

Detailed Business Case

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a. Title

Project Name	Expansion of St Mary's CofE Academy, Stotfold
Project location	St Mary's CofE Academy, Stotfold
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>St Mary's CofE Academy is located in Stotfold and is a standalone Academy. There are 236 pupils currently attending, against a capacity of 225 pupils.</p> <p>As a result of demographic growth mainly due to development of more than 800 additional homes at Trinity Manor and Meadow Brook adjacent to the A507, over 100 homes at Beauchamp Mill on Taylors Road and development of the Roker Park (Football Club) site once this is relocated, the town of Stotfold will effectively double in size to 14,000 residents. It is proposed that St Mary's C of E Academy, Stotfold will expand its capacity through a permanent building project to admit an additional half form of entry (75 pupils) by September 2015 thus making the Academy into a two form intake.</p> <p>Although all starting school applications that are received on time have to date been accommodated in a local school, St Marys has received a number of requests for admission from families moving into new housing in the catchment area with these being signposted to the Admissions Team. A number of these children are being allocated places in other villages. In order to facilitate this rise of pupil numbers, it is proposed that a permanent building is created to be operational from September 2015 at the latest.</p>
	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/	All necessary elements are covered within the scope of the project.

exclusions	
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c. Deliverables / outputs

Deliverables:

Deliverable	Date Due
New school building and associated external play areas to increase the school's current capacity from 225 places to 300 places.	September 2015

d. Options Appraisal

Options	<p>St Mary's CofE Academy is ideally located to admit pupils from the new developments at both Beauchamp Mill and the Roker Park as both are within the school's catchment area. The existing school site and buildings have a current capacity of 225 pupils. The site area of 1.03ha is sufficient to accommodate a further half of one form of entry if associated works are also undertaken to extend existing external play provision.</p> <p>From analysis of various available options a single storey development on the existing school site is deemed the most appropriate and 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"> • Development on land to the north of the school site. While this land is in local authority ownership it contains a number of rights of way that could be difficult to stop-up or divert. The site also contains a variety of ecological habitats that the project would not wish to disturb. • Development on land to the west of the school site. Development on this site would require acquisition from a private owner. While detailed negotiations have not been entered into it is believed that the site would be sold at development value, which would prove costly. This site also contains two trees that would need protection or replacement, which could further hinder any development. • 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.
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 lower school places in the Stotfold area. There is already pressure on local lower school places in this area of significant housing growth .</p> <p>All three Lower Schools in Stotfold are oversubscribed and the Council's pupil forecasts, including area health authority data and housing trajectories, confirm the need for these additional places. If these places were not provided families moving into the new homes will be required to transport their children to other locations, causing an increase in children being driven to school or being allocated transport. It would be most people's view that transporting young children in this way is unacceptable and detrimental to their wellbeing and sense of community.</p> <p>If the specific expansion of St Mary's CofE Academy was refused, another school in the wider local area would have to be considered for further expansion, such as</p>

	Roecroft Lower School or Fairfield Park Lower School. These schools have already been discounted on the basis of having already been expanded.
Project Delivery/ Project Approach	The school and Central Bedfordshire educational planning officers have worked together constructively and positively in preparing this proposal. St Mary's CofE Academy, 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.
Dependencies	<p>St Mary's CofE Academy has for many years maintained a reputation as a caring school with high standards in all aspects. The school is currently graded as outstanding 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"> • Provision of new school building enabling two parallel classes per year group, with appropriate additional support and external spaces, available from September 2015 or earlier if possible; • An efficient construction which considers the school's needs and concerns; • The school opening on time in September 2015 or earlier as above; • The consideration and establishment of clear and transparent Admission Criteria for the school as a whole; • Continued high performance at the end of the EYFS, Key Stage 1 and Year 4; • The schools' ability to recruit and retain highly skilled practitioners in all roles.
Constraints	The new building is 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>
Assessment of preferred option	
Expected Benefits (opportunities) of this project	<p>The expansion of St Mary's 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>

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 the Stotfold area from September 2015.

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.

Alignment of School's Educational Vision against CBC's Policy Planning Principles for the Provisional of School Places

St Mary's CofE Academy is committed to an inclusive philosophy in which each child is valued and expected to make a positive contribution to their learning. The school wants each child to enjoy their schooling and experience a vibrant and challenging curriculum which stretches the boundaries of their academic performance and natural curiosity and imagination. Experience tells us that this is best achieved when strong partnerships are in place.

