

STAGE 4: Start-Up (Project Initiation Document)

Completing this Project Definition Document (PID) is mostly a case of reviewing, updating and in some cases expanding on the project planning you have already done for the previous gateways. As for the Business Case in some cases, this information may be held in other files or documents, in which case, you can use this template as a cover sheet to indicate how and where each item has been considered and append the relevant documents. If in doubt as to how to complete the PID, contact your Directorate Programme Manager for advice.

Project	Bridgewater Primary School	Project category	B
Programme	CS Capital Programme Board		
Link to Council Priorities	<input type="checkbox"/> A working city <input checked="" type="checkbox"/> Decent neighbourhoods <input type="checkbox"/> Tackling inequalities <input type="checkbox"/> A fit for purpose council		
Project manager	Sean Trott (Corporate Project Manager)		
Project sponsor	John Collings (Executive Director, Children's Services)		
NCC lead officer	Sean Trott (Corporate Project Manager)		
Project director	John Collings (Executive Director, Children's Services)		
Contact tel	Ext 25847		
Email	sean.trott@newcastle.gov.uk		
Completed by	Jessett, Clifford	Date	11 Apr 2013

Project Definition

Objectives	Increased School Capacity, Improved Learning Environment and Improved accessibility. Details of School Vision set out in Project Mandate (G2)
Scope	All Design and Construction works including ; Procurement; Site Supervision; Contract Administration; Quantity Surveying; Project Management including testing and commissioning, and handover to the school.
Exclusions	1. Off Site Highway Works – if required such works will be funded from the retained risk allowance; and 2. Revenue costs of additional teaching staff – any additional costs will be met from within the school revenue budget

Project Planning

Benefits & Outcomes / Product plan

Please complete the table below, or indicate where this can be found if in another document

Outputs	Intermediate Products
Cabinet Report	Cabinet approval, November 2012
Delegated Decision	Achieve Delegated Decision
Design & Build Lump sum contract	Contract Documents finalised
New teaching spaces	Delivery of agreed design

Project plan

Please complete the table below and append the project plan or GANTT chart (if applicable)

20121012, 120201 Prog and Phasing, Section 8.pdf

Activity	Milestone	Target date
Contract Signed	April 2013	
Works commence	May 2013	
Contract completion	March 2015	
School take possession of buildings	Easter 2015 (TBC)	
School term	Easter 2015 (TBC)	

Quality management

Please explain how you will determine and assure the quality of the products and outputs (for example, using an output specification or acceptance criteria)

An Independent Certifier will be appointed to ensure compliance with the Employers Requirements and Contractors Proposals. Quality benchmarks have been established on similar projects recently delivered through this partnership

Organisation and Governance

Project team

Confirm membership of the project team, including responsibilities for tasks or workpackages

Role / Task	Name	Days / FTE
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School liaison	Michael Quincey	150
Project manager	Sean Trott	20
QS/ contract administrator	Mike Cameron	100

Project Board

Detail membership of the project board (if applicable – usually only for Category A projects)

Name	Job Title	Role
Not Applicable	Not Applicable	Not Applicable

Document management

Summarise arrangements for managing information and documents generated and used by the project, including how you will manage file-sharing and version control

The Project Manager will maintain version control throughout

Resource Management

Capital budget (if applicable)

Please confirm the budget for capital works – summarise the key items below and attach the capital budget spreadsheet or tick here if not applicable

20121012, 20120207-Aura Cost Report, Section 7 Complete.pdf

Item	Financial Year	Cost	Funding secured?
Cost of Aura proposals	2012/13	£500000.00	Yes
Cost of Aura proposals	2013/14	£2996206.00	Yes
Retained risk items (contingency)	2012/13	£70000.00	Yes

Cost code 2E086/Z600/EMF03

Budget Manager Keith Muscat

Revenue budget (if applicable)

As above, for revenue funding – summarise the key items below and attach the revenue budget spreadsheet or tick here if not applicable

20121012a, Budget download 10-10-12 - ESTIMATED ADD REVENUE.pdf

Item	Financial Year	Cost	Ongoing cost?	Funding secured?
Estimated increase in annual revenue costs (excluding teaching and support staff and associated costs) based upon LM Base costings provided 10Oct12, total for 12/13 £1,188,780 (refer attached spreadsheet)	2012/13	£53028.00	Yes	Yes

Cost code IFF28/B102

Budget Manager Olwyn Graves

Funding plan

Please complete the section below to confirm the status of any funding applications and any draw-down arrangements. Please also detail any funding conditions and how these will be monitored and reported.

Funding is entirely internal, provided through the approved Scotswood Regeneration Prudential Borrowing. There are no funding conditions or specific draw down arrangements

Project Controls

Reports and approvals

Please complete the section below to confirm that any reports needing to be submitted to Boards or Committees, internal and external, have been included in the relevant Forward Plans. Please also confirm that any capital spend has been approved by Executive for inclusion in Capital Programme (via the Financial Issues report).

December 2012 Capital Issues Report approved the capital spend

A Delegated Decision report will be required to approve the award of contract

Issues log

Please ensure that an issues log has been set up (click on the link for a [template](#))
Summarise the top three current issues here

Issue	Action	Responsibility	Deadline
Expectation management	Reduced budget requires de-scoping of proposals. Additional design engagements to be held	School Liaison	1st March 2013
Phasing of works	Need to revisit original approved work sequence	Project Manager	1st March 2013
Provision for other building users	Firm up proposals for Sure Start provision	School Liaison	1st March 2013

Risk register

Please attach the project risk register (click on the link for a [template](#))

20121012, Bridgewater Primary Risk Register.pdf

Consultation and Engagement

Communications Plan

Please attach the project communications plan (click on the link for a [template](#))

Comms Plan.docx

Member involvement

Please complete the section below to summarise Member consultation or input to date and detail further involvement agreed. Note also any involvement of the relevant Overview and Scrutiny Panel

Cabinet Members will be updated by Executive Director as part of regular progress update meetings

Partnerships

Please complete the section below to summarise any partnership working arrangements. Please also ensure that, if the Council is delivering a project in partnership with or on behalf of a partner organisation, a Memorandum of Understanding is in place. (click on the link for a [template](#))

Aura is the Council's Local Education Partner (LEP).
Performance is overseen by the Strategic Partnersip

GATEWAY 4

Response_Programme

Nothing selected

Date

Comments

Submit to

- Lindsey Cooper
- Janette Brown
- Andy Graham
- Neil Golightly

Bridgewater Primary School

Product Plan

20121012, 120201 Prog and Phasing, Section 8.pdf

Section 8.0

Programme & Phasing Plans

8.0 PROGRAMME

Overall Programme / Sequencing

The overall programme and Phasing plans have been discussed and formulated during the initial Engagement Process leading up to this Stage 1 submission.

