



PfS National Framework

Final Business Case

DRAFT

PfS and its advisers accept no liability whatsoever for any expense, liability, loss, claim or proceedings arising from reliance placed upon this **Template Document for the Final Business Case**.

Document Properties	
Document Owner	Academies Director
Document Author	Academies Programme Director
Organisation	Partnerships for Schools
Title	PfS National Framework Template Document Final Business Case
Abstract	
<p>This document provides guidance for the development of the Final Business Case (FBC) for Academy Schemes being procured through the Partnerships for Schools (PfS) National Framework.</p> <p>For Academy Schemes being procured through Building Schools for the Future, the Local Authority (LA) should contact their PfS Project Director for guidance.</p> <p>The document outlines the requirements for submitting the FBC, which should set out the details of the Local Competition carried out, the affordability of the final solution and the arrangements in place for contract administration and monitoring, and gain DCSF approval to proceed with contract award of the Design and Build contract and the delivery of the school(s).</p>	

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
Introduction	5
Overview and Commitment	5
The Local Competition	5
Facilities Management	6
ICT Procurement	6
Affordability	5
Design and Build Contract and Development Agreement	7
Readiness to Deliver	7
1. OVERVIEW AND COMMITMENT	8
1.1 Strategic Overview	8
1.2 The Scheme	9
1.3 Sponsor/Academy Trust and LA Commitment	10
1.4 Summary	11
2. THE LOCAL COMPETITION	12
2.1 Short-listing Two Bidders	12
2.2 ITT to Selected Panel Member	13
2.3 Selected Panel Member to Contract Award	14
2.4 Development of Non Sample Schools	15
2.5 Procurement Costs	16
2.6 Carbon Reduction	17
2.7 Summary	17
3. FACILITIES MANAGEMENT	18
3.1 Summary	19
4. ICT PROCUREMENT	20
4.1 ICT Procurement	20
4.2 Interface with Design and Construction Contract	21
4.3 Summary	24
5. AFFORDABILITY	25
5.1 Design and Construction	25
5.2 Lifecycle/Hard FM costs	25
5.3 ICT	27
5.4 Other sources of funding	32
5.5 FBC Required KPI Data	32
5.6 Summary	32
6. DESIGN AND BUILD CONTRACT AND DEVELOPMENT AGREEMENT	34
6.1 Summary	34

7. READINESS TO DELIVER	35
7.1 Project Management Through to Local Competition	35
7.2 Supervising and Monitoring the Delivery of the D&B Contract	36
7.3 Supervising and Monitoring the Delivery of ICT	36
7.4 Statutory Approvals	36
7.5 Risk	36
7.6 Summary	36

Appendix 1 – Overview and Commitment

Appendix 2 – The Local Competition

Appendix 3 – Facilities Management

Appendix 4 – ICT Procurement

Appendix 5 – Affordability

Appendix 6 – D&B Contract and Development Agreement

Appendix 7 – Readiness to Deliver

EXECUTIVE SUMMARY

Introduction

This document outlines the details of the Local Competition carried out, the affordability of the final solution and the arrangements in place for contract administration and monitoring, and gain DCSF approval to proceed with contract award of the Design and Build contract and the delivery of the school(s).

OVERVIEW AND COMMITMENT

Section 1 and **Appendix 1** of this FBC describe the Scheme and confirm the commitment of all parties to the solution developed by the Selected Panel Member.

The Scheme involves the Birkenhead High School Academy (formerly Birkenhead High School for Girls) (Academy 1) and the mixed 750 place University Academy of Birkenhead (Academy 2) to be batched with Academy 1 and procured through the Partnerships for Schools (PfS) National Framework.

The Birkenhead High School Academy (Academy 1) has been selected as the sample scheme to be taken forward and procured through the PfS National Framework, as Academy 2 has not formerly entered into feasibility. This Final Business Case, therefore, relates to Academy 1 Birkenhead High School Academy. Academy 2 will be the subject of a separate Final Business Case.

The design developed by the Selected Panel Member has been signed off by the Sponsor/Academy Trust.

The Sponsor/Academy Trust and LA can confirm that the standard Development Agreement, developed by PfS, has been agreed and is ready to sign.

The Funding Agreement, Deed of Gift and all associated documents have been signed and the Academy Trust is in place.

THE LOCAL COMPETITION

Section 2 and **Appendix 2** of this FBC describe the details of the Local Competition carried out.

The Local Competition was carried out in accordance with the agreed procedures. Two Panel Members returned PITT submissions, and the LA short-listed Kier and Willmott Dixon.

Willmott Dixon was appointed Selected Panel Member on 17 August 2010.