Standards at St Mary's CofE Academy are exceptionally high. Attaining and maintaining high standards together with giving the children a broad and balanced educational experience is essential in providing children with the best possible start; the school prepares children well for their Middle School years.

Continuity of Provision It is essential that all children within the school's catchment area have the same entitlement. The school aims to ensure through effective management, high expectation and creative curriculum planning that this will be so.

Schools should be based around communities and the needs of their learners. At St Mary's the school regularly seeks the views of its community in identifying what those needs might be. The school is committed to maximum participation and involvement in the community including the provision of childcare, early years education and Children's Centre support.

The proposals will ensure that local children will be able to attend their local school. The commitment towards belonging to the community will ensure that the school will be able to further expand the services offered. This is believed to be best for children and their families.

This project will enable schools to work together to encourage, develop and commission a range of activities and services benefitting the whole community.

The proposed model of governance, leadership and administration will be effective in ensuring high standards, financial viability and creative in its delivery.

St Mary's Cof E Academy recognises that Early Intervention is essential in improving children's life chances. Its experience has taught it that a range of Intervention Strategies combined with an effective multi-agency working can and does narrow the achievement gap. The school is heavily involved in outreach work through being a strategic partner of Central Bedfordshire's Teaching School partnership and as a Hub Children's Centre.

The partnership with the Samuel Whitbread Schools cluster has already shown tremendous benefit to the community. It is anticipated that this work will develop further as the school explores further curriculum development, combined CPD and enrichment opportunity.

St Mary's CofE Academy is already Healthy Schools and Active Schools accredited. Working alongside the Redborne Sports Partnership and other local providers will ensure that St Mary's children have the best chance to make healthy life choices.

All that the school does is borne out of a desire to provide its children with the best possible life chances. The school has high standards in all that it does as is demonstrated in consecutive inspection outcomes and year on year high academic attainment. The promotion of compassion and a desire to be the best you can be flows through the school's ethos.

The feasibility study demonstrates that the project will be able to meet design standards for primary schools stated in Building Bulletin 99 for classrooms and teaching spaces and align to the Central Bedfordshire Council adapted model for lower 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;
- Office space for teaching staff and assistants;
- New toilet and store facilities;
- A remodelled kitchen and dining area to accommodate the increased students numbers;
- Additional hard play space;
- Increased on site car parking for staff and visitors.