During the process various options have been discussed, with the presented option showing the works splitting naturally into two phases, namely:-

- Phase 1** – Provision of a new build Early Years Centre, incorporating the activities of the Sure Start facility, already housed within the existing School.
- Phase 2** – Refurbishment of the existing 'Upper School'.

There will also be the need to phase-in the following works, to complete the overall scheme:-

- Lower School – Dining Hall extension
- Re-modelling of an existing Class base to allow the ARC facility to be re-located into a centralised position within the School.
- Reconfiguration of the existing School Main Entrance Reception Area to compliment and integrate it into the new Early Years extension. This will be dependant upon how the School will be able to accommodate the works within a live school environment.

These works, by their nature and location, will be timed to work in with School Holiday periods as far as possible, to minimise disruption and any interface issues encountered whilst working within a live School, although some of the works will encroach into term time, but this will be discussed and managed with the School as the needs arise.

The current School does not have any spare provision of space available to be able to accommodate Phases 1 & 2 being carried out concurrently, i.e. vacating the whole of the 'Upper School' building whilst the Early Years Block is being constructed.

The possibility of expediting some of the refurbishment works by utilising the temporary classroom units early has been considered, but would not significantly shorten the overall Project period on site. The whole scenario of working within an occupied building, i.e. the 'Upper School,' whilst still teaching in adjacent rooms was discussed and considered, but discounted at this stage. The conclusion drawn, for the moment, is that the potential disruption to curricular delivery, as a result of noise issues from the refurbishment works, immediately adjacent to occupied areas, outweighs any potential time benefits.

The planned sequence of activities on site will be:-

1. Initial works will comprise:-
 - Set up contractor's compound / site area at Southern end of the site, adjacent to the new Early Years Building.
 - Erect secure hoarding for the works to give clear demarcation between site & School.
 - Erect signage to bring traffic to the site via Armstrong Road, to segregate construction traffic from School operations.
 - Form the base for the proposed new MUGA in the existing play area, which in the short term can be used by the School, but will ultimately form a hardstanding area for two temporary classroom units, providing four temporary teaching spaces, with integral toilet facilities.

2. Phase 1 Works (Summer 2012 to Summer 2013):-
 - Prepare the site and construct the new Early Years Building.
 - Re-model external play areas adjacent to the new buildings to blend in with the new provision.
 - Remodel the existing School Main Entrance. (timing to be discussed)
 - Construct Dining Hall extension. (timing to be discussed)
 - Install temporary classroom units in 'Upper School' play area. (timing to be discussed)

3. Summer 2013 Decant:-
 - Move all classes into new Early Years Building over the Summer holiday break and re-organise classes from 'Upper School' into existing Lower School where necessary.
 - Commence conversion of class base into new ARC area in Lower School.
 - Populate temporary Classroom units with remaining classes from 'Upper School'.
 - Re-locate Sure Start provision in 'Upper School' to new Early Years Building.
 - Re-locate contractors compound from southern end of site to 'service yard / car park area' to the north east of existing 'Upper School' with access route changed and signposted off Whickham View / Delevel Road.
 - Erect hoardings / fencing / signage around existing 'Upper School'.

4. Refurbishment Works (Summer 2013 to Easter 2014):-
 - Take possession of 'Upper School' building and carry out upgrading / reconfiguration works.

5. Handover / Final Decant (Easter 2014):-
 - Move all classes back into refurbished 'Upper School'.
 - Remove contractors' compound.

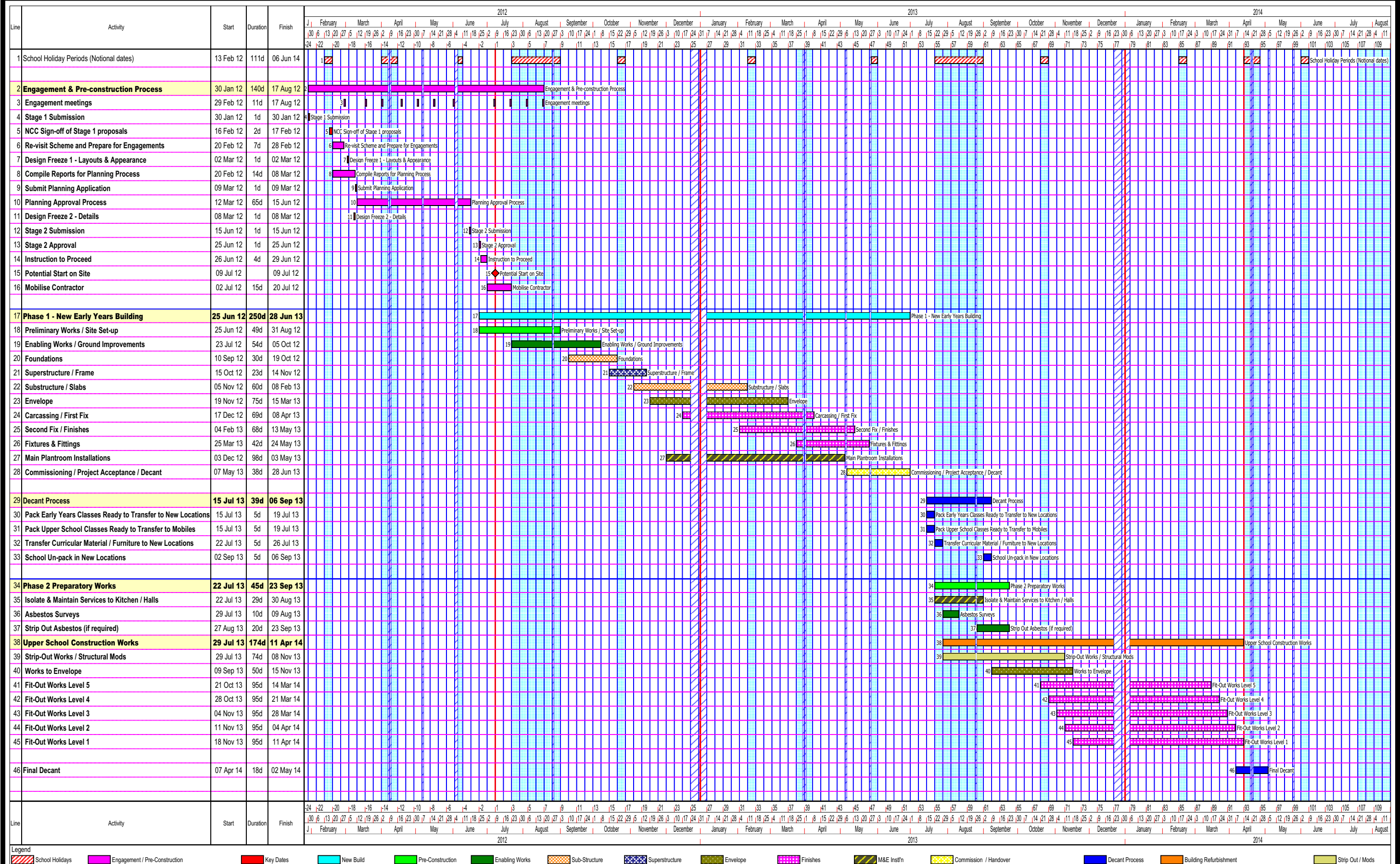
6. Post Completion Works (from Easter 2014)
 - Remove temporary classroom units from School play area.
 - Complete MUGA Installation – final surfacing / markings / gates & fencing.



