

CABINET

11 JUNE 2013

BROMPTON WESTBROOK PRIMARY SCHOOL – BUSINESS CASE FOR EXPANSION TO 2 FORMS OF ENTRY

Portfolio Holder: Councillor Mike O'Brien, Children's Services

Report from: Barbara Peacock, Director of Children and Adults Services

Author: Sarah Woods, Interim Capital Programme Manager

Summary

This report seeks approval from Cabinet for the business case, based on an initial feasibility study, for the expansion to 2 forms of entry at Brompton Westbrook Primary School and permission to proceed to detailed design stage prior to Gateway 1 approval.

1. Budget and Policy Framework

- 1.1 This project supports the Council's School Organisation Plan 2011 – 2016, approved by Cabinet on 1 November 2011 (decision number 143/2011), which highlights the need for more pupil places in the Gillingham area. The Council has a statutory duty to ensure there are sufficient school places as set out in the Education & Inspections Act 2006.

2. Background

- 2.1 Brompton Westbrook Primary School is on a good size site and serves its local community, which include the army families from the Brompton Barracks area. The school is popular and is rated by Ofsted as "good with outstanding features". The published admission number is currently 45 and will be increased to 60, giving two forms of entry.

- 2.2 Following the decision by Cabinet (12/2013) on 15 January 2013 to permanently expand Brompton Westbrook Primary School to 2 forms of entry from September 2014, it was agreed that a feasibility study be undertaken to assess how best to phase the building work.
- 2.3 The funding for the project is included in the Children and Adults capital programme approved by Full Council on 21 February 2013.
- 2.4 The school sits within the footprint of the Great Lines Heritage Park, the expanse of open space in front of the defensive bastions built as part of the defences for Fort Amherst and ultimately Chatham Dockyard. Appendix 1 shows the school in the context of the site.
- 2.5 Surveys undertaken for the development of Brompton Academy highlighted a number of underground tunnels in the area of the Great Lines Heritage Park. This survey information has been considered for this feasibility and where possible new buildings have been located close to the existing building footprint to mitigate the risks of extensive ground works.

3. Business Case

- 3.1 A budget has been identified to provide the additional accommodation required to increase the PAN to 60. A feasibility study has been undertaken that has highlighted the shortfall in the current accommodation, in line with the DfE Building Bulletin guidance.
- 3.2 The new accommodation includes a school/community hall with changing facilities, expansion of the foundation stage facility, two new classrooms and additional dining space. This allows the existing hall to be used for improved SEN group rooms and pastoral care. It also allows reconfiguration of the office spaces, which are currently unsuitable.
- 3.3 The new accommodation will allow the school to expand their community use, as the existing hall, at the centre of their existing buildings restricts the current offer for security reasons.
- 3.4 Three options have been developed which deliver these requirements.

4. Options

4.1 Option 1

Option 1 locates the new hall towards the front of the school, in the existing car parking area. The new classrooms are provided by in-filling an existing courtyard area, to the west of the site. An extension to the reception classrooms and dining spaces will be created in the east courtyard area. A

small extension to the Sure Start area replaces a room currently located in the nursery area. The option includes some refurbishment works within the existing accommodation. The indicative cost estimate provided by the quantity surveyor including contingencies and fees for option 1 is included in the exempt appendix.

4.2 Option 2

Option 2 locates the new hall by in-filling the existing Westside courtyard, and extending into the playground area. The two classrooms will be provided on the west elevation of the existing building. An extension to the reception classrooms and dining spaces will be created in the east courtyard area. The small extension to the Sure Start area replaces a room currently located in the nursery area. The option includes some refurbishment works within the existing accommodation. This option includes replacement of hard play area, taken up by the new hall. The indicative cost estimate provided by the quantity surveyor including contingencies and fees for option 2 is included in the exempt appendix.

4.3 Option 3

This option provides the same accommodation as option 1, with the new hall being constructed to the opposite side of the existing car park area. The indicative cost estimate provided by the quantity surveyor including contingencies and fees for option 3 is included in the exempt appendix.

4.4 Preferred Option

Option 2 is the preferred option of the design team and the school. (Appendix 2). The teaching and learning spaces will allow sufficient room for their expansion to 2 FE. The location of the new hall meets their needs and allows for greater community use.