Contract Award is programmed to occur on 15 December 2010.

The Academy is unlikely to achieve the target reduction due to the limited new build, approximately 30% of the GIFA, associated with the Selected Panel Member's scheme and will therefore not be eligible to receive additional funding.

FACILITIES MANAGEMENT

Section 3 and **Appendix 3** of this FBC 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. These will be delivered by either one of the following:

- Through using the service provided by the GDST Estates department as at present (for an agreed fee), utilising the procedures for 'best value' as set out in the GDST's procurement policy.
- By carrying out a tendering exercise for these services.
- By partnering with another school or Academy in the area.

ICT PROCUREMENT

Section 4 and **Appendix 4** of this FBC describe the ICT procurement carried out, and the interface with the procurement and delivery of the building.

The Sponsor/Academy Trust will procure the ICT provision through the ICT services framework.

BECTA has reviewed the 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.

AFFORDABILITY

Section 5 and **Appendix 5** of this FBC set out the affordability position of the whole scheme.

The FBC provides a separate cost analysis reconciled against the Outline Business Case for both the design and build and ICT elements of the project. The analysis indicates that the Selected Panel Member's proposals are affordable within the funding allocation.

Design and Construction

The Selected Panel Member's solution for the Scheme has been fully costed. The cost estimate has been checked against the rates included in PFS's National Framework Agreement.

The capital costs fit within the funding approved at OBC.

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 either the Devolved Capital Formula (DCF) Allocation or the General Annual Grant (GAG).

ICT

The FBC sets out the cost per pupil in relation to a learning environment, managed service platform.

Capital Costs - The designs for the Academy have been fully costed and identified what is to be delivered through the £1450/pupil funding.

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 £237 per pupil per annum and the Sponsor/Academy Trust has confirmed his commitment to meeting these costs through the General Annual Grant (GAG).

DESIGN AND BUILD CONTRACT AND DEVELOPMENT AGREEMENT

Section 6 and **Appendix 6** of this FBC detail any derogations from the Design and Build Contract(s) and Development Agreement used with the Pfs National Framework.

The LA has drafted and agreed the Single Design and Build Contract with the Selected Panel Member. The contract has been reviewed and all derogations have been approved by Pfs.

All land transactions associated with the project and Reviewable Design Data have been agreed.

The LA and Academy Trust agreed the Development Agreement and it is ready to sign. The agreement has been reviewed and all derogations have been approved by Pfs.

READINESS TO DELIVER

Section 7 and **Appendix 7** of the FBC sets out the personnel of the Project Team to illustrate that the Local Competition has been resourced appropriately. It also sets out the arrangements for supervising the delivery of the Design and Build and ICT contracts, and confirms that the necessary statutory approvals are in place.

The LA has put in place resources for the duration of the project, including post contract, to monitor and maintain ongoing relations with the Selected Panel Member and ensure that performance is continually reviewed.

All statutory necessary statutory approvals have been granted.

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

1 OVERVIEW AND COMMITMENT

Section 1 and **Appendix 1** describe the Scheme and confirm the commitment of all parties to the solution developed by the Selected Panel Member.

1.1 Strategic Overview

Wirral population is now 309,500 (ONS 2008 Mid Year Estimate). The only land boundary is with Cheshire West and Chester. The western side is relatively affluent and contrasts with the east which has areas of severe decline and deprivation centred in and around Birkenhead, with North Birkenhead the most deprived in the country in respect of child poverty.

Wirral has a complex provision of secondary education based upon historical former authority boundaries. There is a mixture of 11-16 and 11-18 schools, both single sex and mixed, Grammar School provision in some areas and a range of 6th Form provision in schools, a 6th Form College in Birkenhead and at Wirral Metropolitan College. There are 30 secondary schools in Wirral comprising: 1 Academy, 8 community schools, 10 Foundation schools, 4 Voluntary Aided Catholic Schools, 5 Community Special schools and an all age Community Hospital School in addition to a Pupil Referral Unit.

Wirral's education estate can be described as representing a whole spectrum of condition, suitability, accessibility and functionality. The secondary pupil numbers are falling sharply with a further 2000 pupil reduction predicted by 2015. The Local Authority began a secondary place review in Autumn 2007 which required reconsideration following the announcement in October 2007 of the intention for Birkenhead High School to become an Academy and the report by ministers which advised wider ranging proposals for the Birkenhead area, particularly around the areas of establishing one or more Academies, National Challenge Trust schools, Studio Schools and 14-19 hubs.