Bridgewater Primary School

New Early Years Provision + Existing Buildings Refurbishment

Stage 1 - Outline Programme - Rev A



Prog. No. SRM / NCC-BWS / P001

Rev. No. A

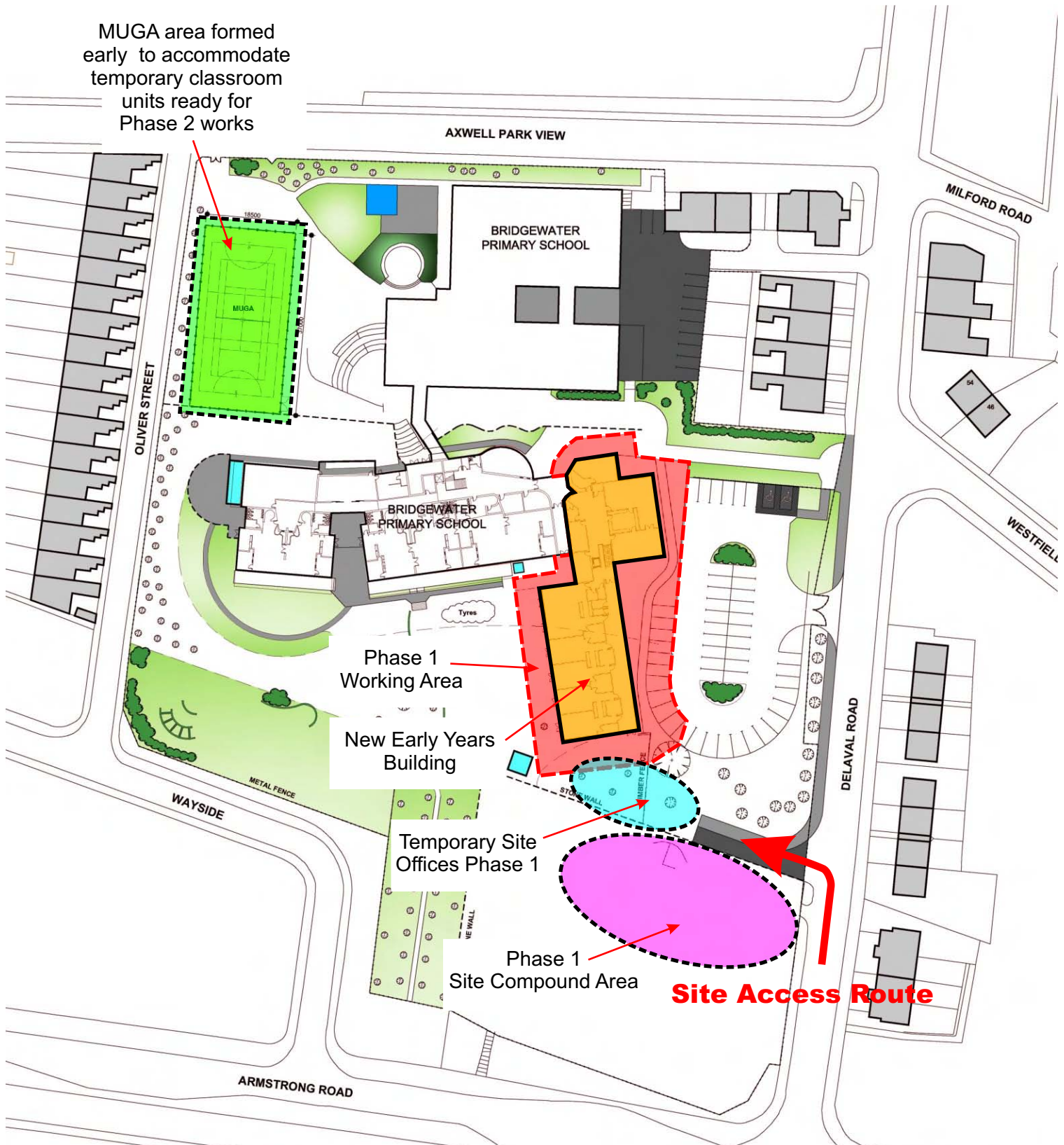
Issue Date: 27/01/2012

Rev. Date : 30/01/2012

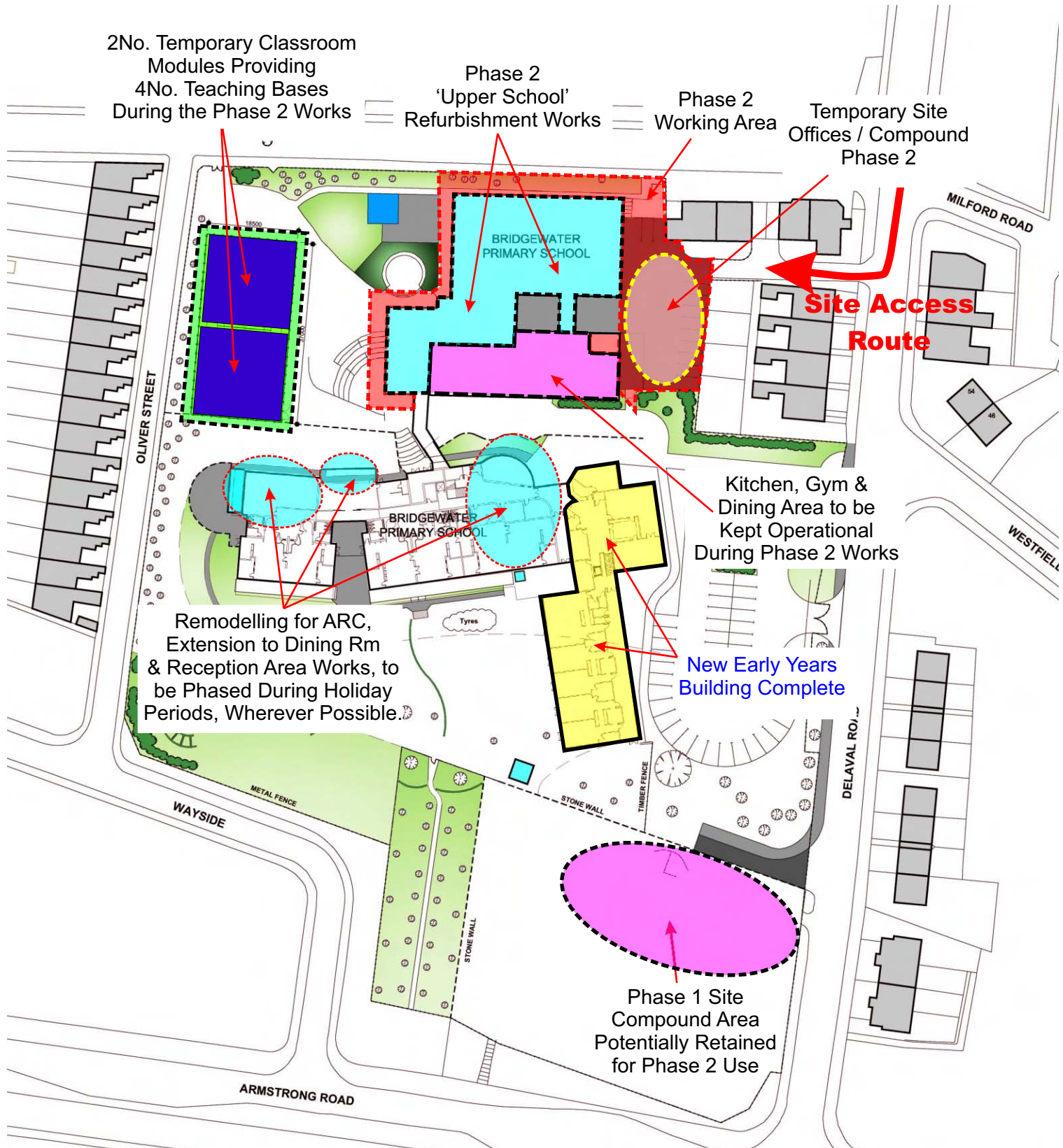
Drawn by: JFCG

Notes: Rev A - General update

MUGA area formed early to accommodate temporary classroom units ready for Phase 2 works



Bridgewater Primary School
Proposed New Early Years
Provision & Refurbishment Works
Site Logistics
Phase 1 Works
Sept 2012 to Sept 2013



Bridgewater Primary School
 Proposed New Early Years Provision & Refurbishment Works
Site Logistics
Phase 2 Works
 Sept 2013 to Apr 2014

Bridgewater Primary School

Capital Budget

20121012, 20120207-Aura Cost Report, Section 7 Complete.pdf

Section 7.0

Cost Report

7.0 COST PLAN

The Stage 1 cost plan for the Bridgewater Primary School is shown on the following pages and comprises 3 elements:

- Elemental Cost Plan using BCIS elemental notation and split between new build and refurbishment aspects of the proposal amounting to **£4,996,206**.
- Elemental benchmark comparison of the new build aspect with the Stage 1 Proposal for the Brunton Community Building at Newcastle Great Park.
- Elemental benchmark comparison of the refurbishment aspect with the Stage 1 Proposal for Milecastle Primary School.

New Build Benchmark

The benchmark exercise shows the difference (increase) between Bridgewater Primary School and the Brunton Community Building is approx. 3.6% (comparing £/m² rates). The salient points from this exercise are noted below:

- Substructure – Due to the nature of the sloping site at Bridgewater Primary, this element is some 37% more expensive than the comparator.
- Abnormals – Site conditions at Bridgewater dictate the need for grouting and statutory diversions compared to the Brunton Community Centre which have no abnormal costs
- Project Development Costs – The comparison shows a significant reduction against the Community Building (approx 42%) which highlights the potential saving shown by contract size.

Refurbishment Benchmark

The benchmark exercise shows the difference (saving) between Bridgewater Primary School and the Milecastle Primary School is approx. 36.5% (comparing £/m² rates). The salient points from this exercise are noted below:

- External Works – The allowance for the external works at Bridgewater Primary is significant lower than at Milecastle Primary School, where a new car park for the school was included.
- Project Development Costs – The comparison shows a significant reduction against the Community Building (approx 136%) which highlights the potential saving shown by contract size.

Stage 1 Cost Plan for Bridgewater Primary School

Is this data commercially sensitive? yes



NO	ELEMENT	Bridgewater Primary School		Bridgewater Primary School		Totals
		New Build		Refurbishment		
		Total Cost £	£/m2	Total Cost £	£/m2	
			884		2371	
1	SUBSTRUCTURE					
	1 Group Element Total	146,761	166.02	20,000	8.44	166,761
2	SUPERSTRUCTURE					
	2A Frame	119,354		37,500		
	2B Upper floors					
	2C Roof	156,486				
	2D Stairs	8,646		14,500		
	2E External Walls	144,992		37,000		
	2F Windows & External doors	107,065		50,000		
	2G Internal Walls and Partitions	90,178		135,158		
	2H Internal Doors	46,946		39,000		
