children transfer from the three local Lower Schools: Russell Lower, Maulden Lower and The Firs Lower. At the end of Year 8 most pupils transfer to Redborne Upper School.</p> <p>The project will provide an extra 120 pupil places at the existing middle school to facilitate the need for additional middle school places in the Ampthill area, identified within the Council's School Organisation Plan. The project is funded entirely from Section 106 contributions.</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
The project will provide a new two-storey 6 classroom block with associated facilities together with improved external spaces and additional car parking spaces. The project will also replace an existing temporary unit and will also reconfigure some of the existing teaching areas.	September 2014

d. Options Appraisal	
Options	<p>Alameda Middle School is ideally located to accommodate additional growth in the local student population as a result of the Ampthill Heights and Warren Farm developments. Expanding other schools outside the local area has been discounted as places would not be provided in the area of need to meet additional demand.</p> <p>The current capacity of the school is 600 pupils (five forms of entry); with 585 children currently attending the school. The recent developments to the West of Ampthill and the new development of approximately 410 new homes at Warren Farm to the South of Ampthill requires the expansion of a middle school by an additional form of entry (120 places) by September 2014.</p> <p>Alameda Middle School is the only school in the immediate area which admits pupils in Years 5 to 8.</p>
Implications of “do nothing”	<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 to go ahead, the Council will not be able to provide sufficient middle school places in the current catchment area for Alameda Middle once the housing developments are complete in the Ampthill area.</p> <p>Once all schools are oversubscribed in this area, families moving into the new houses would be required to transport their children to other locations in rural mid-Bedfordshire, causing an increase in children being driven or transported by the Council to school.</p> <p>If the specific expansion of Alameda Middle School was refused, another school would have to be reconsidered for expansion, outside of the area of greatest pressure, such as Woodland Middle School in Flitwick.</p>
Project Delivery / Project Approach	<p>The Academy, its professional advisors and Central Bedfordshire education planning officers have worked together constructively and positively in preparing this proposal. The Academy will procure and appoint the architectural, project management, CDM and build contractors and will ensure that the project conforms to all statutory requirements. The school will receive ongoing support from the School Organisation, Admissions and Capital Planning Team as the project progresses.</p> <p>A feasibility study was carried out by Architects, on behalf of the school, in April 2013.</p>
Dependencies	<p>The project is subject to securing the necessary planning consents for the proposed building alterations and extensions.</p>

Constraints	The proposed increased capacity of the school is required to be ready for occupation for the 2014/15 Academic year.
Assumptions	There are no assumptions being made in the development of this project which will also be subject to appropriate risk management strategies.
Procurement route / options	<p>The procurement up to and including submission of a planning application has been completed.</p> <p>Procurement of full working drawings is on-going. Tendering is taking place during July. A tendering brief was developed by the school's development project team with external advice from an independent expert. Five architectural practices will be approached. The architect will be chosen on the basis of cost, reputation, availability and efficiency. This will be ratified by the School's Finance and Premises committee at an extraordinary meeting in July. The full working drawings are anticipated in August 2013</p> <p>Five selected companies will be approached to tender for the project based upon the working drawings and advice from the chosen architect. A project manager and health and safety consultant will also be selected from a separate procurement strategy to be developed. The chosen construction team will then develop a programme to deliver the building on time.</p>

Assessment of preferred option

Expected Benefits (opportunities) of this project	<p>The expansion of Alameda Middle School will support the Council's 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 expand maintained schools.</p> <p><u>Link to New School Places Programme, School Organisation Plan, CBC Education Vision</u></p> <p>The School Organisation Plan 2012-2017 identifies a requirement to increase the number of middle school places in the Ampthill area from 2014/2015, which translates to the identification of 120 additional middle school places in the Redborne area by September 2014, as confirmed in the New School Places Programme 2013/14 to 2017/18.</p> <p>The project will allow for the planned growth in the demographics in Ampthill without the need for pupils to travel out of catchment (therefore incurring travel costs) nor for the provision of another school at greater expense.</p> <p><u>Alignment of School's Educational Vision against CBC's Policy Planning Principles for the Provisional of School Places</u></p> <p>The school aims to provide an outstanding education for all pupils between the ages of 9 – 13. The data supports the school's own self-evaluation that it is a good school and prepares pupils well for the transition to upper school. Pupils who leave Alameda, go on to achieve outstanding results at GCSE and A level.</p> <p><u>Alignment to CBC headline priorities, in particular Improved Educational Attainment and Promoting Health, Wellbeing and Protecting the Vulnerable</u></p> <p>The provision will allow the Academy to continue to provide outstanding results at KS2 and on exit at year 8. The fact that the school is based at the heart of the community and 85% of pupils walk to school means that pupils can take full advantage of the many extracurricular opportunities that are available to pupils.</p> <p>DIRECT BENEFITS TO THE SCHOOL</p> <p>A number of the current classrooms are not fit for purpose and limit the curriculum</p>
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	<p>delivery of subjects. The limit on space means that provision for the pupils learning is limited. Practical subjects have a conflict of provision.</p> <p>The improvement of areas once the classrooms can be reutilised will impact on the provision for vulnerable pupils who currently have no social/personal space and the delivery of inclusion provision is limited as a result.</p> <p>The success of the project is expected to be evaluated in terms of:</p> <ul style="list-style-type: none"> • Sustained educational attainment (Key Stage 2 results and Year 8 exit data. Outstanding OFTED judgement) • Reduced maintenance costs - with the removal of the temporary classrooms. • Improved energy efficiency. • Enhanced pupils and staff wellbeing. <p>WIDER BENEFITS</p> <p>Pupils attending Alameda will receive a good education with outstanding outcomes. The scope of this project falls within a wider masterplan for the site which, future funds allowing, will aim to remove 4 temporary classrooms which whilst they suffice, are in an ever declining condition and need constant maintenance and repair and also includes plans to include a hall which will provide a facility to increase the much needed indoor space which will be required to deliver the PE curriculum as well as drama.</p>					
Disadvantages (threats) of this project	Threats and risks associated with this project will be managed by the Academy's project board as 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 Academy will receive from the Education Funding Agency.					
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 school received a rating of 'Good' at its last Ofsted inspection in July 2009. The following table gives a breakdown of recent results at Key Stage 2 and exit data at Year 8.</p> <table border="1" data-bbox="416 1984 1505 2049"> <tr> <td>KS2 results 2012</td> <td>L3+</td> <td>L4+</td> <td>L5+</td> <td>L6</td> </tr> </table>	KS2 results 2012	L3+	L4+	L5+	L6
KS2 results 2012	L3+	L4+	L5+	L6		

