

# Nottingham City Council

## Business Case

**Project Title:**  
**Mellers Primary Expansion Works**

**Lead Department:**  
**Major Projects**



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**City Council**

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<b>Date</b>	12 February 2016
<b>Document ID</b>	Mellers Primary Business Case

<b>Version</b>	<b>Status</b>	<b>Revision Date</b>	<b>Summary of Changes</b>	<b>Sign-Off</b>
1	Draft	12/02/16	Initial draft	
2	Draft	15/03/16	Update following changes	
3	Final	29/03/16		

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## **1.0 PURPOSE OF DOCUMENT**

This document sets out the Business Case for funding the preferred option in the expansion of Mellers Primary School to provide a 420 place school with nursery provision for 52 full time equivalent (FTE) places.

## **2.0 EXECUTIVE SUMMARY**

Increasing demand has been identified in the Radford area of the city for primary school places and Mellers Primary School is oversubscribed for September 2016. The purpose of this project overall is to increase the capacity of the school from 210 to 420 pupil places with an increase in nursery provision from 26 to 52 FTE places. For this expansion there is a need to provide 8 new classrooms and a new hall for the school.

In June 2015, Portfolio Holder approval was given for the procurement of the design team and early works to allow the design to develop. The resulting options appraisal has clarified the funding requirements for the scheme. In order for the scheme to progress the budget and approval to enter into contract must now be sought from Executive Board.

## **3.0 STRATEGIC FIT**

### **3.1 Background of Business Need**

This project forms part of a broader programme of works to expand primary schools across Nottingham City and increase the number of school places available to children.

Local Authorities are under a statutory duty to ensure there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. They must also ensure that schools are available in the areas of need, promote diversity and increase parental choice. The proposals contained within the business case support these aims.

The national shortage of primary school places has been reflected across the City and extra capacity has been added in many schools. The Radford area is experiencing significant primary school place pressure with continued upward trend for pupil growth in the coming years. Recently Dunkirk Primary school expanded to provide some of the necessary additional places but it is clear that this has not resolved the pressure on primary school places in the area.

Of the schools in the Radford area considered for expansion, Mellers Primary is considered the most suitable location. Edna G Olds Primary's proximity to the new Dunkirk site makes it less appropriate to also be expanded. In addition, Edna G Olds Primary is on a comparatively small site making it difficult to accommodate a large expansion. Mellers Primary, further north within the ward than Dunkirk's two sites,

means additional provision will be shared across the area and not concentrated in one area of the ward.

Following a consultation exercise undertaken November 2014, Mellers Primary Governing Body agreed to expand the school to 420 pupil places with 52 FTE place nursery.

### 3.2 Strategic Objectives and Outcomes

One of 5 key objectives of the new Council Plan setting out the Council's ambitions for the next four years is to ensure that every child in Nottingham is taught in a school that is judged good or outstanding by Ofsted. The expansion of Mellers Primary School also supports the Council priorities of access to a good school close to home for every young person in Nottingham and to guarantee a choice of places for every child at a local primary school. Therefore this project contributes to the Council's wider priority to ensure that all children and young people thrive and achieve. It will provide a quality learning and teaching environment. Mellers Primary was rated as Good in the latest Ofsted report (May 2015).

Parents / carers quite rightly expect their children to be offered a local school place in their catchment area and the case for expanding a school which delivers a quality provision in an area where there are insufficient school places is a strong one. It is the duty and the desire of both the Council and the school to maximise opportunities to deliver a quality education to the community.

### 3.3 Scope

The scope of the works is to provide sufficient teaching spaces within the extension to accommodate the additional 210 pupils and the increase in capacity in the nursery, without detrimentally impacting on the whole school environment. Extensive discussions with the school have led to the following accommodation being included in the scope of works:

- Eight new classrooms (53m<sup>2</sup>). This is to provide the seven classrooms for the additional year groups from reception (F2) through to Year 6 and an eighth classroom for the additional nursery group.
- A new Hall (140m<sup>2</sup>); the existing hall is not sufficient to deal with the additional pupils and provide assembly space, dining facilities and PE space.
- The necessary toilets both for pupils and staff in the new build.
- Re-surface the area where the nursery was demolished in 2009 to create a multi-use games area (MUGA), partly to replace green space that has been built on and partly to bring a derelict area of the site back into operation to provide additional play facility for the additional pupils.
- Refurbish the kitchen to increase the ability of the kitchen to provide the additional meals required.
- A physical connection between the new building and the existing building so that it retains the feeling of one school.
- Minor modifications to the existing school building which include the modification of a set of pupil toilets to change them so they are appropriate for F2 children. Modifications to the office layout to provide an additional office space in the

reception area. Change the existing community room into a staffroom that will hold the complete staff, and alter the existing staffroom to replace the community room. This effectively means including a new door into the room.

