

STAGE 3: BUSINESS CASE

Please note: if you have already completed a detailed project proposal or evaluation template for an external funder, there is no need to duplicate this here. Just attach the relevant documents and use the sections below to signpost to the relevant sections. Not every section here will be relevant to all projects.

Project name	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)
Contact tel	Ext 25847
Email	sean.trott@newcastle.gov.uk
Completed by*	Jessett, Clifford
Date*	11 Apr 2013

Options Appraisal

Most projects should complete an options appraisal, to evaluate the costs and benefits of different ways of meeting the project objectives. The options appraisal should be **quantitative** to indicate how well each option supports each objective. Click on the link for further [guidance](#). A template for carrying out a quantified options appraisal is attached [here](#).

If you are unsure if an options appraisal should be carried out at this stage or need help in doing this, contact your Directorate Programme Manager.

Have you carried out an options appraisal? Yes

Document 1 20130411d, Options Appraisal, extract.pdf

Project outcomes

List the project outcomes – what the project is intended to achieve – in clear, specific, measurable terms
Increased School Capacity, Improved Learning Environment and Improved accessibility. Details of School Vision set out in Project Mandate (G2)

Project options

List the potential means of achieving those outcomes to be evaluated as part of the options appraisal

1. Do Nothing,
2. Demolish & Rebuild
3. Remodel. (A) Traditional procurement (B) Negotiated procurement

Evaluation criteria

List the evaluation criteria used to evaluate the options

1. Capital Cost (70%)
2. Alignment with wider Regeneration proposals (30%)

Cost estimates

Indicate the estimated cost of implementing each option, including whole life costs where this is relevant

Option	Implementation/delivery cost	Ongoing cost (if applicable)
1. Do Nothing	£0.00	£1118780.00
2. Demolish & Rebuild	£8000000.00	£42400.00
3. Remodel	£4000000.00	£53028.00

Preferred option

Summarise the outcome of the options appraisal and explain how the preferred option has been identified

Option.....Cost.....Alignment.....total
.....(max 70).....(max 30)...(max 100)

1. Do Nothing.....70.....0.....fail
2. Demolish & Rebuild..20.....30.....50
3. Remodel.....50.....10.....60

Option 3 Remodel is the preferred option.

Value for money

Describe how you have considered value for money in selecting the preferred option and how you will ensure that value for money is maximised throughout the life of the project

1. The remodel option is £4m less than the new build option in terms of capital expenditure;
2. Although the new build option would result in a reduced floor area and lower annual operating costs for the school, at circa £42,400, reduction p.a. the difference is not sufficient to justify a new build option.

3. Preferred Procurement Route is (B) Negotiated Aura Procurement (LEP Partner);

- Construction costs benchmarked against recently completed schemes;
- Limited City Council procurement costs through the use of agreed standard contract documentation;
- Client CDM duties discharged by Aura;
- Limited City Council project management costs through established process, relationships and quality systems; and
- Track record – projects delivered on-time and to budget.

Delivery Planning

Project scope

Detail clearly exactly what is included in the project ...

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

... and what is not

1. Off Site Highway Works
2. Revenue costs of additional teaching staff

Product plan

Please define key output(s) that will be produced by the project (e.g. a new building or improved service) and any intermediate products (e.g. contracts or training packages) that will be needed to achieve this. Complete the table below, attach a Product Plan (click on the link for a [template](#)) or note where this is if in another document

Outputs

Cabinet Report
Delegated Decision
Design & Build Lump sum contract
New teaching spaces

Intermediate Products

Cabinet approval, November 2012
Achieve Delegated Decision
Contract Documents finalised
Delivery of agreed design

Project plan

Detail the activities needed to deliver each element of the project, how long they will take to complete, and which can be carried out at the same time and which are dependent on others being completed. Please summarise the key project activities and milestones below and append the Project Plan or GANTT chart (click here for templates)

20121012, 120201 Prog and Phasing, Section 8.pdf

Activity	Milestone	Target date
Cabinet approval	November 2012	
Value Engineer		Nov-Dec 2012
Instruct Aura		Month one
Designs approved		Month five (Stage 2 Approval)
Contract Signed	Month five (Instruction to Proceed)	
Works commence		Month six (Potential Start on Site)
Contract completion		Month twenty seven (end fit-out works)
School take possession of buildings		Easter, 2015 (TBC)
School term		Easter, 2015 (TBC)

Project team

Consider who you will need to involve in the project to carry out the activities and deliver the products

Role / Task	Name (if known) or job title	Days / FTE
School liaison	Michael Quincey	150
Project manager	Sean Trott	20
QS/ contract administrator	Mike Cameron	100

External consultancy

Detail any consultancy input you think will be involved in the project and explain why this is needed

None

Capital budget

Provide the proposed project budget for capital works – this generally relates to activities directly related to producing a physical asset, but the rules on how this is defined are quite complex – contact the Manager, Capital Investment & Finance for advice. Please ensure that you consider the resources needed for the project team and other project management costs as well as the budget for delivery of the project outputs.