The Council has recently approved the closure of two community schools from 31st December 2011 in order to establish a single mixed sex 11-16 Academy in the Birkenhead area. This is subject to the Funding Agreement being signed by the Secretary of State. In addition, an 11-16 community girls school in the Birkenhead area has begun the process of becoming a new-style Academy.

Wirral's vision is for each learner to be involved as a partner in designing her/his own learning, so that individual needs are met, both in school and beyond, so that opportunities encompass the family and the community. Through the Academies and other future Capital programmes Wirral will be better placed to provide coordinated support to enable all to achieve their potential, whatever their abilities, talents or socio-economic backgrounds. Inclusion and accessibility will be built into the school design from the start so that all pupils are valued equally and have provision appropriate to their needs, interests and abilities. Key to the design of remodelled schools Wirral will ensure that there is innovative curriculum development and delivery through flexible spaces with specialist provision. A varied, relevant and stimulating curriculum provision designed to maximise high standards of achievement for all.

1.1.1 Birkenhead High School Academy

Birkenhead High School for Girls was a successful independent day school for girls, aged 3-19 which acquired Academy status in September 2009. The main sponsor of the academy is The Girls' Day School Trust (GDST), the largest group of

independent schools in the UK educating approximately 20,000 students. The all-age all through academy is seen as an essential element in realising the vision of the sponsor.

The academy is situated within easy walking distance of many of Wirral's most deprived young people. Historically the former fee paying independent school has not served such a community, but combined with excellent facilities and the academy's traditional ethos of high expectations could be instrumental in transforming opportunities for a large number of deprived girls. Development of the Outline Business Case by the local authority, academy and sponsor has shown that the overall educational strategy for Wirral can be realised in the proposed developments.

We can confirm that the key strategic objectives as detailed in the Expression of Interest and OBC are still uppermost in the FBC development and that these are fully reflected in the Contractor's Proposals.

As described within the Expression of Interest and OBC, the academy will provide a total of 980 places for 5–19 year olds with nursery provision for eighteen FTE 3–5 year olds. This is in line with the former independent schools' capacity although in recent years numbers fell below this level. The academy has ceased academic selection and admits an all-ability intake at the three key entry points in the school. The academy has stated that if oversubscribed, priority will be given to looked after children, 10% selection by aptitude in one of its specialisms and on fair banding of applications from across a comparable geographic community to that served by the predecessor school.

The academy envisages cross-authority engagement to extend its leadership in music and maths especially in the 16-19 age range. The academy expects to co-operate with other providers in entitlement of 14-19 delivery such as opening up the specialism of Further Mathematics.

The academy believes that the building and facilities requiring new build and refurbishment will greatly enhance its delivery of its specialist subjects which are music and mathematics. These areas of specialism are featured heavily in the design brief and have been incorporated into the designs provided by the Selected Panel Member, such as concert facilities, ensemble room, recording studio, etc. These are in addition to the overall general enhancement of the teaching areas across all year groups and faculties, as well as general areas for enhanced learning and community access all of which will be DDA compliant.

1.2 The Scheme

The scheme comprises of the Birkenhead High School Academy (formerly Birkenhead High School for Girls) (**Academy 1**) and the mixed 750 place University Academy of Birkenhead (**Academy 2**), to be batched with Academy 1 and procured through the Partnerships for Schools (PFS) National Framework.

The Birkenhead High School Academy (Academy 1) has been selected as the sample scheme to be taken forward and procured through the PFS National Framework, as Academy 2 has not formerly entered into feasibility.

Details of the sample scheme (Academy 1) are included in the following table and in the following sections:

Sponsor	The Girls' Day School Trust
Procuring Authority	Wirral Council
Predecessor School	Birkenhead High School for Girls (Birkenhead High School Academy was established in September 2009)
Proposed Site	86 Devonshire Place, Prenton, Merseyside, CH43 1TY.
Proposed NOR	Total of 998 pupils aged 3 – 19 comprising: 18 FTE Nursery 280 Junior School students 500 11-16 students 200 post 16 students
Specialism	Music and Maths
Existing Gross Internal Floor Area	9,831 sq.m <i>(excludes the swimming pool and school shop areas at 454 sq.m and 51 sq.m, respectively)</i>
Recommended Gross Internal Floor Area from BB98 and BB99	Primary and Nursery 1,680sq.m Secondary 5,100 sq.m Sixth Form 2,100sq.m Total 8,880 sq.m
Existing Site Area	39,233 sq.m. Site area including twice the astro-turf pitch area (in accordance with BB98) is 45,597 sq.m
Staff Numbers	Current staff of 135 including support staff. This is expected to increase to 142 by 2016. FTE is approximately 100.
Opening Date for New Academy Buildings	Phased completion of buildings remodelled/refurbished. Contract completion September 2012.