Guidance on the size of teaching and learning spaces in primary schools is given by the Department for Education (DfE). This was previously included in Building Bulletin 99 (BB99) but has since been updated to Building Bulletin (BB)103. This information is provided on the Education Funding Agency (EFA) website: <https://www.gov.uk/government/publications/mainstream-schools-area-guidelines/area-planning-for-maintained-schools>

Further guidance on school design is available on the EFT website, including a baseline design which can be used for massing; <https://www.gov.uk/government/publications/baseline-design-420-place-primary-school-with-26-place-nursery>

### 3.4 FEASIBILITY AND OPTIONS APPRAISAL

In order to establish whether the scheme was feasible, a feasibility study was undertaken to establish what options demonstrating the following:

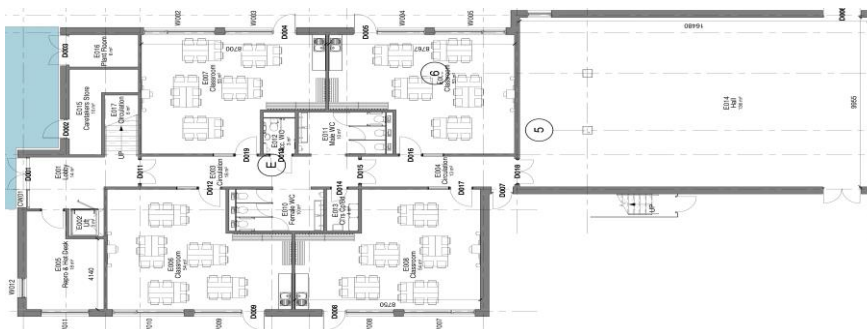
- Where a new school might fit on the site
- What the pedestrian/ vehicle routes would be
- What area of green space would be lost due to the works
- What the high level needs of the school were
- A high level budget for these works.

A number of options were drawn up and reviewed with the school and adjustments made to the preferred option to reflect feedback from the Local Authority and the school.

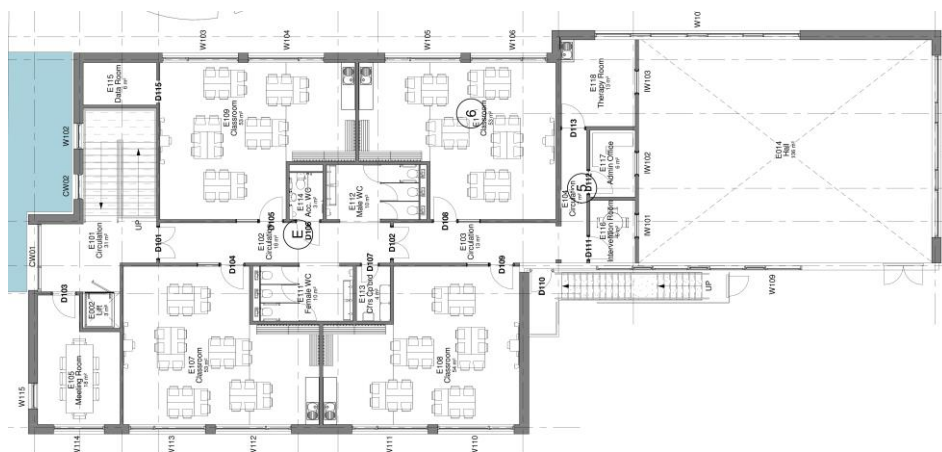
Major Projects then engaged with a contractor to establish whether the preferred option was deliverable and so that indicative costs could be drawn up. Using the Scape framework, Wates Construction was invited to review the initial options, the programme and the project budget.

Indicative floor plans are included in the feasibility study. These have been updated in recent meetings with the school as below:

#### Ground Floor Plan



## First Floor Plan



The external areas being delivered within the scope of the project are shown below:



## Proposed option

The option shown above meets the scope of the project and provides a solution that will meet the needs of the school. A planning application was submitted on the 11 April 2016 based on this position.

## 3.5 Constraints

- The budget for the scheme and approval to enter into contract with the nominated contractor must be approved by Executive Board in order for the

scheme to progress.

- The project must be delivered by September 2017.
- The site is very constrained and there have been significant issues trying to establish a suitable location due to ground conditions and planners and Sport England requirements.

### 3.6 Dependencies

This project forms part of a broader strategy to increase pupil places in areas of need across Nottingham. It contributes towards the strategic priority identified in the Council Plan 2015 – 2019: “Access to a good school close to home for every young person in Nottingham.

