

# Detailed Business Case

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### a. Title

Project Name	Expansion of Holywell School, Cranfield
Project location	Holywell, Cranfield
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>Holywell School is a Church of England Academy in the village of Cranfield and within the Diocese of St Albans. It serves children in years 5 to 8 from the villages of Wootton and Cranfield.</p> <p>Holywell is judged as a good school by Ofsted. It has standards that are significantly ahead of national. Progress of pupils across the four years of their attendance are also ahead of national rates of progress. Parent satisfaction surveys show very high levels of satisfaction (90%+) to the extent that the Ofsted report highlighted this in its opening headline.</p> <p>The academy's catchment area falls across two local authority boundaries: Central Bedfordshire and Bedford Borough Council. It has close links to its partner Lower Schools – notably Cranfield Academy and Wootton Lower. At the end of Year 8 nearly all Holywell pupils transfer to Wootton Upper School.</p> <p>The academy currently has 490 pupils attending with a capacity of around 544. Housing developments within the Cranfield and Wootton villages will create a need for additional pupil places at middle school level (in line with expansions at Cranfield and Wootton Lower schools). 670 homes are being created in the Wootton area (Bedford Borough Council) which falls within the catchment area of Holywell School. Holywell School is the closest school admitting middle school age pupils to the greatest area of need (Cranfield and Wootton). Early feasibility work has determined that the expansion of this school will provide places for the predicted growth within its own catchment area, using up the academy's existing spare capacity and creating an additional 44 places per cohort to provide the required quota of school places for the area.</p> <p>This solution is more suitable than an expansion of another middle school, outside the area of immediate pressure which relies on an increased number of children living in Central Bedfordshire being transported to school.</p>
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	The project will include project management and delivery of the capital scheme under the supervision of the Council and the school's 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 and remodelled school buildings to increase the school's current capacity from 544 places to 600 places.	September 2015

### d. Options Appraisal

Options	<p>Holywell School is ideally located to admit pupils from the new developments in Cranfield and Wootton villages as both are within the school's catchment area. The existing school site and buildings have a current capacity of 544 pupils. The site area is sufficient to accommodate the planned expansion.</p> <p>From analysis of various available options a single storey extension to the existing school and some remodelling of existing areas is deemed the most appropriate means of providing the additional places and is subject to fewest risks.</p> <p>The following options were <u>discounted</u> as part of the options appraisal process:</p> <ul style="list-style-type: none"> <li>• Development on existing playing fields. While the school has generous playing fields, developing on this land would compromise the sports curriculum and create a less than desirable layout of buildings. The site also contains a variety of mature trees that would need to be avoided or relocated, which would complicate any development.</li> <li>• Two storey development. Building over two floors has been considered but with a relatively small footprint this would not prove economic and is not appropriate for students of this age range. A development of this volume would also not be in keeping with the other buildings on the site.</li> </ul>
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 Cranfield area.</p> <p>If the specific expansion of Holywell School was refused, another school outside of the local area would have to be considered for further expansion.</p>
Project Delivery/ Project Approach	<p>The school and Central Bedfordshire educational planning officers have worked together constructively and positively in preparing this proposal. Holywell School, with external project management support, will procure and appoint the contractor and 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>

Dependencies	<p>Holywell School has for many years maintained a reputation as a caring school with high standards in all aspects. The school is currently graded as good by Ofsted and has a very high standing in the community.</p> <p>The success of this project will be based on:</p> <ul style="list-style-type: none"> <li>• Provision of new school building enabling increased student numbers, with appropriate additional support and external spaces, available from September 2015 or earlier if possible;</li> <li>• An efficient construction which considers the school's needs and concerns;</li> <li>• The school opening on time in September 2015 or earlier as above;</li> <li>• The consideration and establishment of clear and transparent Admission Criteria for the school as a whole;</li> <li>• Continued high performance;</li> <li>• The schools' ability to recruit and retain highly skilled practitioners in all roles.</li> </ul>
Constraints	The new facilities are required to be ready for occupation for the 2015/16 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>Early appraisal of project options has shown that either a modular or standardised design is the preferred option. The school intends to adopt CBC's procurement policies and will ideally utilise a government approved framework, avoiding the need to go through the comparatively lengthy open tender process.</p> <p>As well as creating efficiencies in the overall project timetable this approach would lead to a reduction in cost per square metre when compared to a traditional new school project, while still maintaining full accountability on the public purse.</p>
<b>Assessment of preferred option</b>	
Expected Benefits (opportunities) of this project	<p>The expansion of Holywell 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.</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 pupil place provision in a Cranfield/Wootton area middle school from 2014/2015. There will be an additional 30 pupils per cohort in Cranfield and 30 pupils per cohort in Wootton (ie total of 60 additional places). This plan looks to create an additional 44 pupil per cohort capacity in the Middle School sector. It therefore looks to a point where out-of-catchment children will no longer be utilising places in the school.</p> <p><u>Alignment of School's Educational Vision against CBC's Policy Planning Principles for the Provisional of School Places</u></p> <p>CBC Education Vision identifies guiding principles which form the basis of educational planning and policy. In particular, this vision identifies the need to find local solutions in developing educational provision. Central to this is the commitment to schools working together in strong partnerships to develop what is in the best interests of learners and their local communities.</p>

Principle 1 – Local schools for local children; if this project is not approved then very significant numbers of local children will have to travel far out of area to reach another Middle School with any capacity to take them. Conversely this school will eventually be filled with pupils resident in its own conurbation together with pupils from Wootton where all those pupils would be entitled to use the school bus service. Those two conurbations, local children attending their local middle school, see the overwhelming majority staying on into their local Upper School.