Tick here if not applicable, otherwise, please summarise the key items in the table below and append the capital budget spreadsheet (click here for a template)

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

Item	Financial Year	Cost	Funding secured?
Cost of Aura proposals	2012/13	£1000000.00	No
Cost of Aura proposals	2013/14	£3996206.00	No
Retained risk items (contingency)	2012/13	£70000.00	No

Revenue budget

As above, for revenue funding. Remember to include whole life costs, e.g. ongoing maintenance requirements. Note that this must be reviewed by your Directorate Finance Lead before submission to the Programme Board (the form will be sent to them automatically, but you are advised to discuss the budget with them in advance)

Tick here if not applicable, otherwise, please summarise the key items in the table below and append the revenue budget spreadsheet (click here for a template)

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

Item	Financial Year	Cost	Ongoing?	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

Funding plan

Indicate how the project's capital and revenue resource requirements will be met. Please also provide information on the status of any funding applications and contingency plans if these are unsuccessful.

The Capital Resources are to be met as follows:

- i) To be reviewed/approved as a part of Cabinet assessment of NCC budget November 2012. Capital funding for Bridgewater School currently incorporated within Environment and Regeneration Programme; and

ii) It is anticipated that a de-scoped remodelling option will be required that delivers the outcomes at a reduced capital cost than indicated in this G3 (Business Plan). This will be pursued once the budget outcome is known in November 2012. A report will be taken to the Project Board for Approval of a reduced scheme.

Risk analysis

Click on the links for a [template](#) and [guidance notes](#), or contact your Directorate Risk Adviser

Use the table below to summarise these key elements of each risk, or if you have already completed a risk register, please attach this here.

20121012, Bridgewater Primary Risk Register.pdf

Risk	Cause	Impact	Controls	Mitigation
Building not complete in time	Parts of process not maintained on initial programme, e.g. sign-off and decision making not achieved to programme	Delayed completion and handover of new and remodelled elements school or additional costs to accelerate	Liquidated damages in contract	Existing accommodation retained in use – teaching unaffected
Cost exceeds budget	Costs not controlled throughout the process or “aspiration creep”	Additional direct and indirect costs due to disruption of contract	Lump sum guarantee – any increased cost is with Aura	Selection of appropriate form of contract, clear communications with relevant stakeholders and rigorous project management throughout

Lessons learned

Detail any lessons identified from previous projects that you have applied in planning this project

Project	Lesson learned	How you will apply this
Central Walker Primary	Ensure scope of off-site works agreed by all parties	Sign-off plan prior to commencement
Westgate Hill Primary	Clear interface with ICT service providers	Communication plan

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:

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

Member involvement

Summarise how relevant Executive, Ward and Scrutiny Members will be informed about and involved in the project

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

Partnerships

Explain how any partnership working needed will be coordinated. Note that, where the Council is delivering a project in partnership with or on behalf of a partner organisation, a Memorandum of Understanding should be agreed between the parties. (Click on the link for [guidance and templates](#))

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

Governance

Explain how decisions relating to the project will be made and confirm that this is in accordance with the Newcastle Charter, including any Delegated Decisions needed. For Category A projects, or other projects with a separate Project Board, please detail the proposed membership.

Sequence expected is Cabinet Approval of Finance followed by Delegated Decision to enter into contracts. Children's Services Directorate Programme Board will receive TLR's

Reports and approvals

Note any reports that will need to be submitted to Boards or Committees, internal and external, and the timing of any approvals needed. (Click on the link for [further guidance](#))

See above

The Head of Finance has requested that all business cases with financial implications should be cleared by the relevant finance lead before they are submitted to the Programme Board:

- Adult & Culture Services – [Anna Snowdon](#)
- Children's Services – [Anthony Francis](#)
- Central Divisions – [Julia Vince](#)
- Environment & Regeneration – [Karen Brown](#)

Finance lead comments

Capital

- The capital funding associated with this project have been identified, are secure and available for the expected duration of this scheme.

Revenue

The on-going revenue costs associated with this scheme have been considered in constructing the project business case. Any resulting increase in operational costs to the school (such as utilities costs and cleaning) will be met by the school as part of its normal delegated budget. In summary:

- The school will continue to receive a delegated revenue budget calculated according to the local authority school funding formula
- Any resulting increase in revenue costs to the school associated with this capital scheme are to be met from the delegated schools budget in the first instance
- Although costs are expected to be minimal a budget has been identified within Children's Services to account for any required decant costs.

