



THE HEREFORD ACADEMY

Outline Business Case

Draft E

Issued: 10th March 2008

For further information please contact:
Julia Chambers, Managing Consultant
Navigant Consulting
Centurion House
24 Monument Street
London, EC3R 8AJ
Tel: 020 7469 1111
Email: Julia.chambers@navigantconsulting.com

Version	Date	Status	Reason for change
A	November 2007	Issued	
B	December 2007	Issued	Updated content
C	February 2008	Issued	Revised FAM
D	February 2008	Issued	Revised Appendices
E	March 2008	Issued	Updated information

Distribution Details

Version	Date	Names	
A	November 2007	George Salmon Richard East	Herefordshire Council Herefordshire Council
B	December 2007	George Salmon Richard East	Herefordshire Council Herefordshire Council
C	February 2008	George Salmon Richard East Colin Birks	Herefordshire Council Herefordshire Council Herefordshire Council
D	February 2008	George Salmon Richard East Colin Birks	Herefordshire Council Herefordshire Council Herefordshire Council
E	March 2008	George Salmon Richard East Colin Birks	Herefordshire Council Herefordshire Council Herefordshire Council

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
Introduction	1
Overview and Commitment	1
Procurement Strategy	1
Design and Construction	2
ICT	3
Facilities Management	3
Affordability	3
Readiness to Deliver	4
Leading and Managing Change	4
Moving Forward	4
1 OVERVIEW AND COMMITMENT	6
1.1 The Corporate Vision	6
1.2 Strategic Overview	7
1.3 The Scheme	7
1.4 Sponsor/Academy Trust and HC Commitment	8
1.5 Summary	10
2 PROCUREMENT STRATEGY	12
2.1 Procurement Strategy	12
2.2 Programme of Work	12
2.3 Summary	14
3 DESIGN AND CONSTRUCTION	15
3.1 Site Options Appraisal	15
3.2 Land	21
3.3 Surveys and Investigations	22
3.4 Design Brief	26

3.5	Construction Phasing/Decant Strategy	27
3.6	Carbon Neutral	27
3.7	Third Party Agencies	28
3.8	Summary	31
4	ICT	33
4.1	Options Appraisal	33
4.2	Interface with Design and Construction Contract	35
4.3	Summary	36
5	FACILITIES MANAGEMEMT	38
5.1	Summary	39
6	AFFORDABILITY	40
6.1	Design and Construction	40
6.2	Abnormal Costs	40
6.3	ICT	41
6.4	Lifecycle/Hard FM costs	41
6.5	Other sources of funding	41
6.6	Summary	42
7	READINESS TO DELIVER	44
7.1	Project Management	44
7.2	Consultation and Statutory Approvals	47
7.3	Market Testing	48
7.4	Risk	48
7.5	Summary	48
8	LEADING AND MANAGING CHANGE	50
8.1	Summary	51
9	MOVING FORWARD	52
9.1	Preparation for Procurement	52
9.2	Summary	52

APPENDIX 1 – OVERVIEW AND COMMITMENT	53
APPENDIX 2 – PROCUREMENT STRATEGY	54
APPENDIX 3 – BUILDING DESIGN AND CONSTRUCTION	55
APPENDIX 4 – ICT	56
APPENDIX 5 - AFFORDABILITY	57
APPENDIX 6 - READINESS TO DELIVER	58
APPENDIX 7 - MOVING FORWARD	59

EXECUTIVE SUMMARY

Introduction

The document outlines the options appraisal, cost estimates, affordability assessment and procurement strategy for the school in sufficient detail to allow capital funding to be confirmed and gain approval to proceed with the delivery of the school via the PfS National Framework.

Overview and Commitment

Section 1 and *Appendix 1* of this OBC describe the Scheme and confirm the commitment of all parties to the procurement process.

Herefordshire Council (HC) has confirmed that the Scheme fits with its local priorities.

The Scheme involves the predecessor school Wyebridge Sports College for 900 pupils from years 7-11.

The Education Brief, the curriculum model and the accommodation schedule have been developed and signed off by the Project Steering Group (PSG) and by the Department for Children, Schools and Families (DCSF). The accommodation schedule details a total area that is within the BB98 gross area detailed in the Funding Allocation Model (FAM).

The Sponsor/Academy Trust and HC confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework and confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement. This includes the use of the National Framework Development Agreement and Design and Build Contracts. Both parties have satisfied themselves with the terms and conditions within these documents.

DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

(DCSF approval is subject to ongoing negotiations with HC)

Procurement Strategy

Section 2 and *Appendix 2* of this OBC describe the details of the Scheme being put to the market.

The Scheme is a Single School Project and includes a new build design and construction project for the Hereford Academy. The predecessor school is the Wyebridge Sports College in South Wye, Hereford.

In addition the following services are being procured for the Academy:

- **ICT services contract**

A realistic programme of work has been put in place based on the guidance issued by PfS. A Building Completion date for the new Hereford Academy buildings will be March 2011 with the Academy being operational in the buildings in April 2011.

Design and Construction

Section 3 and *Appendix 3* of this OBC describe the site options appraisal undertaken for the building design and construction.

HC can confirm that they own the land upon which the Academy will be built and that there are no encumbrances, restrictive covenants that would place the development and operation of the Academy at risk. *(To be confirmed by HC on completion of Title Searches)*

A robust and thorough options appraisal has been carried out to determine the project proposals. The site options appraisals meet the requirements of Building Bulletin 98.

Surveys and investigations have been undertaken and the results evaluated. Collateral warranties for surveys will be secured with the objective that the Framework Panel Member can rely on their factual accuracy. *(Subject to confirmation from Sonia Rees, Director of Resources)*

An initial control option for the Scheme has been prepared which demonstrates that the Scheme is deliverable. This initial control option has been signed off by the Design Group and PSG as meeting the requirements of the Education brief and Design Brief and as acceptable to all parties.

An initial DQI Workshop took place on the 13th February 2008; HC is committed to using the DQI process throughout the design, construction and operation of the projects.

There is a commitment to achieving a BREAM 'excellent' rating.

The Design Brief has been developed. The Scheme will utilise the PfS Authority's Requirement document, amended to suit the local circumstances.

A construction phasing and decanting strategy has been developed.

All existing and proposed third party users have been identified and there is a strategy in place for providing accommodation for these users where necessary.

ICT

Section 4 and *Appendix 4* of this OBC provide an overview of the ICT Vision and the proposed delivery approach for the ICT provision. It encapsulates the preferred delivery method and validates the rationale for that choice, including whether the service is intended to integrate with the wider HC provision.

The Sponsor/Academy Trust has conducted a robust and thorough ICT options appraisal to determine the ICT approach.

Stakeholders have been consulted in developing the ICT proposals.

The Sponsor/Academy Trust has confirmed that they will procure the ICT provision through the BECTA Infrastructure Services Framework.

BECTA has reviewed the proposed delivery approach for the ICT provision and confirmed that it is acceptable.

A detailed risk register for the ICT project has been developed and a clear strategy to manage / mitigate ICT risks has been put in place.

The Sponsor/Academy Trust is in the process of appointing an ICT design consultant from the BECTA Consultancy Services Framework to advise on the ICT Output Specification.

Facilities Management

Section 5 of this OBC detail the proposals for the provision of Life Cycle and Hard FM.

The Academy Trust has set out their strategy for delivering life cycle and hard FM services and confirmed that once the LEP has been established that they will consider buying these services from the LEP.

Affordability

Section 6 and *Appendix 5* of this OBC describes the affordability position for the whole Scheme.

The OBC provides a separate cost estimate reconciled against the FAM for both the design and build and ICT elements of the project.

The estimate indicates that the proposals are affordable within the funding allocation.

This section of the OBC confirms the Council's view that the construction Scheme represents value for money.

HC has submitted their application for Project Support Funding and it has been approved by PFS.

The Sponsor and HC accept that they have to deliver the Academy building within the agreed funding envelope and they will ensure that the scope of the development work fits within this envelope with due reference to the Framework rates. The Sponsor and HC will work with the Framework Panel Members to optimise the scope and will undertake any project rescoping necessary to ensure that the project fits within the funding envelope.

The initial design options for the Scheme have been fully costed. The cost estimate includes an assessment of likely abnormal costs which consider the initial site investigations that have been carried out.

The capital costs fit within the Funding Allocation Model (FAM) agreed with PFS.

Readiness to Deliver

Section 7 and *Appendix 6* of the OBC sets out HC's project management structure and identifies the roles and responsibilities of each part of the structure. The key members of the team and the external advisers are named and information is provided on their skills, experience and time commitment to the project. This section also sets out the approved budgets (including consultant advisory fees) and the authority to negotiate, delegated decision etc. to a named senior officer within the key stakeholders.

Leading and Managing Change

Section 8 of this OBC set out HC's approach to leading and managing change.

Information has been provided on how the educational transformation will be delivered through the implementation of the procurement, prior to and post delivery of the "project".

Moving Forward

Section 9 and *Appendix 7 of this OBC* provide a critical review of the options appraisal through the completion of the DCSF Checklist. Also included in this section is the benchmarking data collected at this OBC stage and confirmation that the documents required for the procurement process have been developed.