### 3.7 Key Risks

The key risks are:

Risk No.	Risk	Mitigation
1.	The project cannot be delivered within the allocated budget.	Feasibility study undertaken to establish a realistic cost for the project, including a budget based on previous projects. Efforts should be made to provide an efficient and functional scheme but including a quality build. Where possible, reduce area within the building whilst ensuring that key areas meet the Department for Education guidelines.
2.	Risks to the project budget are not understood and the project cost may increase beyond the agreed budget.	Surveys undertaken to the site to confirm costs. Early discussions with contractors to take place to ensure design is efficient and any savings are made. Risk workshop to take place with design team.
3.	Budget approval is not received.	Project cannot continue as outlined in the project scope.
4.	The scheme is not deliverable by September 2017.	Early discussions with the contractor about a realistic programme.
5.	Ground conditions are poor.	Further site investigations to ascertain the ground conditions and review of additional information related to the area that provides background information. Develop a foundation design that reduces the risks associated with ground conditions.



### 3.8 Benefits

The benefits of this project are:

- The meeting of one of the 5 key objectives of the new Council Plan which sets out the Council's ambitions for the next four years which is to ensure that every child in Nottingham is taught in a school that is judged good or outstanding by Ofsted;
- The provision of school places for children in Radford ensuring they have access to education in their local area and meeting the statutory obligations of the Local Authority;
- The expansion of popular and successful school in an area where school places are required;
- Creation of a quality teaching and learning space to allow a successful school to grow;
- To provide more parental choice.

### 4.0 FINANCE

#### Budget position

The estimated project budget is outlined below:

<b>Element:</b>	<b>Cost:</b>
Cost of project	£3.120m
Client Contingency	£0.100m
Fees	£0.130m
Project Budget Total	£3.35m

The overview of budget requiring approval is outlined below:

Approved feasibility funding July 2015	£0.200m
Temporary Accommodation funding approved December 2013	£0.150m
Estimated cost of project	£3.350m
Funding to be approved	£3m

It is recommended that further funding is sought in order to progress the project.

#### Funding

The funding for this scheme is from the Basic Need grant funding provided to the City Council from the EFA to provide the necessary school places within the City.

Once the location of the building was agreed, work was undertaken to establish other project costs such as access routes, play space, services and fees. The cost estimate has been drawn up by Wates Construction and the City Council's Quantity Surveyor based on previous projects. Following the initial submission of the feasibility, further work was undertaken to reduce the size of the building where possible to achieve budget savings.

Nottingham City Council's Authority's Requirements (ARs) are used to establish the quality criteria that Wates must meet for the building to be acceptable. These are available for review on request. These ARs also specify the minimum service life of each element of the building, reflecting best practice in construction. This draws on the experience of previous projects including the Building Schools for the Future schemes and incorporates lessons learned to ensure a robust set of requirements are in place establishing the City Council's expectations in relation to the quality and performance of the building.

### **Furniture, Fittings and Equipment (including ICT)**

The school will receive funding from the Pupil Growth fund for the provision of Furniture, Fittings and Equipment (FF&E) needed to run a school. In addition, the school will receive funding approved by Schools Forum towards ICT costs for expanding schools within the City to cover infrastructure, hardware, telephony systems and ICT kit costs.

## **5.0 PROCUREMENT AND VALUE FOR MONEY**

The proposed procurement method is using the East Midlands Property Alliance (EMPA) framework with Wates Construction acting as the lead contractor.

Scape's regional frameworks are procured following a 2 stage OJEU process, with all documentation and contracts provided for clients to use. Each framework partner has been appointed following competitive tendering to ensure they provide exceptional value for money; 100% of tender packages for each project cost are market tested. Wates Construction is the contractor on the Scape Framework for this value for money.

The project will be delivered as a design and build contract under the Scape framework using NEC Contract.

## **6.0 DELIVERY**

The project will be delivered by Major Projects on behalf of School Reorganisation; the team have considerable experience in delivering schemes of this nature and a strong working relationship with the school.

### **Delivery team**

#### Internal resources:

The project will be managed by a Project Manager reporting to Programme Manager within Major Projects. A Quantity Surveyor from the City Council will act as the contract administrator; this responsibility includes the validation of any change requests, verifying the costs for the project and managing the project budget.