A pre-planning consultation visit to the site has been undertaken with Medway Council Planning team and their representatives for Design & Conservation and the Principal Tree Officer. In order to ensure any new building has minimal visual impact on the surrounding area, they have confirmed option 2 would be their preferred option.

In option 2 the hall is also sited close to the existing school buildings to mitigate risks associated with underground tunnels.

5. Advice and Analysis

5.1 The Council has a statutory duty to provide school places for children resident in Medway as set out in the Education Act 1996. This project is required to enable the Council to discharge that duty.

5.2 Benefits

The project will deliver benefits in the following areas:

- **Cost savings**
Works to the fabric of the existing buildings will include insulation, which will reduce the running costs for the school.
- **Time and efficiency gains**
SEN rooms will be relocated to a centralised point so that they are more adjacent to the teaching and learning spaces.
- **Improved quality**
The project will deliver appropriate accommodation for 21st century learning, focusing on improved use of spaces for all pupils, particularly for SEN & Pastoral care.
- **Process improvement**
This project will enable better curriculum delivery for pupils and improvements for learning and school management

6. Other Considerations

6.1 Site issues

Brompton Westbrook Primary School is a local authority school and as such Medway Council owns both the land and the buildings on this site. There are no title requirements to develop on this site.

6.2 Resources & Project Management

The School Organisation Team, has the resources in place to act as Client Project Manager for the project. They will be supported by a full design team of external consultants appointed by Building and Design Services including an external project manager and will be led by a Building & Design Services Project Manager in order to prepare the specification and drawings. Category Management will support the procurement process.

Full details of the governance structure are attached in Appendix 3.

6.3 Contract Management

The contract management of this procurement project post award will be resourced through the Building and Design Services Project Manager, who will undertake full management and monitoring of the project to ensure the work is progressing on time and within budget and providing quality assurance for the process. Outputs of this process will include regular meetings with the contractor, project reporting, monthly valuations, strict change control processes and risk reviews, with progress reports going to the Children and Adults Capital Programme Cabinet Advisory Group.

6.4 Risk Management

A copy of the full risk register is attached as Appendix 4.

6.5 Stakeholder Consultation

As part of the feasibility process, we have undertaken external stakeholder engagement with the headteacher of the school and members of the senior management team to develop options that will deliver the requirements for this project. During the detailed design stage and through the planning process, there will be internal stakeholder consultation with Medway Council's Planning department, Section 151 Officer and Strategic Procurement and the Monitoring Officer. We will undertake external consultation with the headteacher and Senior Management Team, pupils and members of the school and local community.

7. Costs/Timescales

A quantity surveyor has provided indicative cost estimates for the options including professional fees and risk allowances. The indicative costs considered at this stage are based on a typical build rate, and not on detailed designs, and do not take into account the actual ground conditions, or any other key design risks. During the next stage of the project, surveys and more detailed design work will be undertaken, to allow a more accurate cost estimate to be developed, prior to Gateway 1 approval.

8. Procurement

We expect to procure this project through a phased design and build contract, the estimated Cabinet approval timetable for the project will be:

- | | |
|--------------------------|--------------|
| ➤ Business case approval | June 2013 |
| ➤ Gateway 1 approval | October 2013 |
| ➤ Gateway 3 approval | January 2014 |

Confirmation of the phasing, expected construction period and completion date will be established during the detailed design period, this will be reported in the Gateway 1 report.

9. Financial and Legal Implications

9.1 As the contract value is below the EU procurement threshold for works, the procurement of the project will primarily be subject to the Council's Contract Rules. Generally speaking these Rules require a competitive tendering process to be undertaken. EC case law now suggests that some form of advertising of requirements should take place in all instances regardless of contract value or any need to place a Notice in the OJEU. Where the contract value is below the EU procurement threshold it may be appropriate to use an approved or select list of contractors from which a tender list can be drawn. The proposal is to use KCC's select list of approved contractors. The contractors on this list will have been selected after advertisements in the appropriate trade journals and a process of evaluation that would have considered the financial stability and technical competence of contractors applying to be included in the list. In all cases the procurement should be subject to the overriding requirement to secure value for money for the Council.

9.2 Financial implications are set out in the body of the report.

10. Recommendations

10.1 Cabinet is asked to approve the outline business and the preferred design option to allow more detailed design work to be undertaken.