Principle 2 – Schools that are financially viable. Holywell is a financially viable school as demonstrated by a strong financial history despite being one of the worst funded schools per capita in the LA. This additional size to the school would strengthen the finances further and enable the school to expand educational opportunities. 720 pupil Middle School, which is the potential size of the school when its second phase of expansion is completed, is described by CBC as an ideal size.

Principle 3 – supporting popular and successful schools. Please note comments above regarding both the educational success of pupils at Holywell and the highly successful partnership with Wootton Upper together with very high satisfaction figures from parent community.

Principle 4 – Promoting robust partnerships and learning communities. The partnerships that pertain across this learning community are recognised as very strong indeed and work through at each level of children's education to good progress and good attainment, with outcomes at GCSE putting this educational community at the top of comparative school educational measures across both LAs.

Principle 7 – to seek opportunities to create inspirational learning opportunities. Holywell has been recognised by Ofsted as working effectively to create inspirational learning environment for its pupils. Its approach to a refreshed and innovative curriculum in year 8 was specifically acknowledged. Its enrichment curriculum making use of a very wide range of local and regional facilities – eg Wrest Park, Northampton Shoe Museum, 3 faiths in Queens Park, the 'Thrift Park' countryside development to the south of Cranfield/the school site – its substantial range of musical and sporting activities, all testify to inspirational learning environment. The planning for this project looks to ensure that the capacity of this school to deliver this rich, varied and inspirational educational experience will be significantly enhanced.

The feasibility study demonstrates that the project will be able to meet design standards for middle schools stated in Building Bulletin 98 for classrooms and teaching spaces and align to the Central Bedfordshire Council adapted model for middle schools. Any project will also be expected to comply with Government guidance for acoustics, lighting, ventilation and special needs (Building Bulletins 93, 90, 101 and 102).

The project will provide:

- New general teaching classrooms;
- Additional teaching space within the current building envelope;
- New administration and staff areas to accommodate an increase in staff numbers;
- New toilet and store facilities;
- A remodelled kitchen and dining area to accommodate the increased students numbers;
- Additional hard play space;
- Additional space for pupil movement and recreation area

	<p><u>Energy Efficiency and Environmental Impact</u></p> <p>The new school building will be subject to compliance with the updated Building Regulations 2013, in particular with updated energy efficiency standards contained within Approved Document Part L2A (effective from October 2013). The regulations include a step change increase in energy efficiency requirements equivalent to a Display Energy Certification rating of 'B' and strategies to reduce the amount of heat gain in summer without the use of mechanical ventilation. Compliance will require the target emissions rate decided at design stage to be tested once construction is completed.</p> <p>A key factor in the appointment of any contractor will be its ability to demonstrate that the construction phase has minimal environmental impact by:</p> <ul style="list-style-type: none"> <li>• maximising the use of local labour and materials to reduce transport related emissions;</li> <li>• employing modern construction methods which reduce waste and inefficiency;</li> <li>• effectively controlling site based pollution.</li> </ul> <p><b>DIRECT BENEFITS TO THE SCHOOL</b></p> <p>This project will enable the school to respond to the basic need for school places strictly within its catchment area in a carefully programmed way that will both ensure the places are available when the need is actually present and also to ensure that the school can manage this expansion in such a way that the quality of provision and standards continues its upward trend to the benefit of current pupils and for the new residents in the area.</p> <p><b>WIDER BENEFITS TO THE COMMUNITY</b></p> <p>There have been discussions with Cranfield Parish Council about the concept of the school's Library becoming a dual function library which could provide this growing community with its own Library. The feasibility study has looked at bringing the school library to the front of the building/school site which would enable this major change to become a genuine and practicable option. Looking at the work that CBC has done with Arlesey Town Council on its library provision, it is clear that the impact of such a change would be a very special feature of this project – creating good out of hours usage of school facilities.</p>
Disadvantages (threats) of this project	Threats and risks associated with this project will be managed by the school's Governing Body and Resources Committee.