1.3 Sponsor/Academy Trust and LA Commitment

The Sponsor/Academy Trust has been fully involved in the work to develop the detailed designs through the Local Competition and confirms that the designs support the Education Brief developed for the Academies.

The Sponsor/Academy Trust and LA can confirm that the standard Development Agreement, developed by PFS, has been agreed and is ready to sign.

1.4 Summary

The Scheme involves the Birkenhead High School Academy (formerly Birkenhead High School for Girls) (Academy 1) and the mixed 750 place University Academy of Birkenhead (**Academy 2**) to be batched with Academy 1 and procured through the Partnerships for Schools (Pfs) National Framework.

The Birkenhead High School Academy (Academy 1) has been selected as the sample scheme to be taken forward and procured through the Pfs National Framework, as Academy 2 has not formerly entered into feasibility. This Final Business Case, therefore, relates to Academy 1 Birkenhead High School Academy. Academy 2 will be the subject of a separate Final Business Case.

The design developed by the Selected Panel Member has been signed off by the Sponsor/Academy Trust.

The Sponsor/Academy Trust and LA can confirm that the standard Development Agreement, developed by Pfs, has been agreed and is ready to sign.

The Funding Agreement, Deed of Gift and all associated documents have been signed and the Academy Trust is in place.

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

- A letter of support from the Sponsor/Academy Trust¹
- A letter of support from the LA
- Papers and minutes of LA Cabinet meetings confirming approval for the project

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

2 THE LOCAL COMPETITION **“THIS ENTIRE SECTION IS COMMERCIALY SENSITIVE”**

3 FACILITIES MANAGEMENT

Section 3 and **Appendix 3** of this FBC detail the proposals for the provision of Life Cycle and Hard FM.

The strategy for delivering life cycle and hard FM services is summarised below. There has been no change to this strategy or changes made since the Outline Business Case.

The Birkenhead High School Academy opened in existing buildings in September 2009. Traditionally the school has delivered FM and Lifecycle services through a combination of internal management and centralised specialist advice, for work that cannot be delivered by the internal team. The current proposal is for this to continue under the strategic direction and guidance of the GDST.

The GDST has an in-house Estates Department who currently manages and maintains 27 schools nationally. In order to achieve this, the GDST delegated a budget to the school annually to cover day-to-day small items of routine maintenance as well as Planned Reactive Maintenance, with a central dedicated fund being managed by a GDST Surveyor to cover larger lifecycle or maintenance items. Additional to these two streams of funding, certain ‘one-off’ allocations are made to schools for significant lifecycle or maintenance items as a ‘special project’ allocation or for health and safety requirements. The GDST also has an Asset Management Plan in place for each school.

Historically the GDST strategy for the school has been to maintain the buildings and site to a high level and the Academy Trust is committed to maintaining these high standards. Most of the urgent works identified within the Asset Management Plan have been addressed; these include part renewal of boilers, some electrical systems, and modest specialist room refurbishment. Details of the funding allocation for the Birkenhead High School are shown below, together with any one-off funding allocation for the last five years.

Year	Central Maintenance	Delegated Maintenance	Special Projects	Health and Safety
2004/05	£114k	£97k		£16k
2005/06	£113k	£100k		£16k
2006/07	£141k	£103k	£50k	£95k
2007/08	£103K	£107k	£35k	£29k
2008/09	£117k	£112k		

Although, the GDST will no longer be providing any delegated or central maintenance budget for the new Academy, the GDST Academy Trust has worked with the GDST Estates Department team to establish the strategy for FM services for the new academy and has inputted into the building design, prepared a FM and Lifecycle plan for maintaining assets and will implement and monitor this plan.

During the construction and refurbishment of the new academy buildings the strategy will be to manage the facilities on a value for money approach that satisfies the statutory minimum requirements and extends the life of the assets until they are

demolished and/or refurbished. The GDST will also be providing a sum of approximately £125k for the replacement of the pool plant in the academic year 2010/11, as it understands that this will not be covered by the FAM. The GDST will manage and undertake the pool plant works. The GDST operates a procurement policy, which sets out the procedure to be followed to achieve 'best value' for all services and supplies.

Projections for Hard FM and Lifecycle costs have been prepared and are included in section 6.4 of this document. The GDST Academy Trust is aware of projected costs and has confirmed their commitment to maintain the new Academy buildings to match the standards maintained in other BSF schools in the LA's area, subject to budget constraints.