11. Suggested Reasons for Decision(s)

11.1 Option 2 is the preferred choice of the design team, the school and planners. This option also provides best value for money.

11.2 The cost estimates indicate that the preferred scheme, which will deliver the identified accommodation requirements, should be affordable within the provisional budget. Accurate cost estimates will be developed during the detailed design stage and presented for approval at Gateway 1 stage, prior to going out to tender.

Report Originating Officer:

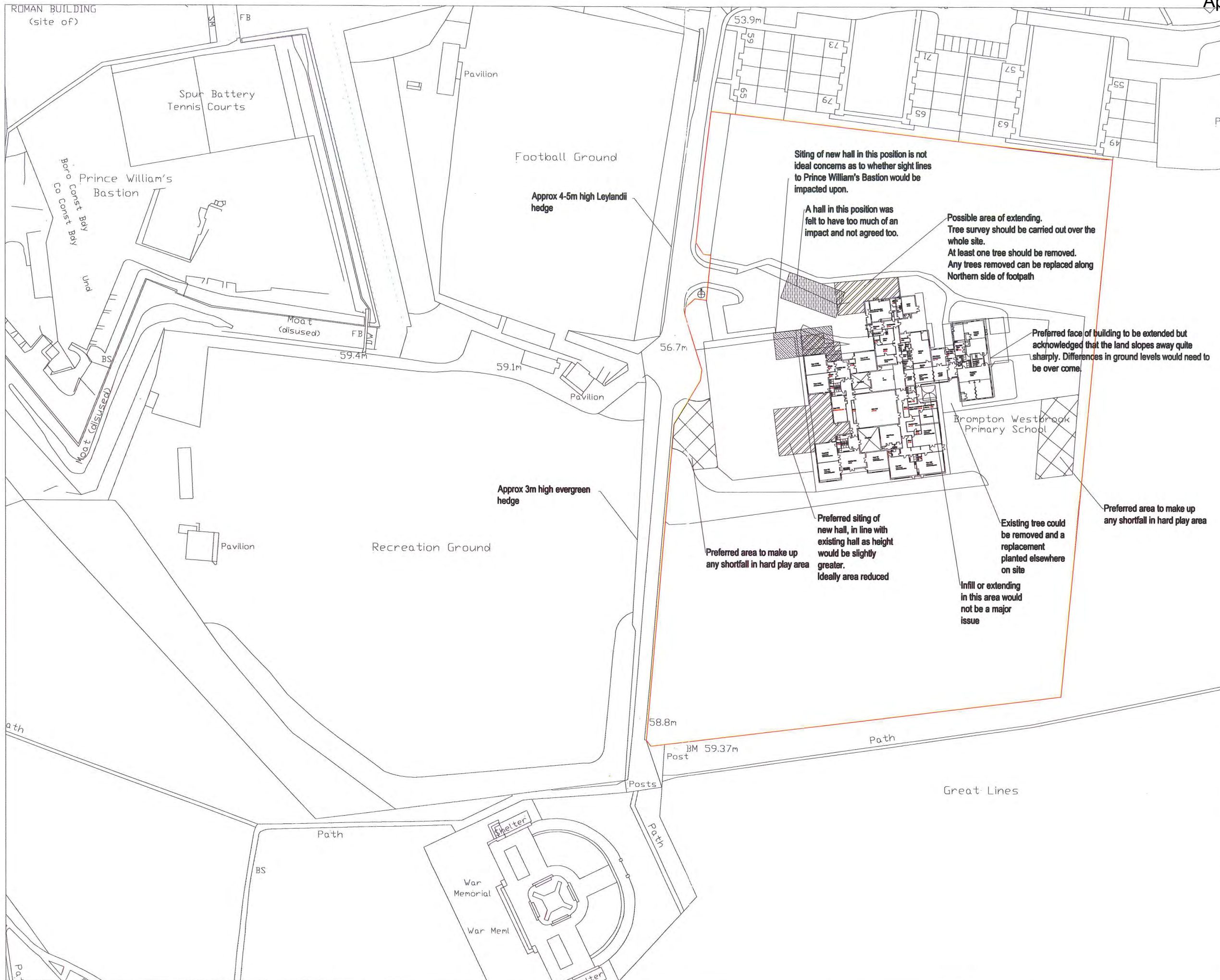
Sarah Woods

 01643 332116

Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
Proposals for additional primary age provision in Gillingham Report	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=18736	15 January 2013



Do not scale!
 Verify all dimensions on site before commencing any work or preparing shop drawings!
 Report any error or omission to the Contract Administrator before proceeding!