A critical review of the options appraisal has been conducted and the benchmarking data collated by PFS has been provided.

HC Project Team is developing the PITT and draft ITT documents to be issued to the Framework Panel Members by 28th April 2008.

The evaluation team has been established and briefed.

1 OVERVIEW AND COMMITMENT

Section 1 and **Appendix 1** describe the Scheme and confirm the commitment of all parties to the procurement process.

1.1 The Corporate Vision

The vision for education in South Wye is to raise the achievement of its' students and ensure continuity of excellent provision across the whole of Hereford. In taking forward this vision, HC is guided by the following core principles based on the Children Act 2004:

- **Being Healthy**

Children and young people are physically healthy; mentally and emotionally healthy; sexually healthy; have a healthy lifestyle; and choose not to take illegal drugs.

- **Staying Safe**

Children and young people are: safe from accidental injury and death; safe from maltreatment, neglect, violence and sexual exploitation; safe from crime and anti-social behaviour in and out of school; and have security and stability and are well cared for.

- **Enjoying and Achieving**

Children and young people are: ready for school; attend and enjoy school; achieve educational standards at primary school; achieve personal and social development and enjoy recreation; and achieve educational standards at secondary school.

- **Making a Positive Contribution**

Children and young people: engage in decision-making, support the community and environment; engage in law-abiding and positive behaviour in and out of school; develop positive relationships and choose not to bully and discriminate; develop self-confidence and successfully deal with significant changes and challenges; and develop enterprising behaviour.

- **Achieving Economic Well-Being**

Children and young people: engage in further education, employment or training on leaving school; are ready for employment; live in decent homes and communities; have access to transport and material goods; and live in households free from low income.

Hereford Academy is central to the strategy for developing educational excellence and vocational opportunities within South Wye. The Academy will help demonstrate the future of education in Herefordshire – offering innovative and new opportunities whilst working within a local partnership of schools and further education colleges to raise standards for all.

1.2 Strategic Overview

There is a well defined strategic framework for the Hereford Academy. The project contributes to HC's Corporate Plan and will fully meet the priorities of the Academy's original Expression of Interest.

Years 7-11 (age 11-16)

HC's recent review of the provision of school places has confirmed falling secondary school rolls which are expected to reduce from 10215 (September 06) to 9380 (September 2011). The longer term suggests that there will be a continued fall to 2020 before rising to a peak again in 2030. The fall is not evenly spread across the county, with the fall in Hereford City being less dramatic than elsewhere. Indeed, the South Wye area is the only area of the County where the number of those under the age of 16 is actually increasing.

In Hereford City, the five schools serving the area operate at 32 FE. In future, it is envisaged that demand will be for 29 FE.

Years 12-13 (age 16-19)

For the cohort of 180, in line with government targets, the Academy target will be 75% retention in Year 12 and then 75% of the Year 12 moving into Year 13. As a result, the 6th form will have a capacity of 220.

The emphasis here is to create a centre for vocational excellence for 14+ pupils in partnership with the FE colleges, WBL providers and the local network of schools. Hereford Sixth Form College will continue to provide the great majority of mainstream academic post-16 qualifications.

1.3 The Scheme

As an Academy, this project is being delivered through the National Framework as a single school project, funded by the Department for Children, Schools and Families' (DCSF). The construction elements of the project will be procured through a Fixed Sum Design & Build Contract between HC and the preferred bidder. ICT solutions will be supported by BECTA and delivered through their framework.

The proposal is to close Wyebridge Sports College and to open the new Hereford Academy in the existing school buildings, in South Wye in September 2008 for years 7-11. Exact provision will be explored by the Academy Trust in collaboration with DCSF, LSC and other 6th Form providers. A wider post 16 curriculum offer will be made available for up to 220 pupils on completion of the new Academy buildings in March 2011.

The Academy will offer 1120 places, with a 6 form entry (FE) of 180 places from years

7-11 and post 16 places for 220; the predecessor school currently has capacity for 900 pupils.

The Academy specialisms will be sport, science and health.

Revenue Funding for the Hereford Academy is being sourced from the DCSF and its Sponsor, The Church of England, through Hereford DBE. The Hereford DBE will contribute via an anonymous donation; a capped £1.5m towards a charitable endowment/investment fund, the income of which will be used to target educational deprivation and disadvantage.

The Academy's Capital Funding has previously been calculated by Partnership for Schools (PfS) based on 100% new build.

An accommodation schedule has been developed that reflects the curriculum and organisation of the school. This schedule demonstrates that the total area required is within the BB98 gross area of 10,095m² detailed in the Funding Allocation Model (FAM). The accommodation schedule and curriculum model can be found in Appendix 3.

The Education Brief, the curriculum model and the accommodation schedule have been developed and signed off by the Project Steering Group (PSG) and by the Department for Children, Schools and Families (DCSF).

The design and construction works will be procured by HC through the PfS National Framework.

1.4 Sponsor/Academy Trust and HC Commitment

The Sponsor/Academy Trust and HC confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework.

The Sponsor/Academy Trust has been fully involved in the work to develop the OBC and confirms that the concept designs support the Education Brief that has been developed for the Academy.

The Sponsor/Academy Trust and HC can confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement. This includes the use of the National Framework Development Agreement and Design and Build Contracts. Both parties have satisfied themselves with the terms and conditions within these documents.

DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

(To be forwarded by DCSF subject to negotiation with Herefordshire Council)

HC will sign the Memorandum of Understanding and Confidentiality Agreement subject to the OBC being approved by Cabinet on 27th March 2008.

(Above paragraph to be updated post Cabinet meeting.)

The issue of formal closure notices for the predecessor school was approved by Cabinet on 28th February 2008.

1.5 Summary

The Local Authority has confirmed that the Scheme fits with its local priorities.

The Scheme involves a single school, Wyebridge Sports College.

The Education Brief, the curriculum model and the accommodation schedule have been developed and signed off by the PSG and by the DCSF. The accommodation schedule details a total area that is within the BB98 gross area of 10,095m² detailed in the FAM.

The Sponsor/Academy Trust and HC confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework and confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement. This includes the use of the National Framework Development Agreement and Design and Build Contracts. Both parties have satisfied themselves with the terms and conditions within these documents.

DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

The following documents are attached at **Appendix 1**:

- A letter from DCSF dated 18th February 08 confirms that changes from the EoI are acceptable and that the Education Brief, Curriculum Model and Accommodation Schedule have been approved.)
- Education Brief, Curriculum Model and Accommodation Schedule that demonstrates an area within the BB98 allocation
- A letter of support dated 18th February 08 from the Sponsor/Academy Trust ¹
- A letter of support from HC (*subject to Cabinet approval*)
- Papers and minutes of HC Cabinet meetings confirming support for the project (*subject to Cabinet approval*)
- A letter from DCSF confirming that they endorse the project to progress into procurement and engage with the National Framework Panel Members. (*To be forwarded*)

¹ Sponsors/Academy Trusts have requested that their interests are protected in relation to the Design and Build Contract. The OBC will therefore not be approved until a signed letter of support has been received from the Sponsor/Academy Trust.

- Cabinet meeting minutes dated 28th February 08 approving formal notices for school closure.

2 PROCUREMENT STRATEGY

Section 2 and **Appendix 2** of this OBC describe the details of the Scheme being put to the market.

The Scheme is a Single School Project and includes a new build design and construction project for the Hereford Academy.

In addition the following services are being procured for the Academy. The development of these services must run alongside the design and build and key interfaces will be needed to be identified and managed:

- Facilities Management (FM) services
- ICT services contract

This OBC sets out the building procurement strategy and also the FM and ICT procurement strategies.

2.1 Procurement Strategy

As HC are not at this time entering into a BSF Local Education Partnership; the Academy will be procured as a Design and Build Lump Sum contract through a National Contractors Framework which has been established by PfS under the requirements of OJEU.

Procurement and engagement via the PfS National Framework will take approximately twelve months from OBC to contract award. This Framework dictates that the Local Authority will lead a Local Competition which involves the following:

- All six Panel Members will be invited to submit their intention to bid (Preliminary Invitation to Tender);
- HC and key stakeholders will select a short list of two bidders and work with these bidders to develop proposals for the Academy (Invitation to Tender);
- Evaluate the proposals and select a Preferred Bidder;
- Finalise the designs and agreement to be entered into, which has been prescribed by the PfS as Design and Build Lump Sum contract.

2.2 Programme of Work

A detailed programme of work, which includes the development and procurement of the ICT, has been developed based on the guidance issued by PfS. The key milestones from the programme are detailed in the table below.

Milestone	Date
DCSF/PfS Approval of OBC	28 April 2008
Issue PITT to Framework Panel Members	28 April 2008
Receive PITT Submissions	19 May 2008
Announce short listed bidders	30 June 2008
Issue ITT to Bidders	30 June 2008
ICT Hardware procurement commences	6 June 2008
ICT Hardware contract awarded	25 July 2008
Receive ITT Submissions	20 Oct 2008
Announce Preferred Bidder	22 Dec 2008
Preferred Bidder to submit planning application	02 Feb 2009
Planning approval	24 April 2009
Award Design and Build for Hereford Academy	24 April 2009
Start on site	11 May 2009
Building Completion for Hereford Academy	31 January 2011
ICT Hardware installation commences	10 January 2011
ICT Hardware installation finishes	25 March 2011
Decant commences from existing buildings	March / April 2011 (Easter vacation)
Academy operational in new buildings	April 2011 (Start of Summer Term)
Commence demolition of existing buildings	02 May 2011
External works complete	14 Oct 2011

2.3 Summary

The Scheme is a Single School Project and includes a new build design and construction project for the Hereford Academy.