The costs of lifecycle within the new Academy (see Section 5.2) are less than the figures demonstrated in the table above which are currently allocated by the GDST (circa £215k per annum).

It is anticipated that the Hard FM spend could reduce following the new build and internal refurbishment works due to the impact of the capital investment. The GDST Academy Trust have agreed to set aside sufficient funding from the capital funding allocations it receives in order to make payments into a sinking fund. The school's forecast Devolved Formula Capital (DFC) allocation is one of the funding sources that could be used to fund lifecycle costs. Another source of potential funding identified for this purpose is from the General Annual Grant (GAG).

The Academy Trust acknowledges that there are a number of ways in which the ongoing Hard FM and lifecycle commitments can be procured, as follows:

- Through using the service provided by the GDST Estates department as at present (for an agreed fee), utilising the procedures for 'best value' as set out in the GDST's procurement policy.
- By carrying out a tendering exercise for these services.
- By partnering with another school or Academy in the area.

3.1 Summary

The Academy Trust has set out their strategy for delivering life cycle and hard FM services. These will be delivered by either one of the following:

- Through using the service provided by the GDST Estates department as at present (for an agreed fee), utilising the procedures for 'best value' as set out in the GDST's procurement policy.
- By carrying out a tendering exercise for these services.
- By partnering with another school or Academy in the area.

The following documents are attached at **Appendix 3**:

- NOT USED

4 ICT PROCUREMENT

Section 4 and Appendix 4 of this FBC describe the ICT procurement carried out, and the interface with the procurement and delivery of the building.

The ICT capital budget for hardware (£1,450/pupil) is delivered to Sponsor/Academy Trust to procure ICT solution.

The Academy will manage its ICT provision in-house with specific services being provided by the sponsor as set out in the ICT Procurement Strategy. The Academy will procure its loose ICT equipment through the BECTA infrastructure services framework.

4.1 ICT Procurement

During October 2009 (OBC submission) the Birkenhead High School Academy (BHSA) Trust was aware that the existing Becta Infrastructure Framework (BIF) was under review with the expectation that it would expire the following year (2010). The Framework expired during August 2010 with the replacement 'ICT services' procurement framework due to commence on the 26th October 2010. Using the Strategic Integration Group (SIG) as a vehicle for discussion with the Academy Trust, PFS and Becta it has been agreed that the procurement for ICT shall be made under the new ICT services framework. Becta have informed the SIG group that no changes to procurement timescales or processes will be made thus not impacting or creating any additional risk to timescales or cost.

The Design and Build contract for the BHSA has been procured separately from any ICT service contracts. In June 2010, Willmott Dixon was awarded 'preferred bidder' status. The Academy project was then temporarily frozen whilst government spending reviews were undertaken against a number of schemes nationally. The BHSA was then approved by the Secretary of State to proceed on the basis of its original capital funding during August 2010. Following successful commercial negotiations and financial closure, the D&B contract award will be completed in March 2011.

Due to points highlighted in sections 4.1.1 and 4.1.2 and through consultation with the Academy Trust, PFS and Becta it was determined that it would be prudent to commence the ICT procurement post FBC. The timescales for this are highlighted in the table below and it is anticipated that the Academy will have a preferred ICT partner awarded by February 2011. Following Preferred Bidder status, the ICT partner will enter into detailed design discussions around ICT hardware and associated services for the BHSA.

Date	Milestone
26/10/10	Expression of Interest to ICT services framework
02/11/10	ICT Bidders Day
18/11/10	Issue ITT to framework
02/01/11	Submissions returned
20/01/11	Notification of interview
27/01/11	Final Supplier Interviews
28/01/11	Preferred Bidder Announced
07/02/11	ICT Workshop and Design Phase Commences

The agreed procurement process post FBC

Tribal as the Academy's ICT adviser will engage with the Academy and GDST to develop an agreed ICT Technical Specification that will then be used to procure an ICT partner through the new ICT services framework. The steps are outlined below and will be undertaken to ensure that the Academy has suitable exposure to the market place to attract interested ICT partners.

- (a) Bidders Day** This will enable potential ICT suppliers to visit the Academy and start to understand some of the key ICT requirements. Prior to the day ICT suppliers will be provided with the ICT Functional Specification to digest. The bidders day will enable the Academy to deliver key messages to bidders; namely the Academy's ethos, aspirations, specialisms and learning and teaching requirements. It will also provide the opportunity for the bidders to ask any questions to the Academy, GDST and Tribal
- (b) Mini competition to procure an ICT partner** As highlighted throughout section 4 this will be conducted using the ICT services framework and will be managed by Tribal through a mini competition. The evaluation criteria will be agreed with the Academy and Becta to score each written response. A short list will be agreed and invited to interview after the first stage of scoring. Following this a decision will be agreed and the preferred bidder will be informed. It is anticipated that detailed design workshops will commence immediately to finalise the ICT contract and solutions provided.