Notes from pre-planning consultation meeting on site on 16/04/13 to discuss preferred possible areas of extending the school.

Present at meeting:
 Sarah Woods, Capital Project Manager, School Organisation Team, Medway Council
 Robert Banks, Project Manager, Building & Design Services, Medway Council
 Mary Smith, Senior Planner, Development Management, Medway Council
 Frances Madders, Design and Conservation, Mike Sankas, Principal Tree Officer, Medway Council
 Camilla Prizeman, Architect, Clay Architecture

Planners to agree where the protected views to and from of Prince William's Bastion are.

Rev.	Revision Description	Date



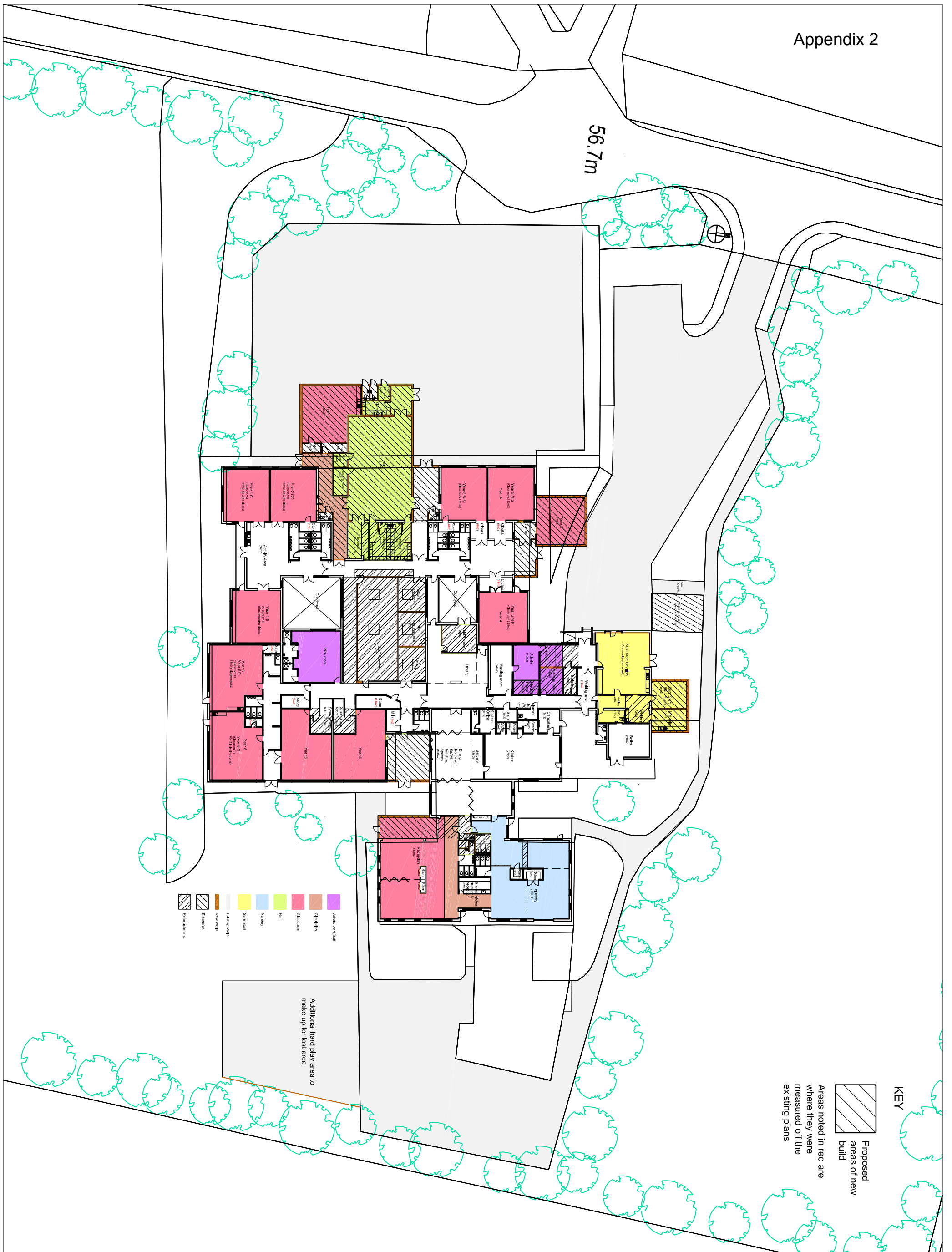
Building & Design Services
 Gun Wharf
 Dock Road
 Chatham
 Kent
 Tel: (01634) 331680 Fax: (01634) 331720
 Project Name