	2 Group Element Total	673,667	762.07	313,158	132.08	986,825
3	INTERNAL FINISHES					
	3A Wall Finishes	19,450		75,878		
	3B Floor Finishes	31,828		106,704		
	3C Ceiling Finishes	30,944		118,302		
	3 Group Element Total	82,222	93.01	300,884	126.90	383,106
4	BUILDING FITTINGS & FURNISHINGS					
	4A Fixed fittings and equipment (Base Build)	53,930		22,000		
	4B Other fixed furniture and equipment	21,634		21,634		
	4C Transferred loose furniture and equipment					
	4 Group Element Total	75,564	85.48	43,634	18.40	119,198
5	SERVICES					
	5A Sanitary Fittings	10,609		879,200		
	5B Services Equipment	36,248				
	5C Disposal installations					
	5D Water Installations	14,234				
	5E Heat Source	34,268				
	5F Space Heating and Air Treatment	56,671				
	5G Ventilation systems	48,802				
	5H Electrical Installations	76,740				
	5I Gas Installations	3,625				
	5J Lift Installations	21,660		30,000		
	5K Protective Installations	16,886				
	5L Communication Installations					
	5M ICT Infrastructure Works	27,407		73,507		
	5N Specialist Installations	30,059				
	5O Builders work in connection with Services	22,103		43,960		
	5 Group Element Total	399,312	451.71	1,026,667	433.01	1,425,979
	1 - 5 BUILDINGS ELEMENT TOTAL:	1,377,526	1,558.29	1,704,343	718.83	3,081,869
6	EXTERNAL WORKS					
	6A Demolitions					
	6B Site clearance, excavation and earthworks	55,000				
	6C Hard play, car parks and roads	95,296				
	6D Soft landscaping	44,090				
	6E Sports pitches including equipment	19,000				
	6F Incoming services and statutory connections	43,940				
	6G Drainage	64,893		10,000		
	6H Site lighting					
	6I Fencing	27,496				
	6J Other works - Retaining Wall	49,686				
	6 Group Element Total	399,401	451.81	10,000	4.22	409,401
7	ABNORMAL COSTS (NOT INCLUDED IN 1- 6 ABOVE)					
	7A Site restrictions					
	7B Site conditions - Grouting Allowance	43,321				
	7C Infrastructure					
	7D Other abnormalities with lifecycle					
	7E Temporary Accommodation/Decant	10,000		40,000		
	7F Demolitions			30,000		
	7G Other abnormalities without lifecycle - Stats Diversions	10,000				
	7 Group Element Total	63,321	71.63	70,000	29.52	133,321
8	CONTRACTOR'S PRELIMINARIES					
	8A Preliminaries	239,345		223,151		
	8 Group Element Total	239,345	270.75	223,151	94.12	462,496
9	INFLATION					
	9A Inflation from financial close/contract award to mid-point of construction	-		-		
	9 Group Element Total	-	0.00	-	0.00	0.00
	1 - 9 CONSTRUCTION COSTS SUB TOTAL:	2,079,593	2,352.48	2,007,494	846.69	4,087,087
10	FEES					
	10A Design Team Fees on Works	197,643		189,294		
	10B Fees on FF&E					
	10C Statutory Fees	15,000				
	10D Survey Fees	18,000		9,500		
	10E SIs					
	10 Group Element Total	230,643		198,794	83.84	429,437
11	OVERHEADS & PROFIT					
	11A Overheads & Profit	93,310		89,152		
	11 Group Element Total	93,310	105.55	89,152	37.60	182,462
12	CONTINGENCY					
	12A Design Development	52,011				
	12B Construction Contingency					
	12 Group Element Total	52,011	58.84	50,209	21.18	102,220
	1 - 12 CONSTRUCTION COSTS SUB TOTAL:	2,455,557		2,345,649		4,801,206
13	PROJECT DEVELOPMENT COSTS (PRO RATA)					
	13A CDM-C Fees	3,267		3,113		
	13B Independent Certifier Fees	17,955		17,114		
	13C Insurance Fee	29,667		28,276		
	13D Project Management and other Aura Services	48,951		46,657		
	13 Group Element Total	99,840	112.94	95,160	40.13	195,000
	1-13 PROJECT COSTS TOTAL:	2,555,397	2,891	2,440,809	1,029	4,996,206