English School	-	100	96	67	0
English National	-	95	85	37	0
Reading School	-	100	98	77	2
Reading National	-	94	86	48	0
Writing School	-	100	94	39	0
Writing-National		96	81	28	1
Maths School	-	99	93	57	11
Maths National	-	95	84	39	3

Year 8 Exit data (compared with KS3 data 2008)	L4+	L5+	L6+	L7+
English-School(TA)	99	91	53	-
English national	88	75	34	0
Reading School(TA)	99	92	89	-
Reading National	-	-	-	-
Writing School(TA)	99	89	51	-
Writing National	-	-	-	-
Maths School	95	91	82	63
Maths National	92	78	58	30
Science School	99	98	79	30
Science National	91	74	42	15

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 and mitigation	<p>1) Pupil/construction conflict : appointment of CDM coordinator and construction management plan</p> <p>2) Time constraint for delivery of the project on time : appointment of project coordinator to keep the project on track</p> <p>3) The continuing function of the school : the preferred location of the development should enable the school to function without interference</p> <p>4) School project co-ordinator absence/departure: growth fund seeks admin assistant to cover during leave periods</p> <p>5) Budget constraints: detailed planning construction monitoring</p> <p>A full risk register should be developed as the project progresses, using a recognised risk assessment methodology (eg RAG rating), 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	Rob Parsons, Head of School Organisation, Admissions & Capital Planning.
Members	
Public if applicable	

g. Timescales – key milestones

Milestone	Start date	End date
Feasibility study completed		January 2013
Executive invitation to expand		March 2013
Executive approval of business case		August 2013
Planning permissions granted		August 2013
Start Building Works		October 2013
Complete Building Works		September 2014
Project Completion (End of Defects Liability Period)		September 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	Rob Parsons, Head of School Organisation, Admissions and Capital Planning
Project Manager	To be appointed by the Academy

Project Board (if known)	School project team will consist of Deborah Ivory-Webb – Business Manager, Julie Barrows – Assistant Head, Admin support funded form the growth fund and Lead Governor Mike Lake who reports to the Finance and Premises committee. Any decision is ratified by the Full Governing Body.
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i. Costs

1. Financial Case Summary

Expenditure Type	£'000					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
Total Gross Capital Costs		112,189	966,523	461,546		1,540,258
Total Gross Revenue Costs						
Total Costs		112,189	966,523	461,546		1,540,258

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 *
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	
Capital Costs							
Land Acquisition						0	
Building Acquisition						0	
Construction/ Conversion			937,458	381,776		1,319,234	D
Professional Fees		112,189	29,065			141,254	D
Vehicles							
Plant & Equipment							
Furniture				79,770		79,770	D
IT Hardware							
Software & Licences							
Capital Grant to 3rd Parties						0	
Credit Arrangements						0	
Capitalisation of Internal Salaries						0	
Other (Specify)						0	
Total Capital Costs		112,189	966,523	461,546		1,540,258	

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

B Sources of Funding	£'000					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
External Funding						
Government Grant (Basic Need)	0	0	793,015	461,546	-1,254,561	0
Section 106	255,833		29,864		1,254,561	1,540,258
Section 278						
Lottery/ Heritage						
Other Sources (School funding)						
Total External Funding	255,833	0	822,879	461,546	0	1,540,258

Internal Funding						
Direct Revenue Financing						0
Capital Receipts						0
Borrowing						0
Total Internal Funding	0	0	0	0	0	0
Total Funding	255,833	0	966,523	461,546	0	1,540,258

3. Revenue Costs

Expenditure Type	£'000					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
a. One - Off Revenue Costs						
(Specify)						0
(Specify)						0
(Specify)						0
Total One- Off Revenue Costs	0	0	0	0	0	0

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

c. Projected Gross Revenue Benefits/Savings						
Savings						0
Income						0
Total Gross Revenue Benefits	0	0	0	0	0	0

e. Details of Projected Gross Revenue Savings.

Provide a detailed explanation of how Income are Derived. Include details been calculated.

4. Cost/ Benefit Analysis

Additional Information
Net Present Value
Return on Investment
Payback Period (years)
Capital Costs to Benefits Ratio
Revenue Costs to Benefits Ratio
Total Costs to Benefits Ratio

5. VAT Implications

Please state whether VAT implications considered for this scheme

6. Additional Financial

Include any additional financial information relevant such as ;hyperlinks to grant details regarding funding sources.