Premises
Brompton Westbrook Primary
 Kings Bastion, Brompton,
 Gillingham,
 ME7 5DQ

Notes from meeting with Planning 16th April 2013

Scales 1:1250	Date January 2013
Drawn by SDS Ltd.	Chkd Snr Sur Chkd D&S Mng
Drawing no.	Rev no.

56.7m



- Proposed areas of new build
- Extension
- New Stairs
- Nursery
- Classroom
- Hall
- Circulation
- Adults and Staff
- Refurbishment

KEY

Proposed areas of new build

Areas noted in red are where they were measured off the existing plans



Gun Wharf, Dock Rd
Chatham, Kent ME4 4TR
Tel: 01634 331690
Fax: 01634 331720

This drawing is copyright. All dimensions are to be verified by the contractor before commencing works.
Project
Brompton Westbrook Primary School

Rev. Date By Notes

Rev.	Date	By	Notes
B	02.05.13	CP	Following meeting with school drawings amended to include changes to the nursery and reception, corridor added, admin changed and two WC's added
C	15.05.13	CP	Amendments following client meeting and receipt of comments from the school.
D	16.05.13	CP	Size of nursery amended.



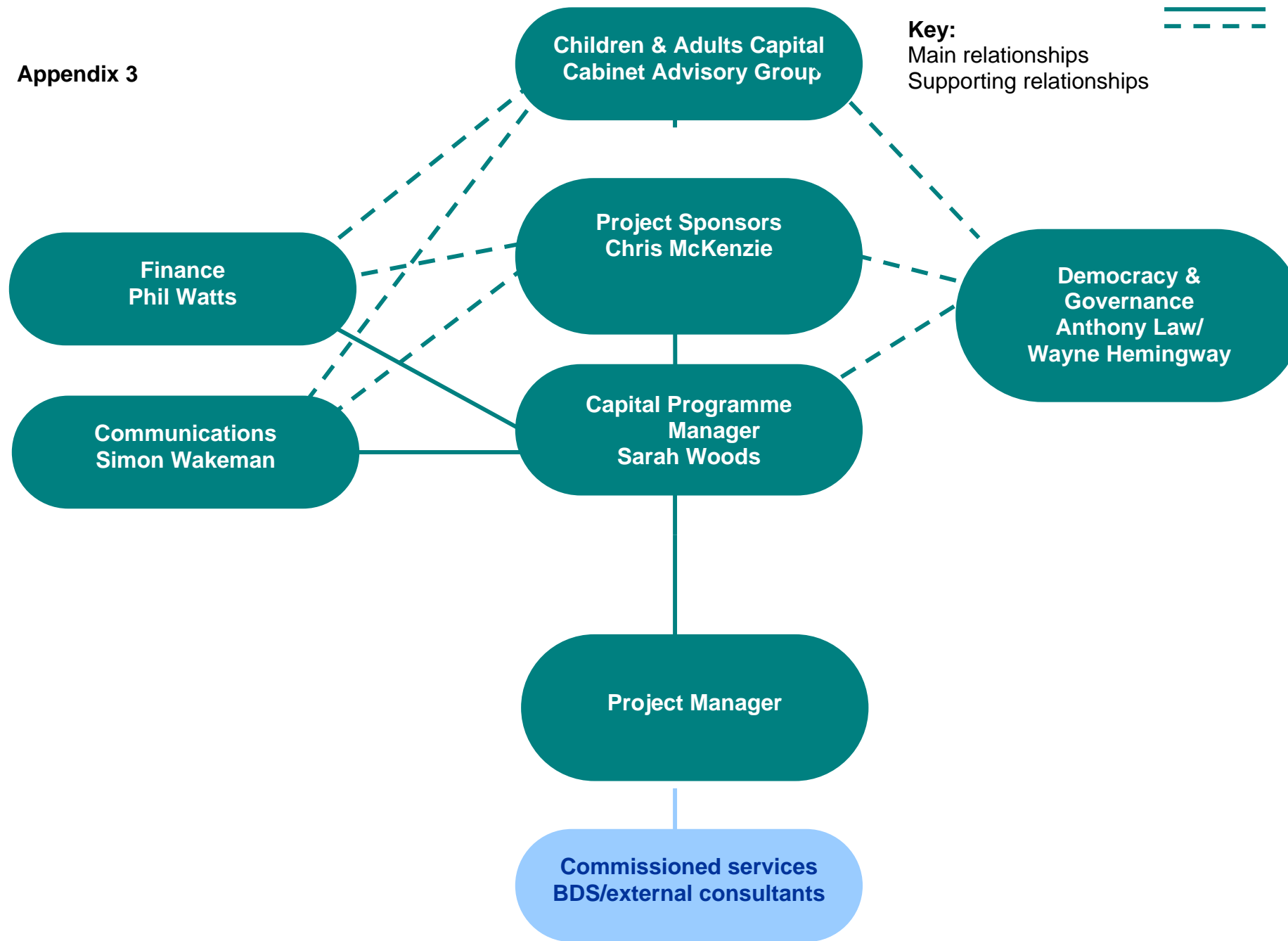
Clay Architecture Ltd

4th Floor, 129 - 130 Windmill Street, Gravesend, Kent DA12 1BL
Tel: (01474) 325 051 Fax: (01474) 365 718
e-mail: design@clayarchitects.com

Title
Proposed Ground Floor Plan
Option 2
Drawing No. 5108/FE/004

Scale 1:500 @ A3 size
Date 16/04/13
Drawn CP Authorised CP
Revision D

Appendix 3



Appendix 4

Client Officer: Sarah Woods
 Project Manager: Robert Banks
 B&DS Officer: Robert Banks
 Updated: 21/05/2013

RISK REGISTER Brompton Westbrook FCP Refurb and New Build

[CONTENTS](#)

No	Category	Risk Identification	Impact	Date Identified	Risk Owner	Likelihood (1-5)	Impact (1-5)	Risk Score (L x S)	Likelihood %	Contingency and Mitigation Action	Risk cost	Risk Natural Cost	Previous Risk Ranking	Current Risk Ranking	Date Last Updated	Action Deadline	Action Owner	Notes on changes to Risk Register/Rating
1	Programme	New Build not ready in time for September 2014 intake of children	No building to teach extra children. Medway fail to deliver core requirement	18/02/2013	Client	3	5	15	60%	All parties being able to keep to programme	£25,000	£15,000		High	18/02/2013		ALL	
2	Programme	Asbestos programme delays start & delivery of project	Delays commencement of main contract and completion date	18/02/2013	Asbestos Consultant	4	4	16	64%	Early identification of Asbestos material via surveys. Scope of works to be produced and Removal of any asbestos material to come under the main contractor. Boiler room asbestos	£25,000	£16,000		High	18/02/2013		Project Manager	