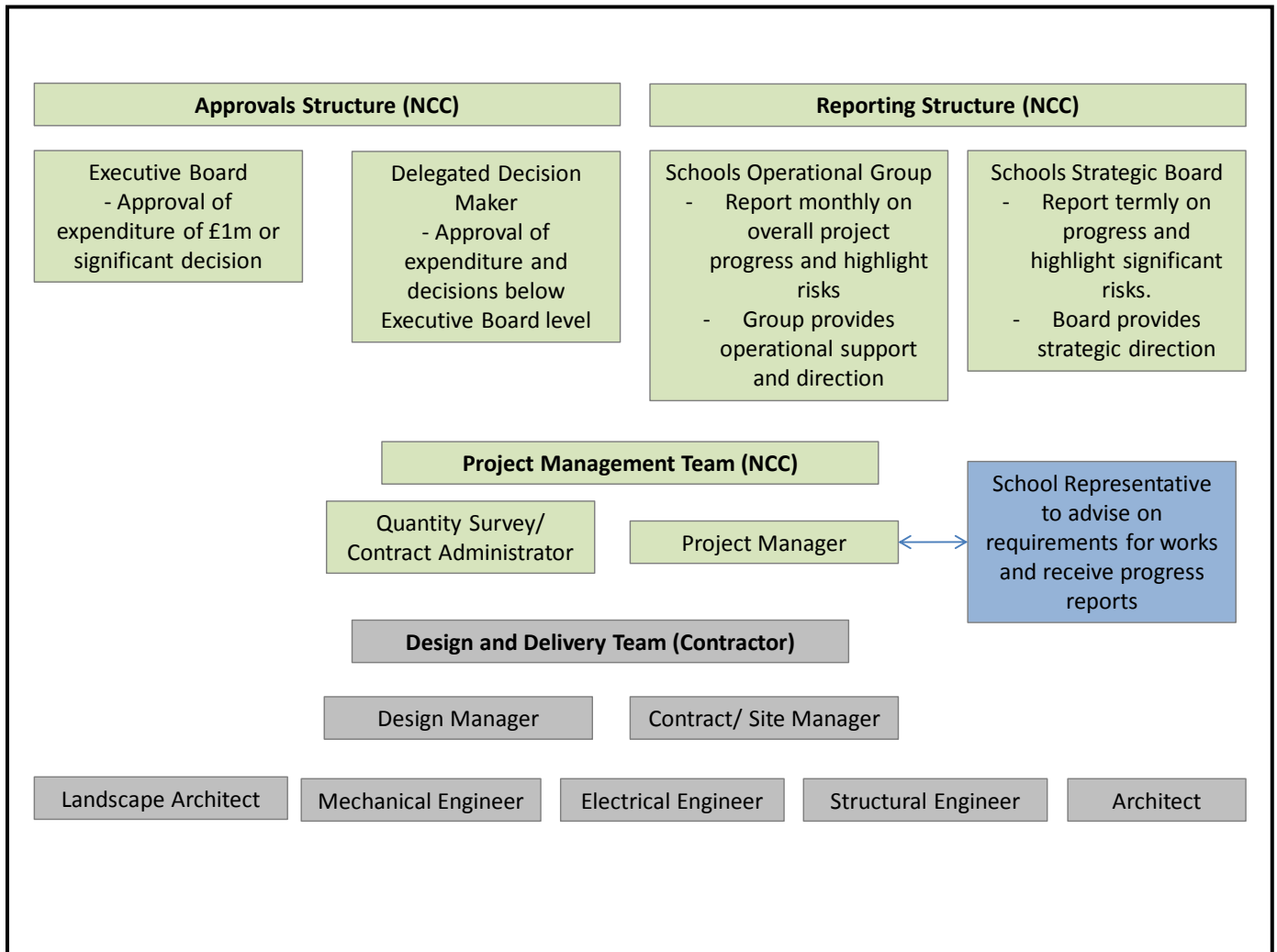
#### External resources:

Wates Construction will act as the contractor and will appoint the design team through the EMPA framework.

Atkins will undertake the Principle Designer duties under the CDM Regulations 2015.

**7.0 PROJECT GOVERNANCE AND REPORTING**

The governance and reporting structure for this project is as follows:



## 8.0 PROGRAMME

This Business Case will be presented to the Executive Board on 17 May 2016. At this stage, a decision will be made that will determine whether the project will progress.

In order for the milestones to be met, it is assumed:

- Approval is given by Executive Board 17 May 2016 allocating funding and agreeing to enter into contract;
- A planning period of 13 weeks will be required.

The project will be delivered for September 2017.

The key milestones are:

<b>Milestone</b>	<b>Date</b>
Detailed design work	December 2015 – March 2016
Planning application submitted	April 2016
Funding and approval to enter into contract agreed	May 2016
Planning approval received	July 2016
Works commence on site	August 2016
Works complete on site	August 2017
Handover	August 2017