Comparison between Bridgewater Primary School & NGP Community Building (at Stage 1)

Is this data commercially sensitive: yes



NO	ELEMENT	Bridgewater Primary School		NGP Brunton Community Building		Cost Difference per m2 (£)	Cost Difference (%)
		New Build		New Build			
		Total Cost £	£/m2	Total Cost £	£/m2		
	1 SUBSTRUCTURE		884		747		
	1 Group Element Total	146,761	166.02	78,062	104.50	61.52	37.06
	2 SUPERSTRUCTURE						
	2A Frame	119,354		78,735			
	2B Upper floors						
	2C Roof	156,486		108,550			
	2D Stairs	8,646					
	2E External Walls	144,992		106,239			
	2F Windows & External doors	107,065		108,250			
	2G Internal Walls and Partitions	90,178		82,055			
	2H Internal Doors	46,946		35,521			
	2 Group Element Total	673,667	762.07	519,350	695.25	66.82	8.77
	3 INTERNAL FINISHES						
	3A Wall Finishes	19,450		13,520			
	3B Floor Finishes	31,828		34,786			
	3C Ceiling Finishes	30,944		23,266			
	3 Group Element Total	82,222	93.01	71,572	95.81	-2.80	-3.01
	4 BUILDING FITTINGS & FURNISHINGS						
	4A Fixed fittings and equipment (Base Build)	53,930		29,140			
	4B Other fixed furniture and equipment	21,634					
	4C Transferred loose furniture and equipment						
	4 Group Element Total	75,564	85.48	29,140	39.01	46.47	54.36
	5 SERVICES						
	5A Sanitary Fittings	10,609		Incl			
	5B Services Equipment	36,248		255,271			
	5C Disposal installations						
	5D Water Installations	14,234					
	5E Heat Source	34,268					
	5F Space Heating and Air Treatment	56,671					
	5G Ventilation systems	48,802					
	5H Electrical Installations	76,740					
	5I Gas Installations	3,625					
	5J Lift Installations	21,660					
	5K Protective Installations	16,886					
	5L Communication Installations						
	5M ICT Infrastructure Works	27,407		Excl			
	5N Specialist Installations	30,059					
	5O Builders work in connection with Services	22,103		12,773			
	5 Group Element Total	399,312	451.71	268,044	358.83	92.88	20.56
	1 - 5 BUILDINGS ELEMENT TOTAL:	1,377,526	1,558.29	966,168	1,293.40	264.89	17.00
	6 EXTERNAL WORKS						
	6A Demolitions						
	6B Site clearance, excavation and earthworks	55,000					
	6C Hard play, car parks and roads	95,296					
	6D Soft landscaping	44,090					
	6E Sports pitches including equipment	19,000					
	6F Incoming services and statutory connections	43,940					
	6G Drainage	64,893					
	6H Site lighting						
	6I Fencing	27,496					
	6J Other works - Retaining Wall	49,686					
	6 Group Element Total	399,401	451.81	419,311	561.33	-109.52	-24.24
	7 ABNORMAL COSTS (NOT INCLUDED IN 1- 6 ABOVE)						
	7A Site restrictions						
	7B Site conditions - Grouting Allowance	43,321					
	7C Infrastructure						
	7D Other abnormalities with lifecycle						
	7E Temporary Accommodation/Decant	10,000					
	7F Demolitions						
	7G Other abnormalities without lifecycle - Stats Diversions	10,000					
	7 Group Element Total	63,321	71.63	-	0.00	71.63	100.00
	8 CONTRACTOR'S PRELIMINARIES						
	8A Preliminaries	239,345		205,487			
	8 Group Element Total	239,345	270.75	205,487	275.08	-4.33	-1.60
	9 INFLATION						
	9A Inflation from financial close/contract award to mid-point of construction	-		67,428			
	9 Group Element Total	-	0.00	67,428	90.27	-90.27	0.00
	1 - 9 CONSTRUCTION COSTS SUB TOTAL:	2,079,593	2,352.48	1,658,394	2,220.07	132.41	5.63
	10 FEES						
	10A Design Team Fees on Works	197,643		149,735			
	10B Fees on FF&E						
	10C Statutory Fees	15,000					
	10D Survey Fees	18,000					
	10E SIs						
	10 Group Element Total	230,643	260.91	149,735	200.45	60.46	23.17
	11 OVERHEADS & PROFIT						
	11A Overheads & Profit	93,310		78,594			
	11 Group Element Total	93,310	105.55	78,594	105.21	0.34	0.32
	12 CONTINGENCY						
	12A Design Development	52,011					
	12B Construction Contingency						
	12 Group Element Total	52,011	58.84	74,868	100.22	-41.39	-70.35
	1 - 12 CONSTRUCTION COSTS SUB TOTAL:	2,455,557		1,961,591			
	13 PROJECT DEVELOPMENT COSTS (PRO RATA)						
	13A CDM-C Fees	3,267		5,775			
	13B Independent Certifier Fees	17,955		21,000			
	13C Insurance Fee	29,667		31,000			
	13D Project Management and other Aura Services	48,951		61,950			
	13 Group Element Total	99,840	112.94	119,725	160.27	-47.33	-41.91
	1-13 PROJECT COSTS TOTAL:	2,555,397	2,891	2,081,316	2,786	104.49	3.61