In addition the following services are being procured for the Academy:

- **ICT services contract**

A realistic programme of work has been put in place based on the guidance issued by PfS. Building Completion for the Hereford Academy is March 2011, to be occupied by the Academy in April 2011.

- A detailed programme of work (Gantt chart, including ICT development and procurement)

3 DESIGN AND CONSTRUCTION

Section 3 and *Appendix 3* of this OBC describe the site options appraisal undertaken for the design and construction works.

3.1 Site Options Appraisal

The following sections describe the outline reference scheme that has been put together by the Design Team. This level of detail was provided to ensure that the Sponsor/Academy Trust and HC could be satisfied that a scheme was achievable on the existing site. The reference scheme was compiled using a number of different assumptions that the bid teams would be expected to challenge and improve upon.

Whilst there is some level of detail in the following sections it is acknowledgeable by the Sponsor that other options may become preferable as some more work is carried out. Again, it would be expected that the bid teams would challenge these assumptions and provide innovative solutions. A stipulation would be that all would remain within the overall budget defined by PfS.

3.1.1 Site Selection

Following an initial visit to the school and discussions with representatives of the Sponsor and the Predecessor School, it became apparent that there are two design scenarios for the new Academy. The first scenario followed PfS initial recommendation to retain and refurbish the Grove Building (9%) and rebuild all other accommodation (91%) and the second is (100%) new build; the former scenario investigated the extent of “value added” by retaining the Grove Building.

From the initial visit the Design Team highlighted a number of assumptions listed below which were presented to the Design User Group for comment and agreement:

1. To consider the viability of developing at the top and bottom areas of the school site.
2. To assume that the users of the South Wye Learning Centre and Redhill Housing Association Hall will be using the new school accommodation.
3. Other than the schedule of accommodation as defined by Building Bulletin 98 make allowance for a faith room, bookshop, café, additional health and well being facilities and additional meeting rooms for community use.
4. The Sponsor’s vision for the school structure being split into four clusters does not aspire to a school separated into four areas, with four halls and dining area. The vision is to design flexibility into the school to enable a full school assembly (900-1120 pupils) or four individual house assemblies (290 pupils). The individual house assemblies do not necessarily require a designated assembly hall but the flexibility to use larger school spaces such as the drama studio, gymnasium and dining hall. The sponsor does see a number of recreational spaces which could be associated within each cluster.
5. There are some items of the school structure which are clear – the clear

identity of the post 16-19, the location of sports facilities and halls, IT and LRC for enhanced community use and administration facilities.

6. To test incorporating the Grove Building within the overall school master plan as the only building which may need to be retained.

The site is triangular in shape with a level difference of approximately 8m from north to south and a gentler fall from east to west. The existing school buildings cluster around the northern central parts of the site and incorporate a number of level changes. The converted single storey primary buildings and temporary prefabricated buildings are located on the higher ground to the north, with the most recently built “Grove Building” linking the original secondary buildings to the south. Sports pitches are currently located along the lower southern end of the site.

Aerial view of Wyebridge Sports College site.



1. Grove building
2. Converted primary school building
3. Original school building
4. Sports pitches

It became clear that there were two key options to explore; developing to the north and incorporating the Grove Building (Option 1) and developing to the south of the existing school buildings (Option 2). Although it is acknowledged that there may be a number of variations there are only two principle solutions for site selection.

Two site options were presented by the Design Team to the Design User Group on 30th October 2007, chaired by the Sponsor’s representative, John Chapman. An evaluation sheet was circulated to members of the Design User Group prior to the meeting; the options were assessed on a number of issues such as meeting Sponsor’s vision, supporting the school specialisms, suitability, deliverability, disruption and community use. The weightings for each criteria were agreed by the Design User Group and individual evaluation scores were then averaged into an overall matrix which can be found below.

Criteria	Weighting	Average		Average x Weighting	
		Opt 1	Opt 2	Opt 1	Opt 2
Meets the Sponsor’s Education Vision	5	4.4	6.4	22.1	32.1
Supports the Academy’s specialisms of sport, health	5	4.4	6.6	22.1	32.9
Supports the School Travel Plan	2	5.3	6.1	10.6	12.3
Improves suitability across the estate (flexibility,	3	3.0	7.6	9.0	22.7
Minimises disruption to students during	4	4.1	6.4	16.6	25.7
Deliverability (programme risk, planning risk, land etc)	5	4.4	7.1	22.1	35.7
Improves links with feeder primaries	2	4.7	5.3	9.4	10.6
Supports extended school model and community use	5	4.4	6.3	22.1	31.4
Incorporation of the Grove building adds value into the overall design	1	3.3	2.4	3.3	2.4
Total		38.1	54.3	137.4	205.9

As can be seen from the evaluation matrix, the Design User Group favoured the option for 100% new build. Key decisions which informed the preferred choice to build to the south of the existing school were:

- *Sponsor’s Vision*

The Design User Group considered option 2 to have the greatest potential to express

the Sponsor's vision for a transformational Academy for all local pupils, staff and community. Locating the school nearer to the southern end of the site moves the school out of the blind corner into a more prominent and inclusive position.

- ***Supports Academy's Specialism***

The Academy's specialisms are sport, science and health. Both options offer comparable open space for sports but in option 1 the flexibility of developing sports facilities is restricted by maintaining the Grove building. For the health specialism option 2 offers a more suitable building location for developing a health facility provision in the community with more options for discreet community use. Potential area for science specialism is equal in both options.

- ***Supports School Travel Plan***

Pupils of the predecessor school generally walk or cycle to school; the majority of staff and members of the community use the car. It is envisaged that the Academy will adopt the predecessor school's travel plan. The Academy sponsor foresees minimal change in methods of transport to the school, but from a sustainability position will continue to encourage school users to walk and cycle and will provide a sufficient level of car parking. Both options support the ethos of the predecessor school travel plan.

- ***Suitability***

The southern position in option 2 enables more flexibility to develop the initial Academy and for future expansion as the Academy evolves. Option 1 has limited flexibility for future expansion because of the constrained site footprint, incorporating a connection to the existing Grove building and adhering to planning requirements for set back distances from adjoining residential areas.

Option 2 is more successful than option 1 in terms of security. Security and access is a key factor because of the projected greater movement of post 16 pupils and community use of facilities. The predecessor school has serious concerns around site security because currently security is difficult to manage and supervise from a remote entrance. Historically the school was not on a fenced site and the grounds were adopted as a public shortcut. Recent fencing has been installed but security is currently compromised by permanently open manual gates. Option 2 locates the building close to the main pedestrian and vehicular entrance which would ensure complete supervision of pupil/staff/public and services access in and out of the Academy site.

Access to option 1 through the housing estate is less suitable than the main corner entrance that opens onto a 2 lane carriageway.

- ***Disruption***

Option 2 has the advantage over option 1 by being able to construct the new Academy buildings whilst the Academy continues to operate in the existing buildings. Although there will be a loss in sports pitches during construction of option 2, the Design User Group were confident that this could be resolved by an understanding with neighbouring Marlbrook Primary School to share their sports facilities. Option 1 is significantly more disruptive than option 2 because of high levels of noise affecting school operations from the neighbouring construction site and managing school operations through decanting programmes as phases are handed over to the Academy.

- *Deliverability*

Option 2 can be built as a single phase on an open site, whereas option 1 would need to be built over a number of phases prolonging the construction programme. Option 2 would deliver transformational buildings in a shorter timeframe than option 1.

Option 1 is located close to local residents and there are concerns around the planning risk relating to the building heights and set back distances from the boundary; whereas option 2 has more flexibility to comply with any planning requirements. A key part of the extended school model is the use of a floodlit All Weather Pitch (AWP). Both options can accommodate the AWP, but option 2 may receive fewer objections.

In terms of cost, option 1 has less new build but an extended programme will add to a contractor's preliminaries on site.

- *Links with Feeder Primary Schools*

As can be seen by the matrix the Design User Group felt that the options do not present any significant difference in managing links with feeder primary schools.

- *Supports Extended School Model and Community Use*

Option 2 enables community use during school hours because facilities could be arranged with community focused areas being located closer to the entrance of the Academy thereby restricting members of the public from school activities.

Moving the building footprint closer to the original secondary main entrance achieves a greater civic presence within the local community.

Preferred Option

Having discussed the operations of the new Academy in detail during the course of this feasibility study, the Design User Group consider that a complete new building presents the best option for maximising utilisation and efficiency, offering flexibility and delivering educational transformation.