All dates for the ICT procurement and proposed dates for installation/snagging have been integrated as part of the main project plan.

4.2 Interface with Design and Construction Contract

The sponsor and key stakeholders recognise the advantages of a coherent ICT strategy to support this educational requirement for the BHSA. A coherent strategy will enhance opportunities for providing cutting edge ICT and maximising value for money, by not only buying into ICT Services procured through the replacement Becta Infrastructure Framework but also services obtained through the Academy sponsor GDST.

The phased building works involves new build and substantial refurbishment. This also involves added complexity because of the need to decant ICT equipment throughout the process. This is highlighted as one of the top 10 risks to the Scheme, as shown in Appendix 4

In order to minimise any risk to the Academy, the ICT partner (when appointed) will attend all SIG meetings. This will ensure that a proactive approach is maintained, along with effective communication channels between the Academy Trust, their respective ICT advisors, Becta and Pfs. This group complements existing project structures, but provides a focussed forum for addressing interface issues between the Academy, the ICT provider and the Design & Build Contractors. The SIG group will be a continuation of the ICT group that has been in place throughout the feasibility and implementation stages of the programme.

The ICT Strategic Integration Group will be responsible for with dealing with conflict and resolution, if this were to occur, between:

- The ICT and build programme(s) for the Academy
- The ICT element of the programme
- Integration with ICT and GDST services

In addition to this the group have to date ensured active contribution, collaboration, review and sign off of all ICT documentation that will contribute towards the final ICT solution.

The Academy ICT cost models, project plans, output specifications and functional specifications have been developed in consultation with the Academy and signed off by the SIG.

It is appreciated that the risk of managing the interface between the Design and Build Contractor and the ICT Provider will lie with the Local Authority who will therefore need to transparently and pro-actively manage this interface with the D&B contractor, the ICT Partner and the GDST.

An ICT Interface/Responsibility Matrix has been developed to manage interfaces and expectation between the Design & Build and ICT elements of the programme. This document clearly indicates the lines of responsibility that have been agreed between Wilmott Dixon, the Academy, GDST and Tribal acting as the ICT advisers.

The Local Authority will ensure ICT, Construction and FM integration by:

- securing clear agreement at the interface of all services at outset. This work has already been started as exemplified in the interface matrix;
- designing the solution around people, particularly the young people who will be using the Academy;
- developing an integrated approach between the partners so that the Academy experiences a single interface for Construction, FM and ICT;
- dealing with matters of cause and responsibility after the event so that service continuity is protected;
- proactively seeking out issues and heading these off as shown by a first draft of the Risk Analysis; and
- encouraging the D&B, ICT and FM companies to work as a single organisation aligning their project management and QA processes

The standard lifecycle of Design, Build, Operate and Manage can mean that human factors are not fully considered until the construction is complete. BHSA's focus is to ensure that learners' and staff requirements are clearly articulated at the start of the design of ICT services and effectively delivered by them.

As the procurement for the building and ICT solution are two separate entities, interface issues between the two are being carefully considered. As such the following processes have been adopted:

- The Local Authority Project Manger is responsible on behalf of the build contract to ensure an interface relationship is established with the ICT element of the project during the design and build stage. The Sponsors have a lead person to act on their behalf to manage the interface arrangements.

- An ICT Strategic Integration Group has been established to draft, discuss, manage and evaluate the interface arrangements. This group is a sub group of the DUG. The group meets on a regular basis and provides feedback to the DUG.
- The chair of the ICT SIG worked with the DUG during the bidding stages to ensure that all ICT features were incorporated into the design of the proposed building.
- Following FBC an implementation plan will be finalised by the ICT SIG to ensure all areas of concern are addressed so that a smooth dovetailing of ICT services can be built into the build programme.
- The ICT and building contractors will be attending the ICT SIG to develop an understanding of each others requirements and to ensure a co-ordinated response to interface issues.