Comparison between Bridgewater Primary School & Milecastle Primary School (at Stage 1)

Is this data commercially sensitive: yes



NO	ELEMENT	Bridgewater Primary School		Milecastle Primary School		Cost Difference per m2 (£)	Cost Difference (%)
		Refurbishment		Refurbishment			
		Total Cost £	£/m2	Total Cost £	£/m2		
1	SUBSTRUCTURE						
	1 Group Element Total	20,000	8.44	-	0.00	8.44	100.00
2	SUPERSTRUCTURE						
	2A Frame	37,500					
	2B Upper floors						
	2C Roof			68,500			
	2D Stairs	14,500					
	2E External Walls	37,000		48,600			
	2F Windows & External doors	50,000		25,000			
	2G Internal Walls and Partitions	135,158		75,000			
	2H Internal Doors	39,000		30,000			
	2 Group Element Total	313,158	132.08	247,100	133.57	-1.49	-1.13
3	INTERNAL FINISHES						
	3A Wall Finishes	75,878		50,000			
	3B Floor Finishes	106,704		74,074			
	3C Ceiling Finishes	118,302		84,101			
	3 Group Element Total	300,884	126.90	208,175	112.53	14.37	11.33
4	BUILDING FITTINGS & FURNISHINGS						
	4A Fixed fittings and equipment (Base Build)	22,000		Excl			
	4B Other fixed furniture and equipment	21,634		69,000			
	4C Transferred loose furniture and equipment						
	4 Group Element Total	43,634	18.40	69,000	37.30	-18.89	-102.67
5	SERVICES						
	5A Sanitary Fittings	879,200		328,750			
	5B Services Equipment			12,000			
	5C Disposal installations						
	5D Water Installations						
	5E Heat Source						
	5F Space Heating and Air Treatment						
	5G Ventilation systems						
	5H Electrical Installations			277,500			
	5I Gas Installations						
	5J Lift Installations	30,000					
	5K Protective Installations						
	5L Communication Installations						
	5M ICT Infrastructure Works	73,507					
	5N Specialist Installations						
	5O Builders work in connection with Services	43,960		37,000			
	5 Group Element Total	1,026,667	433.01	655,250	354.19	78.82	18.20
	1 - 5 BUILDINGS ELEMENT TOTAL:	1,704,343	718.83	1,179,525	637.58	81.25	11.30
6	EXTERNAL WORKS						
	6A Demolitions			77,750			
	6B Site clearance, excavation and earthworks			17,760			
	6C Hard play, car parks and roads			171,528			
	6D Soft landscaping			99,920			
	6E Sports pitches including equipment						
	6F Incoming services and statutory connections						
	6G Drainage	10,000					
	6H Site lighting						
	6I Fencing			10,000			
	6J Other works						
	6 Group Element Total	10,000	4.22	376,958	203.76	-199.54	-4731.18
7	ABNORMAL COSTS (NOT INCLUDED IN 1- 6 ABOVE)						
	7A Site restrictions						
	7B Site conditions						
	7C Infrastructure						
	7D Other abnormalities with lifecycle						
	7E Temporary Accommodation/Decant	40,000					
	7F Demolitions	30,000					
	7G Other abnormalities without lifecycle			60,000			
	7 Group Element Total	70,000	29.52	60,000	32.43	-2.91	-9.85
8	CONTRACTOR'S PRELIMINARIES						
	8A Preliminaries	223,151		290,967			
	8 Group Element Total	223,151	94.12	290,967	157.28	-63.16	-67.11
9	INFLATION						
	9A Inflation from financial close/contract award to mid-point of construction	-		-			
	9 Group Element Total	-	0.00	-	-	0.00	0.00
	1 - 9 CONSTRUCTION COSTS SUB TOTAL:	2,007,494	846.69	1,907,450	1,031.05	-184.37	-21.78
10	FEES						
	10A Design Team Fees on Works	189,294		190,745			
	10B Fees on FF&E						
	10C Statutory Fees						
	10D Survey Fees	9,500					
	10E SIs						
	10 Group Element Total	198,794	83.84	190,745	103.11	-19.26	-22.97
11	OVERHEADS & PROFIT						
	11A Overheads & Profit	89,152		104,910			
	11 Group Element Total	89,152	37.60	104,910	56.71	-19.11	-50.82
12	CONTINGENCY						
	12A Design Development						
	12B Construction Contingency						
	12 Group Element Total	50,209	21.18	220,310	119.09	-97.91	-462.36
	1 - 12 CONSTRUCTION COSTS SUB TOTAL:	2,345,649		2,423,415			
13	PROJECT DEVELOPMENT COSTS						
	13A CDM-C Fees	3,113		10,327			
	13B Independent Certifier Fees	17,114		27,615			
	13C Insurance Fee	28,276		40,000			
	13D Project Management and other Aura Services	46,657		97,392			
	13 Group Element Total	95,160	40.13	175,334	94.78	-54.64	-136.14
	1-13 PROJECT COSTS TOTAL:	2,440,809	1,029	2,598,749	1,405	-375.29	-36.46