3	Building	Scope of works not fully understood by Client/clients	Expectations raised unnecessarily. Client not satisfied.	18/02/2013	Client	4	4	16	64%	Lead Architect to go through specification with school and SW to ensure scope is understood and expectations are met. School to sign off spec.	£30,000	£19,200		High	18/02/2013		Lead Architect	
4	Building	Building within a conservation area	May affect Planning therefore have a knock on affect with planning	18/02/2013	All	3	4	12	48%	Early communication with Planning and Heritage	£20,000	£9,600		High	18/02/2013		Project Manager	
5	Programme	Planning conditions not discharged.	Programme delayed until conditions are discharged	18/02/2013	Client	3	2	6	24%	Pre-application consultation meetings held with local authority planning dept. Speedy resolution of planning conditions. Pre commencement meeting required with planning authority to clarify the project position. Lead Architect to organise.	£10,000	£2,400		Medium	18/02/2013		Lead Architect / Project Manager	
6	Budget	Variations in budget allocation results in additional design time incurred by consultant team	Additional cost (fee's) to project	18/02/2013	Client	3	3	9	36%	Consultant claims issued immediately upon realisation of incurred cost. Value engineer project if required by client.	£20,000	£7,200		Medium	18/02/2013		ALL	
7	General	Project Team members change	Project loses momentum as new person gets up to speed.	18/02/2013	All	2	4	8	32%	All project information to be up to date to allow succession of info if other persons are required to take over project.	£10,000	£3,200		Medium	18/02/2013		Project Manager / All	
8	Building	Scope / Specification Change	Introduction of changes will increase programme, Construction cost and professional fees	18/02/2013	Client	2	3	6	24%	All changes to be approved through the change control procedure managed by employer and QS.	£10,000	£2,400		Medium	18/02/2013		ALL	
9	Budget	Contract contingency is insufficient to cover unforeseen additional works identified during the contract period.	Additional funding required or items of remaining project omitted / amended.	18/02/2013	Client	2	3	6	24%	QS to allow suitable % allowance and scrutinise variation costs thoroughly.	£50,000	£12,000		Medium	18/02/2013		ALL	