3.1.2 Appraisal of optimum build zone

An optimum build zone was established through the process of site selection described above. The Design Team consider that the key principles defining this zone are:

- The build “envelope” (i.e. footprint x height) is generated by the required floor area (approximately 10,095 m² new build);
- Main entrance and community facilities to be concentrated near junction of Stanberrow and Standale Road; south east of the site.
- External sports pitches to be located north and west of the new building; indoor sports facilities to be adjacent to external pitches and easily accessible from the main entrance.

3.1.3 Site Constraints

The Site Analysis drawing 01, in Appendix 3 shows the site and existing buildings and some of the principal constraints, which include:

- Maintaining pedestrian and vehicular access in and out of the site and its impact on the site compound;
- Noise impact on school, management of construction works to reduce excessive noise during sensitive times of the school day;
- Mature trees along the site boundary;
- Construction site access through a residential area and possible restrictions on hours of operation particularly around the start and end of the school day;
- Relationship to local residents; views out and views in (likely to be an issue in relation to planning consent);
- Floodlit All Weather Pitch (likely to be an issue in relation to planning consent);
- Ecological consideration along the Western Way Cycle Path;
- Change in levels across the site;
- Height of surrounding residential buildings.

3.1.4 Access Routes

There are two entrances used by the school from Stanberrow and Standale Road both on the east side of the site triangle.

Hereford Academy’s visitor access and “main gate” for the preferred Option 2 will be at the junction of Stanberrow and Standale Road, vehicular and service access in and out of the site will need to be segregated from pedestrian and cycle users. The existing entrance to the north of the site from Stanberrow Road may provide a controlled secondary access for pupils and for the sports pitches service vehicles. For Option 2 the main entrance for all pedestrians and vehicles would be from Stanberrow Road, this is not ideal on the basis that the road is not a double carriageway. Herefordshire Council Planning Officers have also indicated a desire to

introduce a third direct pedestrian/cycle access from the Western Way into the school grounds to increase usage and safety along the cycle path. This would also be a secondary controlled access at the start and end of the day. This does cause some concerns to the Academy in terms of managing site security.

3.1.5 Community Use

The objective adopted for this project has been to provide new facilities which will allow Hereford Academy the potential to expand, adjust and develop its extended school activities and work within the community as the school sees fit over the coming years. The Academy will offer the potential for controlled and secure use of a part of the school outside school hours and/or in conjunction with curriculum activities, depending on the policy and educational philosophy of Hereford Academy.

To support the Academy's specialism in sport, the proposals will provide a wide range of indoor and outdoor sports facilities that will be made available to community use out of school hours. Currently there is no floodlit AWP facility in the South Wye vicinity; the nearest being at Hereford Leisure Centre or Whitecross Sports College, 3 or 4 miles respectively from the predecessor school. The Academy will include a floodlit AWP and Multi Use Games Area (MUGA). These facilities will enable community users/clubs to let the facilities after school hours to play outdoor sports such as hockey and 5-a-side football all year round.

Another Academy specialism will be health. The Sponsor's vision is to build and expand on the predecessor school's "Infozone"; a facility which has been funded through partnership between the school, Herefordshire Council Children Services and South Wye Regeneration Board. The Infozone was initiated as a response to the "Every Child Matters" agenda and its objective was to provide pupils with a wide range of support from counselling, to health, bereavement counselling careers and housing advice. Currently the services are provided by the following external agencies; school nurse, Connexions, 4US Clinic, SHYPP and Noah's Ark. The Academy vision is to build on the health services provided and in partnership with the Primary Care Trust offer community users a health facility. Funding, as yet, has not been secured for this aspect of the brief.

3.2 Land

HC are undertaking a Title Search for the site and they will warrant the information contained in the Title Search as required by the Contract. HC has commissioned a third party to undertake the title search and this work has been warranted. *(Letter on HC headed paper confirming the Title Searches are warranted to be forwarded on completion.)*

A plan of the site to be transferred to the Academy Trust has been agreed.

There is no land disposal associated with this Scheme. The entire whole of the site will transfer to the Academy Trusts. There is no land acquisition associated with this Scheme.

HC can confirm ownership of the site and will confirm that the site is clear and unencumbered on completion of the Title Searches.

Table to be completed if appropriate

Issue	Description	Action to Mitigate
Covenant		
Easement		

3.3 Surveys and Investigations

The development of initial options has taken into account pre-existing Asset Management Plan (AMP) data, record drawings and previous surveys and investigations.

These records have been supplemented by the additional surveys listed in the table below. The surveys have collateral warranties that are capable of being novated to the two successful bidding Framework Panel Members Post PITT and then to the Academy Trust.

Survey	Date Completed	Findings	Cost Implication (Yes/No)	Collateral Warranty Provided (Yes/No)	Location of Survey Report (Sent to PfS Project Director or available on website)
Topographical survey	06.09.07	No significant findings	No	Yes (Post PITT)	
Underground utilities investigation, including drainage survey		No significant findings	No	NA	
Type 2 Asbestos Surveys	27.07.00	Refer to Appendix 1 Worcestershire Scientific Services Asbestos Report for Haywood School dated 27.07.00	Yes (demolition of existing buildings)	Yes (Post PITT)	
Fully dimensioned measured building surveys, including floor plans and elevations		All available existing drawings held by HC will be made available to bidders.	No	Warranty from HC	
Intrusive ground investigation including factual and interpretive report	Sept 2007	Refer to Geotechnical preliminary recommendations in section 3.3.1	Yes (allowance for contamination in abnormals)	Yes (Post PITT)	

Survey	Date Completed	Findings	Cost Implication (Yes/No)	Collateral Warranty Provided (Yes/No)	Location of Survey Report (Sent to PfS Project Director or available on website)
Statutory Utilities searches	26.04.07 10.05.07 04.05.07 25.04.07	Electricity – E-ON Gas – Transco Water - Welsh Water Telecoms –BT	NO	Yes (Post PITT)	
Phase 1 Ecology Habitat Survey		To be commissioned in April / May	TBC		
Visual Structural Inspection	N/A	All buildings to be demolished	N/A		

3.3.1 The following is a summary of the preliminary recommendations given in the Geotechnical Appraisal for the suitability of ground conditions:

- ***Excavations***

Excavations from this site should be manageable. Generally, the pit sides remained stable during excavation. Where the formation comprises clays and silts excavations should be kept open for as short a time as possible. A layer of blinding concrete may be laid to protect the base of foundation excavations.

- ***Foundations***

Conventional strip footings will be suitable for use at this site. The minimum foundation depths should be 0.75m and 0.9m for low and intermediate plasticity materials. An allowable increase in bearing capacity of 100kN/m² can be taken for preliminary design purposes, subject to medium strength clay being present at formation level.

- ***Stability of Existing and Proposed Slopes***

No signs of instability were observed on the existing slope and no pre-existing shear surfaces were revealed in the trial pits.

Based on the material encountered during the investigation it is considered that cut and fill slopes should remain stable with a sideslope of around 220.

- ***Earthworks***

If earthworks are involved as part of the proposals it is likely that the majority of the materials encountered will be acceptable for use.

It is anticipated that any unacceptable fill material will be re-usable as Class 4 landscape fill.

- ***Retaining Walls***

Adequate drainage should be provided behind retaining structure to avoid the build up of pore water pressures.

- ***Concrete Protection***

The laboratory testing indicates there are no special precautions required to protect buried concrete.

- ***Drainage***

Soakage tests were beyond the scope of this investigation and drainage proposals are not known as present. However, based on the materials encountered in the exploratory holes it is unlikely that disposal of surface water to soakaways will be

feasible. If a soakaway option is pursued then it is recommended that a full soakage test is undertaken at the position of each of the soakaways to determine the infiltration rates necessary for design purposes.

- *Radon*

It is unlikely that radon protection measures will be required.

- *Land and Contamination*

Following the observation of nickel contamination at various locations across the site, it is recommended that any further testing should include heavy metals (including nickel) but also include a broad screen of contaminations.

3.4 Design Brief

The Design Brief has been developed and it reflects the Sponsor/Academy Trust's and Design User Group's aspirations expressed during the development of the initial options, design presentations and evaluation. The Design Brief contained within the OBC contains a summary identifying the design developments to date. This will be included within the Invitation to Tender (ITT) documents at the procurement stage, which will also include the Education Brief.

The Scheme will utilise the PfS Authority's Requirements, amended to suit the local circumstances.

Design Quality

Two distinct measures of design quality will be used in the Hereford Academy development processes. These will be linked to the Key Performance Indicator (KPI) and benchmarking data:

- *The Design Quality Indicator (DQI)*

The initial part of the process is the 'FAVE' evaluation. A workshop was held with key stakeholders on 13th February 2008, which was led by Andy Thompson an accredited DQI facilitator. From this, a consensus view on the design quality priorities for the Academies was identified and agreed.

The Sponsor/Academy Trust and LA are committed to the use of the DQI process throughout the design, build and operation of the projects.

- *BREEAM for Schools*

The requirement for an 'excellent' BREEAM (Building Research Establishment's Environmental Assessment Method) score will be encapsulated within the procurement documentation upon which bidders designs will be benchmarked. It

will be a requirement for bidders to demonstrate during their design development that the required score can be met within the funding allowance.