Members of the ICT Strategic Integration Group include the following:

Name	Organisation
Steve Hodgkinson (Chair)	Sponsors' Representative
Alison Haynes	Assistant Vice Principal
Deirdre Holloway	Lead Sponsor - GDST
Alan Howarth	Enterprise Network Manager - GDST
Angela Allen:	LA - ICT Advisor
Mark Ellis:	LA ICT Lead – Children and Young People's Department
Alison Limbert	Becta Adviser
Kerrie Norman	Pfs Project Director
Marc Nadim	Mott Macdonald – LA Project Manager
Stuart Pass	Tribal ICT Lead
Matt Bates	Tribal – Project Manager

The Academy and the SIG have played a full and active part in the development of all ICT documentation. This integration has ensured that the Academy is confident that its functional requirements are fully considered in the ICT procurement process. This work has been supported by the Academy's ICT consultants (Tribal) to ensure that the Academy is fully engaged in terms of infrastructure, support, expertise and experience.

The National Framework Panel Member Willmot Dixon will be required to proactively engage with the ICT Service Provider to ensure that the design fully recognises the transformational impact that ICT can have on learning.

The alignment of and the Design and Construction is highlighted as one of the top 10 risks to the Scheme.

4.3 Summary

The Sponsor/Academy Trust will procure the ICT provision through the ICT services framework.

BECTA has reviewed the 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 following documents are attached at **Appendix 4**:

- ICT Risk Matrix (identifying the top 10 risks)
- Letter from BECTA confirming that delivery approach for ICT provision has been reviewed and is acceptable²

² Note that a template BECTA letter has not been developed. The BECTA advisor will supply a short note confirming that the ICT aspects of the project are acceptable. The form of the letter will depend on progress made on ICT procurement since OBC.

5 AFFORDABILITY ***“THIS ENTIRE SECTION IS COMMERCIALY SENSITIVE”***

6 DESIGN AND BUILD CONTRACT AND DEVELOPMENT AGREEMENT ***“THIS ENTIRE SECTION IS COMMERCIALY SENSITIVE”***

7 READINESS TO DELIVER

7.1 Project Management Through the Local Competition

Section 7 and Appendix 7 of the FBC sets out the personnel of the Project Team to illustrate that the Local Competition has been resourced appropriately. It also sets out the arrangements for supervising the delivery of the Design and Build and ICT contracts, and confirms that the necessary statutory approvals are in place.

The LA maintained a fully resourced project management regime for the successful delivery of Scheme.

Role on Project	Position	Name	Time Commitment (days/month)
Owner	Director Children and Young People's Dept. (CYPD)	Howard Cooper	The Director is involved in the project as required. To date he has met with the school and The Girls Day School Trust and supported the project in a number of ways.
Project Director	Head of Branch for Planning & Resources CYPD	David Armstrong	Approx half a day per week currently.
Project Manager	Head of Facilities Management CYPD	Jeannette Royle	Approx half to one a day per week (average)
Technical Advisors	Mott MacDonald	Marc Nadim	In accordance with Pfs Programme and Project Management and Technical Advisor Framework.
Design Champion	Estates Director Girls Day School Trust (Sponsor)	Zoe Smith	As project Sponsor Zoe is providing full support to the project as required.
LA ICT Lead	ICT Lead CYPD	Mark Ellis	As required. Mark has been asked to prioritise this project in his work plan and this element of the project is on target currently. Mark will continue to focus on this project.
ICT Advisers	Tribal Group	Matthew Bates	In accordance with ICT Advisor Framework.
LA Legal Adviser	Wirral Council	Anne Quirk	The council will use the appropriate in-house staff to process and manage the legal issues on this project. Given that aspects of this project are not standard

			Academy legal transactions the LA will also use external support if required.
--	--	--	---

In addition, PfS has provided support during the Local Competition, and has monitored progress to ascertain whether the requirements of the PfS National Framework have been met. The PfS Project Director is Kerrie Norman.

7.2 Supervising and Monitoring the Delivery of the D&B Contract

Gwenda Murray from the Local Authority and employed by Technical Services Department will act as Employer's Representative and Contract Administrator during the delivery of the D&B contract and will be supported by Mott MacDonald Technical Advisors who will monitor progress and agree valuations for payment at monthly intervals.

7.3 Supervising and Monitoring the Delivery of ICT

The Academy Trust has appointed Tribal for the provision of ICT Technical, ICT Procurement and ICT Project Management Consultancy. Tribal were appointed by the Trust from the Becta Professional Services Framework.

The Academy Trust will be wholly responsible for the delivery of ICT Hardware within the new building.

7.4 Statutory Approvals

Planning Permission has been granted for the project on 01 December 2010.

Wirral Council will accept the risk of judicial review which will conclude on 22 February 2011 (three months from date of planning permission) and the project will start on site as soon as possible after planning permission is granted.

7.5 Risk

A risk workshop has been held and a risk strategy for the delivery phase has been developed.