Client Officer: Sarah Woods
 Project Manager: Robert Banks
 B&S Officer: Robert Banks
 Updated: 21/05/2013

RISK REGISTER
 Brompton Westbrook
 PCP Refurb and New Build

CONTENTS

No	Category	Risk Identification	Impact	Date Identified	Risk Owner	Likelihood (1-5)	Impact (1-5)	Risk Score (L x S)	Likelihood %	Contingency and Mitigation Action	Risk cost	Risk Notual Cost	Previous Risk Ranking	Current Risk Ranking	Date Last Updated	Action Deadline	Action Owner	Notes on changes to Risk Register/Rating
10	Budget	Repairs and maintenance items identified which should be completed concurrently with the Capital Works Project	Effects appearance of completed project and may prevent the building regulations approval being obtained, as consequential improvements are not satisfied.	18/02/2013	Client	2	4	8	32%	Clearly identify and cost the repairs and maintenance items, and issue to relevant Medway Council officer. The enable additional maintenance funding to be obtained.	£20,000	£8,400		Medium	18/02/2013		Client	
11	Budget	Contractor Tendes returned higher than estimated. Pre-tender estimate higher than expected	Programme delayed whilst scheme is reduced / value engineered	18/02/2013	Client	3	4	5	20%	Accurate Pre-Tender estimates to be prepared by the Q.S. Carry out value engineering with preferred contractor.	£50,000	£10,000		Medium	18/02/2013		All	
12	Contract	Contract docs not signed before construction commences	Works do not commence on programme	18/02/2013	Client	2	3	6	24%	Medway legal and QS to work together to agree terms and conditions. PM to indicate clearly to Medway the key dates for execution of contract.	£10,000	£2,400		Medium	18/02/2013		QS, PM & Medway Legal	
13	Programme	Tight & Complex cecant programme over a number of Phases	Additional cost to project and delay in delivery	18/02/2013	Client	1	4	4	16%	Contractor to provide clear and realistic project programmes. Clear communication required between contractor, school and design team.	£5,000	£800		Low	18/02/2013			
14	Budget	Building Regulations application submitted concurrently with tender invitation.	Additional costs incurred as a result of un-specified works being requested by building control.	18/02/2013	Client	2	2	4	16%	Thorough pre-application consultation to be carried out with building control, during the detailed design period.	£15,000	£2,400		Low	18/02/2013		ALL	
15	Health & Safety	Construction works in close proximity to pupils, staff & visitors	Disruption, Injury or worse	18/02/2013	Client	1	3	3	12%	Contractor to provide clear and concise health & safety procedures / measures, with close liaison with the school. CDM-C to ensure reasonable measures have been taken by all.	£0	£0		Low	18/02/2013		ALL	
								0	0%		£0	£0		Nil				
								0	0%		£0	£0		Nil				
								0	0%		£0	£0		Nil				
								0	0%		£0	£0		Nil				

Total Risk Costs £34,000

Nil. The Client/Project Sponsor remains ultimately liable for all risks and associated cost. Programme or otherwise implications