3.5 Construction Phasing/Decant Strategy

The construction phasing and decanting strategy will be completed in the following phases:

New build and ICT Hardware complete	March 2011
Use of alternative sports pitches	June 2009 – October 2011
Decant from existing school	Through Easter vacation April 2011
Academy operational in new buildings	Start of Summer Term April 2011
Demolition of existing buildings	May 2011 – June 2011
External works (including AWP)	July 2011 – October 2011

In considering the options for transition, the effects on pupils and staff of construction work and decanting have been taken into full account, with the aim of balancing the need to minimise both the cost of the decanting and the extent of the disturbance and disruption.

3.6 Carbon Neutral

HC wherever possible within the design, construction and operation of the new Academy will follow best practice to aim to achieve a carbon neutral new building.

3.7 Third Party Agencies

Herefordshire Council will provide an unencumbered site for the Academy.

The predecessor school currently provides accommodation for the Redhill Residents Association and the South Wye Learning Centre.

The Redhill Residents Association is not satisfied with the accommodation or terms being offered within the new Hereford Academy buildings but are ready to accept Herefordshire Council's offer of alternative accommodation in a temporary building on another site. Relocation of the Redhill Residents Association will be programmed to tie in with availability of the allocated temporary building. It is envisaged that the temporary building will become available by April 2011.

The South Wye Learning Association (*HC to advise*)

Funding for the relocation of any third parties will not be met by the funding allocation for the academy project.

The table below details all the current and proposed third party users on the site and identifies where they will be located once the building works have been completed.

The table below details all the current and proposed third party users on the site and identifies where they will be located once the building works have been completed.

Third Party	Current Users			Users once Building Works Completed			
	No. of Staff (FT/PT)	CRB Checked? (Yes/No)	Accommodation (Location, no. of rooms, area of each room)	No. of Staff (FT/PT)	CRB Checked? (Yes/No)	Entrance Requirement	Accommodation (Location, no. of rooms, area of each room)
Youth Offending Team	TBA						
Police							
Redhill Residents Association	TBC	TBC	71.5m ² - large meeting room and kitchen facility	N/A	N/A	N/A	No specific dedicated space to be provided on the school site
South Wye Learning Centre	TBC	TBC	195m ² - two ICT suites and ancillary accommodation, reception and toilets.	N/A	N/A	N/A	No specific dedicated space to be provided on the school site, Academy to work community use throughout design of the school.
Connexions	TBA		Accommodated in the Infozone				
4US Clinic	TBA		Accommodated in the Infozone				

	Current Users			Users once Building Works Completed			
	No. of Staff (FT/PT)	CRB Checked? (Yes/No)	Accommodation (Location, no. of rooms, area of each room)	No. of Staff (FT/PT)	CRB Checked? (Yes/No)	Entrance Requirement	Accommodation (Location, no. of rooms, area of each room)
Third Party							
SHYPP	TBA		Accommodated in the Infozone				
Noah's Ark	TBA		Accommodated in the Infozone				

3.8 Summary

HC can confirm that they own the land upon which the Academy will be built and that there are no encumbrances, restrictive covenants that would place the development and operation of the Academy at risk.

A robust and thorough options appraisal has been carried out to determine the project proposals. The site options appraisals meet the requirements of Building Bulletin 98.

Surveys and investigations have been undertaken and the results evaluated.

An initial control option for the Scheme has been prepared which demonstrates that the Scheme is deliverable. This initial control option has been signed off by the Design Group and PSG as meeting the requirements of the Education brief and design Brief and as acceptable to all parties.

An Initial DQI Workshop has been held and there is a commitment to using the DQI process throughout the design, construction and operation of the projects.

There is a commitment to achieving a BREEM 'excellent' rating

The Design Brief has been developed. The Scheme will utilise the PFS Authority's Requirement document, amended to suit the local circumstances.

A construction phasing and decanting strategy has been developed.

All existing and proposed third party users have been identified and there is a strategy in place for providing accommodation for these users where necessary.

The following documents are attached at *Appendix 3*

- Plan of the site to be transferred to Academy Trust
- Certificate of Land Title
- Warranty for Land Title search
- Site options appraisals
- Collateral Warranties for surveys and investigations
- Output from DQI Workshop

- Design Brief
- Construction Phasing/Decant Strategy

4 ICT

Section 4 and *Appendix 4* of this OBC provide an overview of the ICT Vision and the proposed delivery approach for the ICT provision. It encapsulates the preferred delivery method and validates the rationale for that choice, including whether the service is intended to integrate with the wider HC provision.

The ICT capital budget for hardware (£1,450/pupil) is delivered to the Sponsor/Academy Trust to procure ICT solution. The ICT solution includes the provision of a learning platform, helpdesk arrangements, training & CPD requirements and a Local Choice Fund as included in the ICT Output Specification.

HC is not part of an imminent wave for BSF and therefore will be unable to deliver a BSF ICT Managed Service for the Academy. As HC is unable to deliver a service to the Academy, the Sponsor/Academy Trust will procure an ICT solution from the BECTA Infrastructure Services Framework. The Sponsor/Academy Trust will engage Educational and Technical ICT Advisers to develop:

- ICT Vision
- ICT Output Specification
- ICT draft costings
- Strategy and programme for ICT procurement

4.1 Options Appraisal

HC set about identifying options that would enable the Academy to achieve its' Sponsors transformational ICT Vision as part of the wider Academy project. The Sponsor's ICT vision clearly specified that provision should underpin teaching and learning with flexibility and personalisation key factors in meeting this vision. It should be noted that the procurement of a Learning Platform and a Management Information System were not considered as part of any of the options.

The options identified were:

- *Do minimum*

Maintaining the ICT provision in the Academy at the same levels as the predecessor school with development funded piecemeal through existing budgets and ICT focussed grant provision.

- *Enhance existing ICT provision*

Investing in a similar model of ICT provision that exists in the predecessor school resulting in additional ICT suites based around existing provision.

- *Transformational ICT provision with fully outsourced support model*

This consists of delivering a level and type of provision that maps to flexibility required. This would be supplemented by a comprehensive change management and professional development programme.

These options were selected because they are representative of the options facing the Academy at this time. Any other option for meeting the ICT Vision would be, to a greater or lesser degree, a variation of one of these three. They were evaluated using the professional judgement of the Authority supported by their technical advisors. In addition, there was significant consultation with the Sponsors and with the predecessor school.

The evaluation was conducted using a set of robust and transparent criteria extrapolated from BECTA, PfS and DCFS guidance. These criteria were:

- Provision of transportation in learning and teaching;
- Robust, scalable and sustainable;
- Delivery of the Sponsor's ICT Vision; and
- Conforms to BECTA and PfS guidance and requirements.

The preferred solution was Option 3, transformational ICT provision with fully outsourced support model.

Based on the evaluation criteria above option 3 was the only solution that could deliver in all four aspects. Primarily this option would deliver the requisite transformation in teaching and learning because pupils and teachers will be provided with appropriate levels and type of technology augmented by a comprehensive CPD and change management programme.

Option 3 would be robust inasmuch as it would be managed through a contract in which KPIs would compel the service provider to deliver a certain level of service. However, a slight question remains over the robustness of the service given the lack of support staff in the school. This is essential to effective delivery of an ICT service in an education context.

The service would be specified in such a way that it should be scalable should the school wish to enhance provision in the future or become part of a wider programme such as BSF.

This option would be sustainable over the length of the ICT contract due to the capital investment arising out of the Academies Programme and the per pupil per annum (ppaa) contributions described in the ICT Vision.

This Option would deliver the Sponsor's vision of an innovative 21st Century learning environment. All ICT provision will underpin teaching and learning to enable the required transformation.

BECTA guidance points toward the deployment of an ICT Managed Service. As such, this is the only option that conforms to BECTA and PfS guidance and requirements.

4.1.1 Scope of Services

The scope of the ICT project will not include the Learning Platform (LP) or the Management Information System (MIS). The ICT Managed Service Provider will have to accommodate the predecessor school's current provision.

It should be noted that the broadband provision and associated services are currently delivered through the Authority and is limited to 10Mbps. The necessity for enhanced bandwidth is to be investigated in the soft market testing of available suppliers and will be informed by consultation with the successful ICT Managed Service Provider.

Further clarification of the scope is set out below and this follows the BECTA Framework educational ICT procurement.

- ***Infrastructure***

The Academy will procure infrastructure services as they are described in the BECTA Framework. In brief, these services are infrastructure design, provision, implementation, maintenance, service and technical support and training and change management services for staff and users.

- ***Consultancy***

The Academy will procure Consultancy Services off the Framework to develop the Academies requirements for the ICT Output Specification.

- ***Learning Platforms***

The predecessor school currently has a learning platform which is effectively deployed. In addition to this, there is regionally procured local authority solution available to the school. The decision whether to migrate the existing solution across to the Academy or utilise the authority provision is one for the Principal Designate. Either way, there is no need for the Academy to specify a learning platform as part of this procurement.

- ***Internet Services***

The Academy will source an internet connection and the associated services around email, filtering and antivirus from the Authority through the Regional Broadband Consortia.