Energy Efficiency and Environmental Impact

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>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"> • maximising the use of local labour and materials to reduce transport related emissions; • employing modern construction methods which reduce waste and inefficiency; • effectively controlling site based pollution. <p>DIRECT BENEFITS TO THE SCHOOL</p> <p>The expansion of St Mary's Cof E Academy will enable children from the school's catchment area and Stotfold as a whole to attend their local school. Recent years have meant that, in particular year groups there have been more applications than places available. This resulted in some children attending school in neighbouring villages. The main benefits to the school are:</p> <ul style="list-style-type: none"> • Sufficient lower school places being provided for families within the town; • An enlarged staff will bring fresh ideas, new skills and creative approaches; • Economies of scale will enhance pupil to teacher/adult ratio; • A restructured leadership team will help to retain and attract staff; • The town maintains a sense of identity, belonging and togetherness. <p>WIDER BENEFITS TO THE COMMUNITY</p> <p>As well as specific educational benefits, the project will have other considerable benefits to the local community:</p> <ul style="list-style-type: none"> • As more parents can attend a school closer to their home address it is anticipated that this will alleviate the need for parents to use their vehicles to transport their children out of Stotfold thus reducing pollution and the risk of injury; • It is anticipated that the town will have access to a wider range of evening/weekend activities; • It is expected that the Red Bear Children's Centre will be able to offer parents a wider choice of parenting classes; • Children will have access to a wider range of sporting opportunity; • The extended school will create employment and training opportunities for local people.
Disadvantages (threats) of this project	Threats and risks associated with this project will be managed by the school's Governing Body and Resources Committee.
Impact Assessment of preferred option	
Employee implications	<p>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.</p> <p>In preparation for the expansion the school has recently consulted internally regarding a new management structure. With effect from 01 September 2013 the Leadership Team will comprise Headteacher, Assistant Headteacher and two Senior Leaders with responsibility for each of the three different Key Stages.</p>
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 'Outstanding' at the last inspection in October 2008. The school's academic and social performance is excellent which was also recognised by Ofsted in grading Reading and Behaviour as 'Outstanding'. As is demonstrated below, the schools performance is considerably better than the National Average at the end of Key Stage 1 and the National Expectation at the end of Year 4.</p> <table><tr><th>Key Stage 1 Results 2012/13</th><th>School [Teacher Assessment Average Point Score]</th><th>National Average 2012</th></tr><tr><td>Reading</td><td>18.6</td><td>16.0</td></tr><tr><td>Writing</td><td>16.2</td><td>14.7</td></tr><tr><td>Maths</td><td>17.6</td><td>15.9</td></tr><tr><td>Overall</td><td>17.5</td><td>15.5</td></tr><tr><td>End of Year 4 Results 2012/13</td><td>School [Teacher Assessment APS]</td><td>LA in 2013</td></tr><tr><td>Reading</td><td>24.3</td><td>23.6</td></tr><tr><td>Writing</td><td>22.7</td><td>22.2</td></tr><tr><td>Maths</td><td>22.7</td><td>22.8</td></tr><tr><td>Overall</td><td>23.2</td><td>22.9</td></tr></table> <p>The school is committed in ensuring that these exceptionally high standards are maintained.</p>	Key Stage 1 Results 2012/13	School [Teacher Assessment Average Point Score]	National Average 2012	Reading	18.6	16.0	Writing	16.2	14.7	Maths	17.6	15.9	Overall	17.5	15.5	End of Year 4 Results 2012/13	School [Teacher Assessment APS]	LA in 2013	Reading	24.3	23.6	Writing	22.7	22.2	Maths	22.7	22.8	Overall	23.2	22.9
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Maths	22.7	22.8																													
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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	The project aligns with the Council's School Organisation Plan and the recently approved New School Places programme 2012-17																														

Capital Asset Management Plan (Capital Projects)		
Key risks		
Risk	<div><div><div>1. <u>Affordability.</u> The project is likely to be procured through a Design and Build contract, which should 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.</div><div>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.</div><div>3. <u>Site conditions.</u> A full suite of pre-design surveys has been carried out so that any issues regarding the site can be addressed during detailed design.</div><div>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.</div><div>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.</div></div><div>A full risk register will be developed as the project progresses, which will be reviewed regularly by the school’s team managing the project.</div></div>	
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.

Project Sponsor	Rob Parsons, Head of School Organisation, Admissions and Capital Planning
Project Manager	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 Co-ordinator.
Project Board (if known)	Overall responsibility for the project will remain with the Headteacher who will report progress to the Governing Body.

i. Costs

1. Financial Case Summary

Expenditure Type	£'000					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
Total Gross Capital Costs	150,000	422,059	385,941			958,000
Total Gross Revenue Costs						
Total Costs	150,000	422,059	385,941			958,000
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						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		411,059	258,941			670,000	D
Professional Fees	150,000	11,000	2,000			163,000	D
Vehicles						0	
Plant & Equipment						0	
Furniture			50,000			50,000	D
IT Hardware			75,000			75,000	D
Software & Licences						0	
Capital Grant to 3rd Parties						0	
Credit Arrangements						0	
Capitalisation of Internal Salaries						0	
Other (Specify)						0	
Total Capital Costs	150,000	422,059	385,941	0		958,000	D

* 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	0 Year 5	Total
External Funding						
Government Grant (Basic Need)	150,000	422,059	103,567	-198,202		477,424
Section 106			282,374	198,202		480,576
Section 278						
Lottery/ Heritage						
Other Sources (School funding)						
Total External Funding	150,000	422,059	385,941	0	0	958,000
Internal Funding						
Direct Revenue Financing						0
Capital Receipts						0
Borrowing						0
Total Internal Funding	0	0	0	0	0	0
Total Funding	150,000	422,059	385,941	0	0	958,000

3. Revenue Costs

Expenditure Type	£'000					
	0 Year 1	0 Year 2	0 Year 3	0 Year 4	0 Year 5	Total
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 Benefts/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.