The Risk Register details:

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

7.6 Summary

The LA has put in place resources for the duration of the project, including post contract, to monitor and maintain ongoing relations with the Selected Panel Member and ensure that performance is continually reviewed.

All statutory necessary statutory approvals have been granted.

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



The following documents are attached at **Appendix 7**:

- Budget for delivery
- Planning Permission
- Risk Register (detailing top 10 risks going forward)

DRAFT

APPENDIX 1 – OVERVIEW AND COMMITMENT

- A letter of support from the Sponsor/Academy Trust
- A letter of support from the LA
- Papers and minutes of LA Cabinet meetings confirming approval for the project

DRAFT

[]
Academy Sponsor

[]
Project Director
Partnerships for Schools
Fifth Floor
8-10 Great George Street
London
SW1P 3AE

Dear Sirs,

[] Academy

We are pleased to provide this letter as a supporting document to the Final Business Case for the [] Academy. The Final Business Case has our full support and we endorse the submission of the document to Partnerships for Schools.

We write to confirm our commitment to working with [Local Authority] and [Selected Panel Member] to deliver the Academy building project.

We have been fully involved in the procurement process and confirm that the designs developed support the education vision that has been developed for the Academy.

We can confirm that we have agreed the content of the Development Agreement with [Local Authority], and are ready to sign it.

We look forward to the approval of the FBC and to the work starting on site.

Yours faithfully,

[]
Academy Trust

[]
Local Authority

[]
Project Director
Partnerships for Schools
Fifth Floor
8-10 Great George Street
London
SW1P 3AE

Dear Sirs,

[] Academy

[] Local Authority is pleased to submit the Final Business Case for the [] Academy. We provide this letter as a supporting document to the Final Business Case.

We write to confirm our commitment to working with [Sponsor/Academy Trust] and [Selected Panel Member] to deliver the Academy building project.

We believe that we have fully engaged with the Sponsor/Academy Trust to develop the Final Business Case and that the designs developed support the education vision developed by the Sponsor/Academy Trust.

We can confirm that we have agreed the content of the Development Agreement with [Sponsor/Academy Trust], and are ready to sign it. We have also agreed the Design and Build Contract with [Selected Panel Member]. We expect the Design and Build Contract to be signed on [].

If you have any further queries or points of clarification, please do not hesitate to contact [Local Authority Project Director] on []. Otherwise we look forward to the approval of the FBC and to the work starting on site.

Yours faithfully

[]

Director of Children's Services

APPENDIX 2 – THE LOCAL COMPETITION

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

DRAFT

APPENDIX 3 – FACILITIES MANAGEMENT

- NOT USED

DRAFT

APPENDIX 4 – ICT PROCUREMENT

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

DRAFT

APPENDIX 5 – AFFORDABILITY

- Financial and Technical Proformas³
- FBC Required KPI Data

DRAFT

³ The FBC should include the proformas submitted with the Selected Panel Member's ITT, updated if there have been any changes.

FBC Required KPI Data

In order to measure efficiencies and achievements against BSF National Priorities the following data is required at FBC stage.

Please record both the data values and the relevant document reference.

Data description	Units required	Category	FBC value	Document reference
Cost / m ² : Total cost per square metre, calculated as the actual final total cost for new construction divided by the gross floor area.	Average £/m ² for sampled schemes	Mainstream New Build		
		SEN New Build		
Whole life costs Discount rate: 3.5% Base date: 1Q 2003	Total NPV whole life cost across all sample schemes, £	New Build		
		Refurbishment / Remodelling		
Site works costs* Base date: 1Q 2003	Total site works cost across all sample schemes, £	All sample schemes		
Abnormal costs* Base date: 1Q 2003	Total abnormal Costs for all sample schemes, £	New Build		
		Refurbishment / Remodelling		
Number of joined up funding streams predicted for this project in addition to BSF	Number	Project		
Predicted total amount of joined up funding	£	Project		

Please also list on the next page any significant assumptions underlying the above data. If there have been any significant change in circumstances affecting these costs i.e. change in building regulations, DCSF policy etc. please state these as well.

Assumptions / Change in Circumstances

* These should only be completed where Proforma 3 of the Financial and Technical Proformas, provided by Partnerships for Schools at www.partnershipsforschools.org.uk, does not already hold these costs.

APPENDIX 6 – DESIGN AND BUILD CONTRACT AND DEVELOPMENT AGREEMENT

- Schedule of agreed derogations to the Design and Build Contract
- Schedule of agreed derogations to the Development Agreement

DRAFT

APPENDIX 7 - READINESS TO DELIVER

- Budget for delivery
- Planning Permission
- Risk Register (detailing top 10 risks going forward)

DRAFT