4.2 Interface with Design and Construction Contract

The ICT Scope within the D&B Contract with HC will require the Framework Panel Member to deliver the ICT Infrastructure (funded at £225 per pupil) only. The ICT Equipment/Hardware (funded at £1,450 per pupil) will be procured by the Academy Trust. HC and the Academy Trust understand that due to the nature of the Procurement of the D&B Contract, it is not possible to add or attach an Interface Agreement to the D&B Contract to address the ICT interface. HC will advise in detail in the Authority Requirement the following matters:

- (a) What information he expects to provide to the Framework Contractor and the timing of such;
- (b) What information he expects from the Framework User and the timing of such;
- (c) What regularity of meetings and correspondence related to ICT interface matters that is expected on the project; and
- (d) Access requirements needed from the D&B Contractor towards to end of the Construction programme to allow the ICT Services provider to access the near completed infrastructure to begin to install the ICT Equipment

HC can confirm that the ICT Functional Specification will be made available to the Bidders during the ITT stage to enable the Bidders to design the ICT infrastructure.

HC and Sponsor/Academy Trust will address the alignment of the ICT Infrastructure (delivered through the D&B Contract) and the ICT Hardware (delivered through the BECTA Framework) through the development, procurement and delivery phases by the following:

- Identifying ICT champions for HC and the Sponsor/Academy Trust, Martin Fowler and Bruce Freeman respectively.
- ICT Working Groups will be set up with representation from the ICT champions, members of the DUG and support from the Sponsor/Academy Trust's ICT consultant (selected from the BECTA consultancy services framework) as the ICT Functional Specification is developed and agreed.
- The ICT Working Group will also be responsible for revising the ICT risks on the risk register and managing actions required.
- The D&B Framework Panel Member will be required to work closely with the ICT Hardware contractor to resolve any site co-ordination issues. The two successful bidders will be required through the ITT stage to identify any areas of the design that may be handed over to the ICT Hardware contractor ahead of Practical Completion.

The alignment of the two procurement processes for the ICT and the Design and Construction is highlighted as one of the top 10 risks to the Scheme.

4.3 Summary

The Sponsor/Academy Trust has conducted a robust and thorough ICT options appraisal to determine the ICT approach.

Stakeholders are being consulted in developing the ICT proposals.

The Sponsor/Academy Trust has confirmed that they will procure the ICT provision through the BECTA infrastructure framework.

BECTA has reviewed the proposed delivery approach for the ICT provision and confirmed that it is acceptable.

A detailed risk register for the ICT project been developed and a clear strategy to manage / mitigate ICT risks has also been put in place.

The ICT Output Specification also been completed to a satisfactory level

The following documents are attached at *Appendix 4*:

- ICT Vision
- ICT Risk Matrix (identifying the top 10 risks)
- Email from BECTA confirming that proposed delivery approach for ICT provision has been reviewed and is acceptable

5 FACILITIES MANAGEMENT

Section 5 of this OBC details the proposals for the provision of Life Cycle and Hard FM.

The Sponsor/Academy Trust has agreed to adopt the existing Facilities Management services procured by the predecessor school, Wyebridge Sports College when the Academy opens in the existing buildings in September 2008. The Sponsor/ Academy Trust will continue to outsource Facilities Management Services until the Academy moves into the new buildings in April 2011. Once a LEP has been established the Sponsor/ Academy Trust will consider buying Lifecycle and Hard FM services from the LEP.

To ensure the Facilities Management Services provide value for money the Sponsor/Academy Trust will continue to procure the services through a competitive process.

The following table is indicative of the current existing Facilities Management Costs for the predecessor school.

Area	Supplier	Length of Contract	Contract Expires	Current Cost	What it covers currently
Insurance	Herefordshire Council	Annual	31.03.08	£32,847	Buildings Contents, plus Optional Buildings Contents On and Off Site visits Mini bus Insurance
Cleaning	Mavis Russell Cleaning Ltd	3 years	31.03.08	£58,799	1 main contract plus 2 variations covering school buildings
Security	CTAC Ltd	Annual	Dec 08	£2,400	CCTV off site monitoring
	Hereford Security Services	Annual	Dec 07	£520	Key holding Service
Catering	Catering for Education	Annual Started June 05 -	June 08 (tbc) 3 months	Income of - £1,500	Licence Fee paid to school £500 per term

		06	notice can be given		
ICT	Edu Tech Solutions Ltd	Annual	March 08	£10,500	Bought in hours for network support
Maintenance Contracts	Herefordshire Council Service Contracts from different suppliers	Annual	March 08	£14,197 approx.	Heating Gas Soundness Electrical Inspections Security Alarms Lift Service Dust Extraction Beam System
Waste Removal	Herefordshire Council	Annual	March 08	£5,040	Two collections per week. Additional collections at extra cost.
Grounds Maintenance	Countrywide Grounds Maintenance	Every 3 years – started Jan 06	Finished December 2008	£6,895 in 3 rd year	Grass mowing, hedge trimming etc.
Total				£126,968	

5.1 Summary

The Academy Trust has set out their strategy for delivering life cycle and hard FM services and confirmed that once the LEP has been established that they will consider buying these services from the LEP.

6 AFFORDABILITY

Section 6 and Appendix 5 of this OBC describe the affordability position for the whole Scheme.

6.1 Design and Construction

HC has adopted the new build PfS funding rates as confirmed by the Framework Panel Members and there is no variance in estimated construction costs. The table below sets out HC's cost estimate for a 100% new build design and build contract.

Category	FAM (£)	LA Estimate (£)	Variance (£)
Construction Costs	12,937,368	12,937,368	0
External Works	1,552,484	1,552,484	0
Abnormals	646,868	646,868	0
Fees	1,892,090	1,742,090	-250,000
Inflation (to Construction start - June 09)	1,722,014	1,722,014	0
FFE (inclusive of inflation to Construction start)	1,312,371	1,312,371	0
ICT Infrastructure	252,000	252,000	0
D&B Contract sub-total			
Project Support Funding	0	250,000	250,000
ICT Hardware	1,624,000	1,624,000	0
Total	21,939,195	21,939,195	0

Notes:

Construction Start Date: June 2009

Location Factor: 0.96

The cost estimate makes allowance for the sum of £250,000 for Project Support Funding for delivery costs. This sum is top sliced from the funding allocation agreed with PfS. HC has submitted their application for Project Support Funding and it has been approved by PfS.

6.2 Abnormal Costs

During the development of the initial designs, HC has undertaken surveys and investigations and considered the results. The abnormalities identified have been costed and the costings agreed with PfS. The abnormal costs are summarised in the table below:

Abnormal	LA Estimate (£)
Asbestos Removal	20,000
Type 3 asbestos survey	5,000
Demolition of existing buildings including grubbing up and removal from site	200,000

Break up roads and paving	15,000
Site clearance, contamination or gas in ground	40,000
Unusual site level variations need retaining walls and/or ramps	346,868
Environmental matters	20,000
Total	£646,848

Notes:

Construction Start Date: June 2009

Location Factor:0.96

6.3 ICT

This section sets out the cost estimates for the ICT solution across the whole project which includes:

- The indicative capital costs of the selected ICT option will be as set out in the FAM, an ICT infrastructure allowance of £225 per pupil and for ICT Hardware an allowance of £1450 per pupil;
- Monies required to maintain the operational and maintenance (revenue) costs will be within the recommended £80 - £160 per pupil per annum, an exact allowance is subject to the discretion of the Principal Designate in April 2008;
- As the Academy is opening in existing buildings in September 2008 any monies associated with installation, implementation & transition of ICT provision within the existing buildings will be met by the GAG;
- The ICT Output Specification will address scalability and flexibility and therefore there will be no supplementary costs.

The indicative capital costs of the selected ICT option will be met through funding from PfS and maintenance and lifecycle costs for any ICT works will be afforded through the annual GAG funding from DCSF. The Sponsor/Academy Trust will confirm the annual allowance dedicated to the ICT solution are sufficient to maintain the asset for the life cycle of the project, subject to the Principal Designate advising on the recommended ICT allowance per pupil.

6.4 Lifecycle/Hard FM costs

The Academy Trust will be responsible for the ongoing life cycle costs which have been calculated at £6,142,975 over 25 years, this equates to 28% of the Capex cost £21,939,195.

Hard FM costs for the Academy are based on the predecessor schools FM costs of £126,968 with utilities estimates at £66,000.

The Academy Trust has agreed in principle to meet both lifecycle and Hard FM costs from the General Annual Grant (GAG.)

6.5 Other sources of funding

There are no other sources of funding available for the procurement of the Academy.

6.6 Summary

The OBC provides a separate cost estimate reconciled against the FAM for both the design and build and ICT elements of the project.

The estimate indicates that the proposals are affordable within the funding allocation.

This section of the OBC confirms the Council's view that the construction Scheme represents value for money.

HC has submitted their application for Project Support Funding and it has been approved by PfS.

The Sponsor and the HC accept that they have to deliver the Academy building within the agreed funding envelope and they will ensure that the scope of the development work fits within this envelope with due reference to the Framework rates. The Sponsor and the HC will work with the Framework Panel Members to optimise the scope and will undertake any project rescoping necessary to ensure that the project fits within the funding envelope

Design and Construction

The initial design options for the Scheme have been fully costed. The cost estimate includes an assessment of likely abnormal costs which consider the initial site investigations that have been carried out.