Bridgewater Primary School

Revenue Budget

20121012a, Budget download 101012 ESTIMATED ADD REVENUE.pdf

1E097	Code	Entity Description	LM Base	Estimated additional revenue costs	Notes
	A1RA	Teachers FT - Basic	£441,480	£0	No additional allowance made
	A1RB	Teachers FT - Allowances	£0	£0	No additional allowance made
	A1RD	Teachers FT - Overtime	£0	£0	No additional allowance made
	A1RE	Teachers FT - N.I.	£35,970	£0	No additional allowance made
	A1RJ	Teachers FT - Super T.	£61,030	£0	No additional allowance made
	A1XA	Permnt Supply Teachers - Gross	£51,460	£0	No additional allowance made
	A1XB	Permnt Supply Teachers - Allow	£0	£0	No additional allowance made
	A1XD	Permnt Supply Teachers - OTime	£0	£0	No additional allowance made
	A1XE	Permnt Supply Teachers - N.I.	£3,370	£0	No additional allowance made
	A1XG	Permnt Supply Teachers - Super	£0	£0	No additional allowance made
	A1XJ	Permnt Supply Teachers-Super T	£3,530	£0	No additional allowance made
	A1YA	Temp Supply Teachers - Basic	£0	£0	No additional allowance made
	A1YJ	Temp Supply Teachers - Super T	£0	£0	No additional allowance made
	A26A	Youth Leaders FT - Gross	£12,000	£0	No additional allowance made
	A26B	Youth Leaders FT - Allowances	£0	£0	No additional allowance made
	A26D	Youth Leaders FT - Overtime	£0	£0	No additional allowance made
	A26E	Youth Leaders FT - N.I.	£0	£0	No additional allowance made
	A26G	Youth Leaders FT - Super.	£130	£0	No additional allowance made
	A31A	Learning Support Ass - Gross	£128,800	£0	No additional allowance made
	A31B	Learning Support Ass - Allows	£0	£0	No additional allowance made
	A31D	Learning Support Ass - Overtim	£0	£0	No additional allowance made
	A31E	Learning Support Ass - N.I.	£6,700	£0	No additional allowance made
	A31G	Learning Support Ass - Super	£7,200	£0	No additional allowance made
	A32A	Supply Classroom Assts Gross	£0	£0	No additional allowance made
	A32B	Supply Classroom Assts Allows	£0	£0	No additional allowance made
	A32E	Supply Classroom Assts N.I.	£0	£0	No additional allowance made
	A3BA	Mid-Day Supervisors - Gross	£3,390	£0	No additional allowance made
	A3BB	Mid-Day Supervisors - Allows	£0	£0	No additional allowance made
	A3BD	Mid-Day Supervisors - Overtime	£0	£0	No additional allowance made
	A3BG	Mid-Day Supervisors - Super.	£500	£0	No additional allowance made
	A3DA	Supervisory Assistants - Basic	£22,140	£0	No additional allowance made
	A3DB	Supervisory Assistants - Allow	£0	£0	No additional allowance made
	A3DD	Supervisory Assistants - Overt	£0	£0	No additional allowance made
	A3DE	Supervisory Assistants - N.I.	£0	£0	No additional allowance made
	A3EA	Nursery Nurses FT - Gross	£154,060	£0	No additional allowance made
	A3EB	Nursery Nurses FT - Allowances	£0	£0	No additional allowance made
	A3ED	Nursery Nurses FT - Overtime	£0	£0	No additional allowance made
	A3EE	Nursery Nurses FT - N.I.	£8,110	£0	No additional allowance made
	A3EG	Nursery Nurses FT - Super.	£12,550	£0	No additional allowance made
	A51A	Caretakers FT - Gross	£17,800	£4,450	
	A51D	Caretakers FT - Overtime	£0	£0	
	A51E	Caretakers FT - N.I.	£1,010	£253	
	A51G	Caretakers FT - Super.	£2,600	£650	
	A58A	Cleaners PT - Gross	£26,160	£6,540	
	A58D	Cleaners PT - Overtime	£0	£0	
	A58E	Cleaners PT - N.I.	£0	£0	
	A58G	Cleaners PT - Super.	£2,340	£585	
	A73A	Admin. FT - Basic	£46,550	£0	No additional allowance made
	A73E	Admin. FT - N.I.	£3,150	£0	No additional allowance made
	A73G	Admin. FT - Super.	£6,800	£0	No additional allowance made
	A83A	Catering Staff PT - Gross	£8,350	£0	No additional allowance made
	A83E	Catering Staff PT - N.I.	£20	£0	No additional allowance made
	A83G	Catering Staff PT - Super	£1,220	£0	No additional allowance made
	AB11	General Employee Expenses	£500	£0	No additional allowance made
	AB23	Meal Allowances	£5,450	£0	No additional allowance made
	AC19	Day Courses	£7,500	£0	No additional allowance made
	AC42	Long Term Sickness Insurance	£12,870	£0	No additional allowance made
	B112	R & M - Reactive	£21,320	£5,330	
	B132	R&M-Kitchens	£0	£0	
	B457	H & S Work to YHN Offices	£1,890	£473	
	B791	Grounds - General	£5,350	£1,338	
	B856	Gas - Bulk Supply	£16,400	£4,100	
	B861	Electricity	£22,000	£5,500	
	B893	Hire of Premises	£1,230	£308	
	B905	Non Domestic Rates	£26,560	£6,640	
	B912	Water Rates - Metered	£10,520	£2,630	
	B931	Cleaning Materials	£10,000	£2,500	
	B933	Cleaning Materials-C/Works	£5,000	£1,250	
	B956	Refuse Collection	£1,710	£428	
	B957	Window Cleaning	£810	£203	
	B983	Balance of Risks Insurance	£550	£138	
	C111	Vehicles Running Costs	£1,020	£0	No additional allowance made
	C113	Diesel	£1,630	£0	No additional allowance made
	C182	Transport Hire-One Off/Tours	£0	£0	No additional allowance made
	C212	Car Mileage-Casual Car Users	£1,210	£0	No additional allowance made
	C241	Vehicle Insurance	£1,220	£0	No additional allowance made