GATEWAY 3

Completed by

Date

Theme or Programme Board

Board

- ACS Transformation
- ACS Operational Services
- ACS Business Management
- ACS Strategic Commissioning
- ACS Culture, Libraries and Lifelong Learning
- CS Directorate Programme Board
- CS Capital Programme Board
- CS LAC Programme Board
- ER Business Improvement
- ER Climate Change & Environment
- ER Planning, Housing and Transport
- ER Highways, Transport and Traffic Signals
- CD FR - Audit & Risk
- CD FR - Property & Asset Management
- CD FR - Programmes & Major Projects
- CD FR - Finance
- CD Policy, Strategy & Communications Development Strategy
- CD Corporate Services
- WCB Enterprise & Relations with Business - Enterprise
- WCB Enterprise & Relations with Business - Relations with Business
- WCB Employability & Skills
- WCB Accelerated Development Zone
- WCB North Bank of the Tyne
- WCB Broadband

Meeting date

Comments

Confirm resource availability

Confirm appropriate consultation and approvals are in progress

Other comments

Response

Nothing selected

Category A & B projects only

BMG Resources Subgroup

Meeting date

Comments

Confirmation of corporate resource availability (if applicable)

Coordination of external funding applications (if applicable)

Technical review of business case

Other comments

Response

Nothing selected

Submit to*

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

Bridgewater Primary School

Options Appraisal

20130411d, Options Appraisal, extract.pdf

Options Appraisal

Options have been considered at several levels;

- a) prior to creation of this project the client team (Children's Services) and the Regeneration team considered options for the provision of school places in the Scotswood and Benwell area; and

- b) The Programme and Major Project team working with Children's Services have considered how best to utilise the site and the most appropriate method of Procurement, see *Project options* below.

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 / Deleval 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.

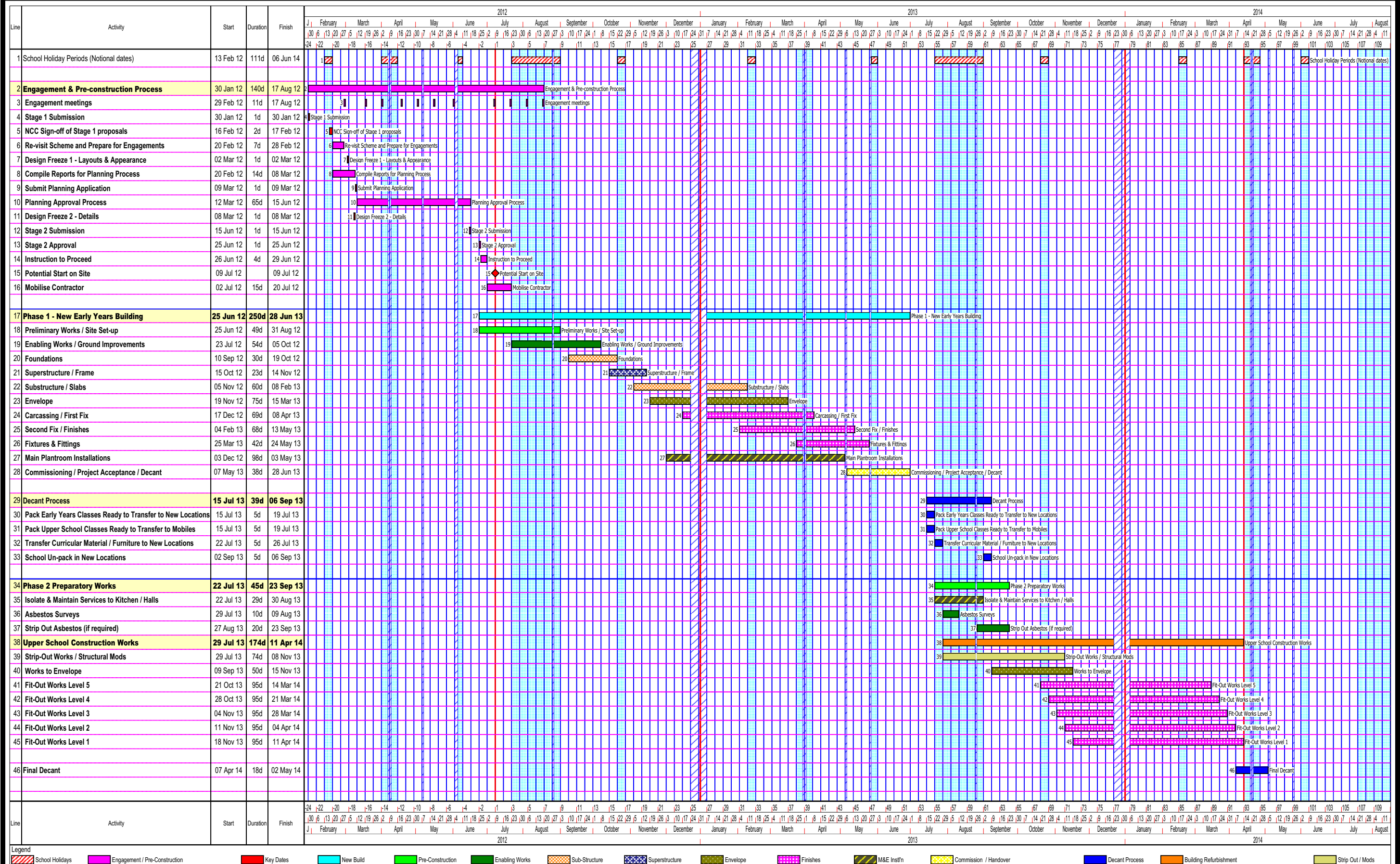
6. Post Completion Works (from Easter 2014)
 - Remove temporary classroom units from School play area.
 - Complete MUGA Installation – final surfacing / markings / gates & fencing.