The capital costs fit within the Funding Allocation Model (FAM) agreed with PfS

ICT

The OBC sets out the cost per pupil in relation to the ICT Option.

Capital Costs - The initial design options for the Academy have been fully costed and it has been identified what is to be delivered through the £1450/pupil funding. The relevant cost split and mechanism for transfer of required ICT Hardware Funding has been agreed between the Sponsors/Academy Trust and HC.

We can confirm that the capital costs fit within the Funding Allocation Model (FAM) agreed with PfS.

Ongoing Costs - ICT costs have been estimated for a 25 year period. The estimated annual cost is between £80 and £160 per pupil, (a finalised cost to be agreed when the Principal is appointed in April 2008) - the Sponsor/Academy Trust has confirmed his commitment to meeting these costs through the General Annual Grant (GAG).

Facilities Management

Life Cycle and Hard FM costs have been estimated for a 25 year period. The Sponsor/Academy Trust has confirmed his commitment to meeting these costs through the General Annual Grant (GAG) that will be received.

The following documents are attached at *Appendix 5*:

- PfS Funding Allocation Model
- LA Cost Estimate
- Schedule of Abnormal Costs
- Facilities Management Cost Estimate
- ICT Cost Estimate (*to be forwarded by Academy Trust ICT Consultant*)
- A letter from the Section 151 Officer confirming the affordability of the Scheme
- Letter from Becta confirming that the ICT costings have been reviewed and are acceptable
- A letter from the Sponsor/Academy Trust confirming their commitment to investment in ICT. (*Draft letter from HC to be forwarded to the Sponsor subject to Cabinet approval*)
- A letter from the Sponsor/Academy Trust confirming their commitment to investment in life cycle and hard facilities management costs

7 READINESS TO DELIVER

Section 7 and Appendix 6 of the OBC sets out the LA's project management structure and identifies the roles and responsibilities of each part of the structure. The key members of the team and the external advisers are named and information is provided on their skills, experience and time commitment to the project. This section also sets out the approved budgets (including consultant advisory fees) and the authority to negotiate, delegated decision etc. to a named senior officer within the key stakeholders.

7.1 Project Management

HC has established and maintained a fully resourced project management regime for the successful delivery of the Hereford Academy. The Academy Delivery Team includes the following personnel HC and an indication of their time commitment in days per month:

<i>Job title</i>	<i>Name</i>	<i>days</i>
Head of Commissioning and Improvement	George Salmon	(tbc)
Head of School Place Planning	Rob Reid (tbc)	(tbc)
Secondary School Improvement Manager	Paul Murray	(tbc)
Principal Lawyer – Corporate	Peter Crilly	(tbc)
Head of Financial Services,	David Powell	(tbc)
Head of Asset Management and Property services	Malcolm MacAskill	(tbc)
Property Services Manager	Colin Birks	(tbc)
Capital Project Manager,	Richard East	(tbc)
14-19 Advisor	Polly Garnet	(tbc)
HC Design Champion	To be agreed	(tbc)

This Team is supported by the following external consultancy team:

Technical Advisor	Navigant Consulting	(15)
Architectural Advisor	To be agreed	(tbc)
Cost Consultant	To be agreed	(tbc)
Client Design Advisor	To be agreed	(10)

The Council proposes to fund the Technical Advisor and any other Design Team support with Project Support Funding drawn from Partnerships for Schools (part of the capital funding allocation).

The relevant skills and experience of the key members of the team are detailed below:

Project Director, George Salmon

George Salmon has been involved in the planning of school places, and implementation of school capital projects in Hereford and Worcester and subsequently Herefordshire since 1985.

Since 1998 he has been responsible as Head of Policy and Resources for strategic planning of school places, the delivery of the Directorate's Capital Programme, and for the Revenue Budget.

Project Manager, Richard East

Richard East has 9 years experience of working in HC, RICS qualified and recently completed project managing Whitecross High School.

Technical Advisor, Navigant Consulting - Julia Chambers

Julia Chambers has over ten years experience in the construction sector, managing design teams and contractors and overseeing procurement through tender to completion.

ICT Adviser, Mark Compton-James

Over five years experience in the public and private sector advising on the programming and procurement of ICT services.

Legal Adviser, Peter Crilly

Over 15 years of Local Authority legal experience and has for the previous two years held the position of Principal Corporate Lawyer dealing with planning, contracts, general local government issues.

HC 14-19 Adviser, Polly Garnet

(email sent 23.01.08 to R East)

HC Secondary School Improvement Manager, Paul Murray

(email sent 23.01.08 to R East)

The Sponsor/Academy Trust and HC, in conjunction with the DCSF, has followed the project structure and governance for National Framework Academy projects established by PfS, which includes the creation of a Project Steering Group, a Design User Group and HC Project Team.

The Project Steering Group

The PSG has the responsibility to develop the project plan and define the Academy's ethos and vision. A number of sub-groups feed back into the PSG which meets on a monthly basis, membership of this group is as follows:

Paul Suthern	<i>Vice-Chairman, Hereford DBE (CHAIR);</i>
Ian Terry	<i>Hereford Diocesan Director of Education, Hereford DBE;</i>
John Chapman	<i>Chairman, Hereford DBE;</i>
Christopher Whitmey	<i>A Company Director, Hereford DBF;</i>
Mark Evans	<i>DCSF Academies Division, Project Lead and/or Debbie Bratton, Assistant Project Lead</i>
Bruce Freeman	<i>Education Liaison Officer, South Wye Team Ministry;</i>
Paul Murray	<i>Children and Young Peoples Directorate, HC;</i>
Lara Newman	<i>Navigant Consulting, Overall Project Manager;</i>

Iain Main

Navigant Consulting, Assistant Project Manager.

Design User Group

The DUG are guardians for the Sponsor’s Education Vision and ethos and are the key group responsible for ensuring the design proposals are within the agreed funding envelope. Their role prior to OBC has been to input into the Design Brief and agree site options for the Academy, beyond OBC. DUG will be consulted on all design related matters. During the tendering stage the group will continue to meet to discuss the proposals and select a preferred bidder. Part of this process will involve hosting clarification meetings with the two short listed bidders after the Preliminary Invitation to Tender (PITT) stage.

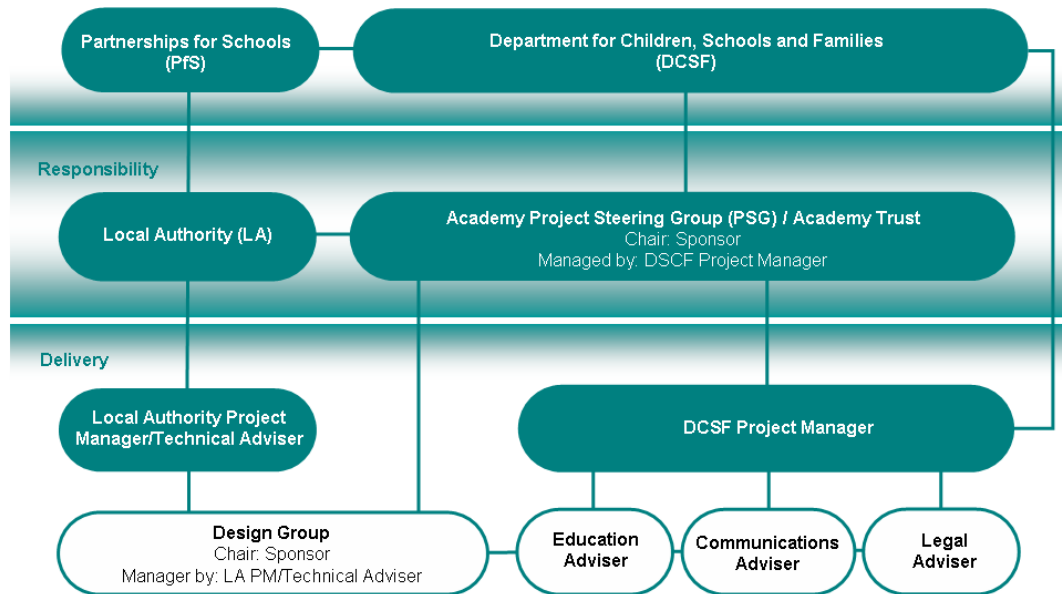
John Chapman	<i>Chairman, Hereford DBE</i>
George Salmon	<i>Head of Commissioning and Improvement</i>
Paul Murray	<i>Secondary School Improvement Manager</i>
Richard East	<i>Capital Project Manager</i>
John Shepherd	<i>Principal Designate</i>
Bruce Freeman	<i>Education Liaison Officer, South Wye Team Ministry</i>
Julia Chambers	<i>Technical Advisor</i>

Technical Advisor

Navigant Consulting has been appointed from the PfS’ Project Management Framework to provide Technical Advice and Support through the project development phase including assisting with the delivery of the Outline Business Case. Navigant’s appointment has been extended to provide support in procuring a design and build contractor, preparation of output specifications and employer’s requirements and submission of the Final Business Case.