D110	Inspection Costs	£290	£73	
D111	Equipment - Purchase	£640	£160	
D201	Learning Resources Non ICT	£16,400	£4,100	
D221	Provisions	£0	£0	
D222	Food	£4,410	£0	No additional allowance made
D225	Contract Payment-School Meals	£77,110	£0	No additional allowance made
D228	Milk	£4,190	£0	No additional allowance made
D241	Clothing & Uniforms	£2,200	£0	No additional allowance made
D261	Photo-Copying	£8,120	£0	No additional allowance made
D301	Other Office Expenses	£1,030	£0	No additional allowance made
D321	Agency/Temp Register Staff	£3,120	£0	No additional allowance made
D370	Ext Agency - Teachers Supply	£35,700	£0	No additional allowance made
D374	SIS Non Curriculum	£7,960	£0	No additional allowance made
D380	Music Tuition	£620	£0	No additional allowance made
D384	SIS Curriculum	£14,690	£0	No additional allowance made
D385	S.E.N.	£0	£0	No additional allowance made
D388	School Meals Admin	£560	£0	No additional allowance made
D412	Translation Services	£510	£0	No additional allowance made
D441	Exam. Expenses	£310	£0	No additional allowance made
D501	Postage	£610	£0	No additional allowance made
D511	Telephones Coin Boxes & Faxes	£5,450	£0	No additional allowance made
D514	Mobile / Car Phone charges	£0	£0	No additional allowance made
D551	Computer H/Ware-Purch	£3,000	£750	
D553	Computer S/Ware-Purch	£4,080	£1,020	
D555	Computer Consumables/Misc Item	£2,120	£530	
D702	School Trips	£1,020	£0	No additional allowance made
D708	Other Insurance	£12,330	£3,083	
D724	Publicity Account	£2,500	£0	No additional allowance made
D741	Other Expenses	£1,390	£0	No additional allowance made
D746	Hospitality - Officers	£580	£0	No additional allowance made
D805	Safeguarded Sals Contribution	£270	£0	No additional allowance made
D832	Contin Provision-Gen (Est only)	£33,160	£0	No additional allowance made
D873	Bought in Professional Service	£9,670	£0	No additional allowance made
D915	Ext Schools Pupil Focused	£5,000	£0	No additional allowance made
G197	Internal Security/Cash Coll.	£2,870	£0	No additional allowance made
G501	Core SLA - Exchequer	£5,120	?	
G505	Core SLA - IT Services	£3,420	?	
G506	Core SLA -IT Servs Schools CFR	£5,980	?	
G508	Core SLA-IT Serv Sch Broadband	£2,840	?	
G537	Core SLA - Organisational Dev.	£2,270	?	
G571	PAYG - OD - Occupat. Health	£0	£0	No additional allowance made
L025	Pupil Focused School Funding	-£1,800	£0	No additional allowance made
L130	Recharges to Schools	-£152,000	£0	No additional allowance made
L168	Recharges CT-Internal	£0	£0	No additional allowance made
L218	SEN Funding	£0	£0	No additional allowance made
L219	Community Focused Ext Schools	-£25,730	£0	No additional allowance made
P258	Other Grants - Outside AEF	£0	£0	No additional allowance made
P331	Ext Funded Non Govt Grants	-£500	£0	No additional allowance made
P750	Pupil Premium	-£80,400	?	No additional allowance made
R109	Fees & Chrgs - Ext Sch Pupils	£6,710	?	No additional allowance made
R300	Supply Insurance Income	-£750	?	No additional allowance made
R476	Miscellaneous Income	£0	?	No additional allowance made
R490	Income Contributions to Visits	£0	£0	No additional allowance made
R491	Donations or Private funds	-£20,000	£0	No additional allowance made
R511	Sale of Misc. Goods	-£2,200	£0	No additional allowance made
R524	Meal Charges	-£11,890	£0	No additional allowance made
R628	Lettings	-£24,540	£0	No additional allowance made
R632	Catering Rghts Meals & Refresh	-£2,820	?	No additional allowance made
	Totals:-	£1,188,780	£53,028	Estimated additional revenue costs, based upon LM Base and 25% additional costs

Bridgewater Primary School

Risk Register

20121012, Bridgewater Primary Risk Register.pdf

PM16 – Bridgewater Primary School Project - Risk Register

Purpose To enable all risks to be recorded, evaluated and further actions planned in order to inform resource planning and budget allocation.

The risks recorded below are specific to this particular Primary School development. Generic risks associated with Primary Capital Programme are not included. SjtTrott.

Risk Identification					Risk Analysis					Risk Control								
Risk No.	Date Raised	Risk Description	Risk Owner	Risk Manager	Category of risk	Current Control Description	Adequacy of controls?	Likelihood	Impact	Priority	Opportunity to improve	Actions required to reduce risk	Action Mgr	Initial Due Date	Current Due Date	Target Likelihood	Target Impact	Target Priority
1	10/2012	Insufficient finance resulting from Cabinet approval	SjT		ROOT CAUSE OF RISK	Project will be de-scoped & No expenditure will be incurred above guaranteed funding levels. Contracts will not be signed until all funding is confirmed.	limited	medium	medium	9	medium							
2	10/2012	Building not complete on time	SjT			Contract provisions for liquidated damages. Existing school facilities will be maintained live.												
3	10/2012	Cost of construction exceeds budget	SjT			Construction costs are capped at a guaranteed maximum level - above this sum, risk is with Aura.												

Risk No.

A unique identifying number must be allocated for each risk to enable risks to be suitably monitored.

Date Raised

Inset the date that the risk was first identified, to show a clear audit trail.

Risk Description

This should provide a brief description of the risk

'There is a risk that (risk) may happen as a result of (cause) leading to (impact)'

Category of Risk**Please ignore this column.**

Directorate Risk Advisers will categorise risks using the following:

• Environmental	• Technological	• Infrastructure
• Financial	• Communication	• Performance
• Statutory/Legislative	• Procurement	• Partnerships
• Property/Assets	• HR/Capacity	• Change Management
• Policy/Directional	• Political	• Vehicles
• Social Responsibility	• External Market	• Health & Safety

Control Description

This should provide a brief description of the control mechanisms currently in place.

Adequacy of controls in place

Very Good	To best practice levels or above
Good	Good control standards in place and working well
Average	Average controls in place
Limited	Limited/some controls in place
Poor	None or poor controls in place

Likelihood

High	Very likely to happen though not certain, a high number of occurrences and or losses
Medium	More likely to occur than not – probably happen in the next year
Low	Less likely than not to occur – possibly happen in the next 5 years
Nil	Unlikely to occur but not impossible – has rarely or never happened

Impact

Please refer to the Risk Tolerance Table.

Enter the highest "hit" in this field i.e. High, Medium, Low or Nil.

Risk Priority Matrix

Use the matrix below to multiply your likelihood and impact scores. The final rating should be entered in the Priority column to differentiate the significance of each risk.

RISK PRIORITY MATRIX		Impact			
		Nil	Low	Medium	High
Likelihood	High	4	8	12	16
	Medium	3	6	9	12
	Low	2	4	6	8
	Nil	1	2	3	4

Opportunity to Improve

High Potential Easy / possible to make further improvements

Medium Potential Possible to make further improvements

Low Potential Very difficult to make further improvements

Action

Identify those tasks required to reduce the likelihood and/or impact.

Action Manager

Insert the initials of the officer who has been assigned responsibility for action planning, monitoring and review.

Current Deadline

Insert the date the action is due to be completed.

Completion Date

Insert the date the action was finally completed.

Bridgewater Primary School

Communication Plan

Comms Plan.pdf



Consultation and Engagement

Stakeholder analysis

Click on the links for further [guidance](#) / [template](#)

Please use the table below to record the stakeholder analysis, or if there is a separate document, attach this here:

[Reviewed, comprehensive Stakeholder analysis not required for project of this scale and complexity](#)

Stakeholder	Point of View	Level of Interest	Influence	General Approach	
Head	Head of management team for school	High	High	Weekly meeting face to face	
Chair of Governors	Overview of school management and policies	Medium	High	Progress update reports	
Staff	Part of schools management team, working environment, disruption and safety	Medium	Medium	Head to provide regular updates, PM and Aura to support	
Pupils and parents	Users of the facilities	Medium	Low	Head and staff to provide regular updates, PM and Aura to support	Add row