<b>Impact Assessment of preferred option</b>	
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 revenue budget the school will receive from the Council in the short term and the Education Funding Agency in the long term.
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
<b>Strategic Assessment of preferred option</b>	
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	Holywell is judged as a good school by Ofsted. It has standards that are significantly ahead of national. Progress of pupils across the four years of their attendance are also ahead of national rates of progress. Parent satisfaction surveys show very high levels of satisfaction (90%+) to the extent that the Ofsted report highlighted this in its opening headline.
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
<b>Key risks</b>	
Risk	
	<ol style="list-style-type: none"> <li>1. <u>Affordability</u> The project is likely to be procured through a Design and Build contract, which will ensure the project is delivered on budget. Up to the point of signing the contract the scheme's affordability will be ensured through the progression of feasibility studies, the holding of a contingency sum and the preparedness to conduct Value Engineering of the scheme if necessary.</li> <li>2. <u>Planning</u> On-going dialogue will be conducted with CBC planners to ensure that any application is received favourably. During the planning review period this relationship will be maintained to provide all necessary information to planners and to understand the implication of any conditions.</li> <li>3. <u>Site conditions</u> A full suite of pre-design surveys has been carried out so that</li> </ol>

	<p>any issues regarding the site can be addressed during detailed design.</p> <p>4. <u>Programme</u> During the delivery of the project the programme will be closely monitored to ensure that milestones are achieved or where any delays are likely these can be minimised by deploying alternate strategies.</p> <p>5. <u>Integration of other associated works</u> To ensure that the installation of ICT and furniture is fully integrated with the construction project a Strategic Integration Group will be established to develop joint programmes and monitor the overlapping priorities and risks.</p> <p>A full risk register will be developed as the project progresses, which will be reviewed regularly by the school's team managing the project.</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 and Capital Planning
Members	
Public if applicable	

**g. Timescales – key milestones**

Milestone	Start date	End date
Executive approval to commence	December 2013	
Tender period for contractors	January 2014	February 2014
Development of detailed designs	February 2014	May 2014
Planning Period	June 2014	September 2014
Construction period	October 2014	May 2015
Project completion (end of defects liability period)	May 2016	

**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.

<b>Project Sponsor</b>	Rob Parsons, Head of School Organisation, Admissions and Capital Planning
<b>Project Manager</b>	The school will engage the services of a specialist Project Management company to assist it with the procurement and management of the scheme. This role will include providing all specialist and statutory advice, including that of a CDM Coordinator.
<b>Project Board (if</b>	Overall responsibility for the project will remain with the Headteacher who will

known)	report progress to the 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	80,000	770,000				850,000
Total Gross Revenue Costs						
Total Costs	80,000	770,000				850,000
Projected Gross Benefits	0	0	0	0	0	0
Net Impact to CBC	0	0	0	0	0	0

2. Capital Costs

A Expenditure Type	£'000					Total	Est. Type *
	0 Year 1	0 Year 2	0 Year 3	0 Year 4	0 Year 5		
Capital Costs							
Land Acquisition						0	
Building Acquisition						0	
Construction/ Conversion		628,000				628,000	D
Professional Fees	80,000	47,000				127,000	D
Vehicles						0	
Plant & Equipment						0	
Furniture		40,000				40,000	D
IT Hardware		55,000				55,000	D
Software & Licences						0	
Capital Grant to 3rd Parties						0	
Credit Arrangements						0	
Capitalisation of Internal Salaries						0	
Other ( Specify)						0	
Total Capital Costs	80,000	770,000	0	0		850,000	D

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

B Sources of Funding	£'000					Total
	0 Year 1	0 Year 2	0 Year 3	0 Year 4	0 Year 5	
External Funding						
Government Grant (Basic Need)	28,086	770,000	0	0	-484,633	313,453
Section 106	51,914	0	0	0	484,633	536,547
Section 278						
Lottery/ Heritage						
Other Sources ( School funding)						
Total External Funding	80,000	770,000	0	0	0	850,000
Internal Funding						
Direct Revenue Financing						0
Capital Receipts						0
Borrowing						0
Total Internal Funding	0	0	0	0	0	0
Total Funding	80,000	770,000	0	0	0	850,000

3. Revenue Costs

Expenditure Type	£'000					Total
	0 Year 1	0 Year 2	0 Year 3	0 Year 4	0 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

d. MRP and Interest						
MRP	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Total MRP & Interest Impact	0	0	0	0	0	0

Net Impact to CBC	0	0	0	0	0	0
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e.Details of Projected Gross Revenue Benefits/ Savings.

Provide a detailed explanation of how the Savings and Income are Derived. Include details of how these have been calculated.

4. Cost/ Benefit Analysis

Additional Information	Value	3.5% Present Value Factor ( £'000)
Net Present Value	0	
Return on Investment	-100%	
Payback Period ( years)	#DIV/0!	
Capital Costs to Benefits Ratio	#DIV/0!	
Revenue Costs to Benefits Ratio	#DIV/0!	
Total Costs to Benefits Ratio	#DIV/0!	

5. VAT Implications

Please state whether VAT implications have been considered for this scheme

6. Additional Financial

Include any additional financial information which may be relevant such as ;hyperlinks to grant conditions and details regarding funding sources.