The Technical Advisor will liaise with the Sponsor’s Overall Programme Manager and support the work of the Hereford Academy Design User Group and co-ordinate the work of the Council, Architectural Advisors and other consultants.

The organisational structure for the project is represented in the following diagram:



In addition, PfS has provided support during the project development, and has monitored progress to ascertain whether the requirements of the new Academies Framework have been met. The PfS Project Director is Paul Adam.

The budget for the procurement and delivery phases of the budget has been approved and authority has been delegated as follows:

The senior officer representative of key stakeholders with delegated authority will be George Salmon.

HC will use the agreed Project Support Funding to pay for the resource and other options appraisal costs and HC confirms that it will meet the costs of any overspend above the agreed £250,000 sum.

7.2 Consultation and Statutory Approvals

The following consultation has taken place in relation to the Scheme:

Planning

The Project Team has liaised with the Planning Authority. The following key planning concerns have been identified:

- Building over existing sports pitches
- Consultation with Sport England to avoid planning delay
- Level of proposed traffic and its impact on surrounding roads

- Possible opposition from local residents
- Location of proposed floodlit synthetic turf pitch within residential area

The following has been obtained:

Letter of Comfort from HC Planning Authority dated 26th November 2007 confirms the Project Team has consulted with HC Planning Authority on the proposals and there are no material objections.

Sport England

Consultation has taken place with Andy Sacha, Head of Investment at Sport England. It is understood that Sport England support the preferred feasibility design subject to the final sports provision being equal if not exceeding the exceeding provision and a strategy to manage sports provision through construction. Formal endorsement is expected once a full review has taken place.

A further meeting with Bob Sharples, Senior Planning Manager for Sport England has been arranged on Thursday 10 April to secure formal endorsement.

7.3 Market Testing

A Bidders day will be held on 10th April 2008. All Framework Panel Members will be invited to an introductory presentation, followed by focus groups for Capital Build and ICT.

7.4 Risk

A risk workshop has been held and a risk strategy developed. This risk register is reviewed on a regular basis.

The Risk Register details:

- The risks identified
- Who is responsible for the mitigation
- Measures being taken to mitigate each risk

7.5 Summary

The Sponsor/Academy Trust and HC, in conjunction with the Department for Children, Schools and Families (DCSF), has followed the project structure and governance for National Framework Academy projects established by PfS, which includes the creation of a Project Steering Group, a Design Group and the LA Project Team.

HC has put in place resources for the duration of the project, including post

contract, to monitor and maintain ongoing relations with the Framework Panel Member and ensure that performance is continually reviewed.

A Bidder day will be held on 10th April 2008 for the Framework Panel Members.

A risk workshop has been held and a risk strategy developed.

The following documents are attached at *Appendix 6*:

- Budget for procurement and delivery
- Letter of comfort from the Planning Authority
- Letter from Sport England
- Consultation report
- Risk Register (detailing top 10 risks)

8 LEADING AND MANAGING CHANGE

Section 8 of this OBC sets out the LA's approach to leading and managing change.

During the present feasibility stage of the project, the following strategies and activities have been used to prepare for and support the educational transformation to an Academy School: consultation meetings with school staff, governors and community stakeholders have been held to brief them and enlarge on the vision; the Chairman of Governors has held regular meetings with the sponsors; Herefordshire Association of Secondary Heads and the Herefordshire 14-19 Consortium have been consulted and their in principle support obtained, including that of the local area network. The South Wye Education Officer and Community Officer have been engaged in disseminating information on the development of the project within the local community.

Within the LA, an informal project group consisting of the Head of Commissioning and School Improvement, the Secondary School Improvement Manager, Asset Management Officer, Admissions and Transport Manager and the Manager of LMS and Planning have met regularly with other relevant officers to plan and prepare for effective transformation, including briefings and recommendations to cabinet and scrutiny committees of the council.

The School Improvement Service has been constructing professional development programmes for staff at all levels both within and without the existing school that specifically address change management issues. Some of these have gained grant funding from NCSL and TDA through the "Tomorrow's Leaders Today" and other CPD initiatives which focus on succession planning, in particular "A New Kind of Leadership for New Kinds of Schools" and organisational development.

The Workforce Development Adviser and CPD Manager are fully engaged in the implementation of these programmes and are working with the Curriculum Development Officers (two seconded heads) and Secondary Strategy Manager to ensure an effective rollout and involvement of teaching and non teaching staff in the in-service training.

Herefordshire Governor Services will support the existing and projected governing body in its reconstitution and changed procedures. The Human Resources division within Children's Services will continue to advise staff and governors throughout transformation on their rights and responsibilities in the TUPE process. All of Children's Services staff can access and take advantage of the Employee Assistance Programme, which provides external and impartial advice and guidance on a range of employment issues.

The School Improvement Service, its consultants and subject leaders will continue to work in negotiation with the school, contact inspector and School Improvement Partner to maintain standards, target available resources and sustain current trends of improvement throughout the construction process.

8.1 Summary

Information has been provided on how the educational transformation will be delivered through the implementation of the procurement, prior to and post delivery of the “project”.

9 MOVING FORWARD

Section 9 and *Appendix 7* provide a critical review of the options appraisal through the completion of the DCSF Checklist. Also included in this section is the benchmarking data collected at this OBC stage and confirmation that the documents required for the procurement process have been developed.

9.1 Preparation for Procurement

In parallel with the work required to complete this OBC, HC Project Team has also been developing the documents required for the procurement process. The following documents are ready for issue to the Framework Panel Members:

- Preliminary Invitation to Tender (PITT); and
- Draft Invitation to Tender (ITT).

The evaluation team will meet on the 11th March 2008 for an initial start up meeting and briefing about the roles of the evaluation team through PITT and ITT.

9.2 Summary

A critical review of the options appraisal has been conducted and the benchmarking data collated by PfS has been provided.

HC Project Team are developing the PITT and draft ITT and will be ready to engage with the Framework Panel Members in April 2008.

The evaluation team will be established and briefed on 11th March 2008.

The following documents are attached at *Appendix 7*:

- OBC Required KPI data
- Completed DCSF Checklist

APPENDIX 1 – OVERVIEW AND COMMITMENT

- A letter from DCSF dated 18th February 2008 confirming that any changes from the EoI are acceptable and that the Education Brief has been approved.
- Education Brief, including the Curriculum Model and Accommodation Schedule that demonstrates an area within the BB98 allocation
- A letter of support from the Sponsor/Academy Trust dated 18th February 2008.
- A letter of support from the LA (*subject to Cabinet approval*)
- Papers and minutes of LA Cabinet meetings confirming support for the project (*subject to Cabinet approval*)
- A letter from DCSF confirming that they endorse the project to progress into procurement and engage with the National Framework Panel Members. (*To be forwarded from DCSF subject to ongoing negotiations with Herefordshire Council*)
- Confirmation of School Closure, minutes of Cabinet meeting dated 28th February 2008.

APPENDIX 2 – PROCUREMENT STRATEGY

- A detailed programme of work dated 19th February 2008

APPENDIX 3 – BUILDING DESIGN AND CONSTRUCTION

- Plan of the site to be transferred to Academy Trust (*to be forwarded by HC*)
- Certificate of Land Title (*to be forwarded by HC*)
- Warranty for Land Title search (*to be forwarded by HC*)
- Site options appraisals

Drwg 01	Site plan (analysis)
Drwg 02	Site photos
Drwg 04	Option 1 site layout (new build and part refurbishment)
Drwg 05	Option 1 decanting/phasing
Drwg 06	Option 2 site layout (new build)
Drwg 07	Option 2 decanting/phasing

- Collateral Warranties for surveys and investigations (*HC to forward collateral warranty proforma with covering letter signed by Owen Williams*)
- Output from DQI Workshop, 13th February 2008
- Design Brief dated 14th February 2008
- Construction Phasing/Decant Strategy – refer to Drwgs 05 & 07

APPENDIX 4 – ICT

- ICT Vision dated 12th November 2008
- ICT Risk Matrix dated 19th February 2008
- Email from BECTA confirming that proposed delivery approach for ICT provision has been reviewed and is acceptable

APPENDIX 5 - AFFORDABILITY

- PfS Funding Allocation Model issued 14th February 2008 with funding start June 09
- Schedule of Abnormal Costs
- Facilities Management Cost Estimate, refer to section 5
- A letter from the Section 151 Officer confirming the affordability of the Scheme (*sent to George Salmon for signature 20.02.08*)
- A letter from the Sponsor/Academy Trust confirming their commitment to investment in ICT. (*Draft letter from HC to be forwarded to the Sponsor subject to Cabinet approval*)
-
- A letter from the Sponsor/Academy Trust dated 18th February 2008 confirming their commitment to investment in life cycle and hard facilities management costs.

APPENDIX 6 - READINESS TO DELIVER

- Budget for procurement and delivery – drawdown profile dated 19th February 2008
- Letter of comfort from the Planning Authority dated 28th November 2007
- Letter from Sport England (*to be forwarded*)
- Consultation report dated 19th February 2008
- Risk Register dated 7th November 2007

APPENDIX 7 - MOVING FORWARD

- OBC Required KPI data
- Completed DCSF Checklist (*copy sent to George Salmon for signature 19.02.08*)