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

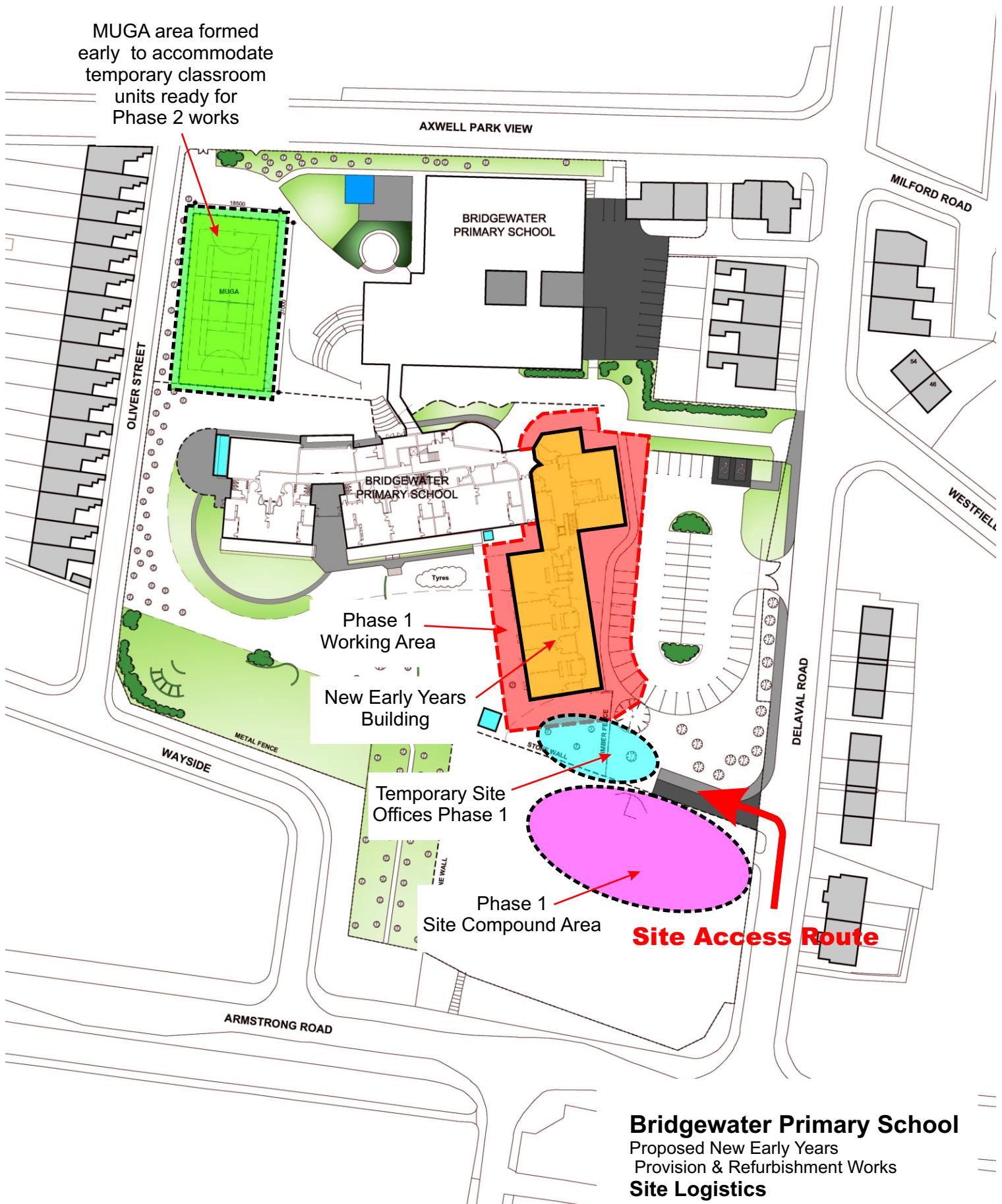
Issue Date: 27/01/2012

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



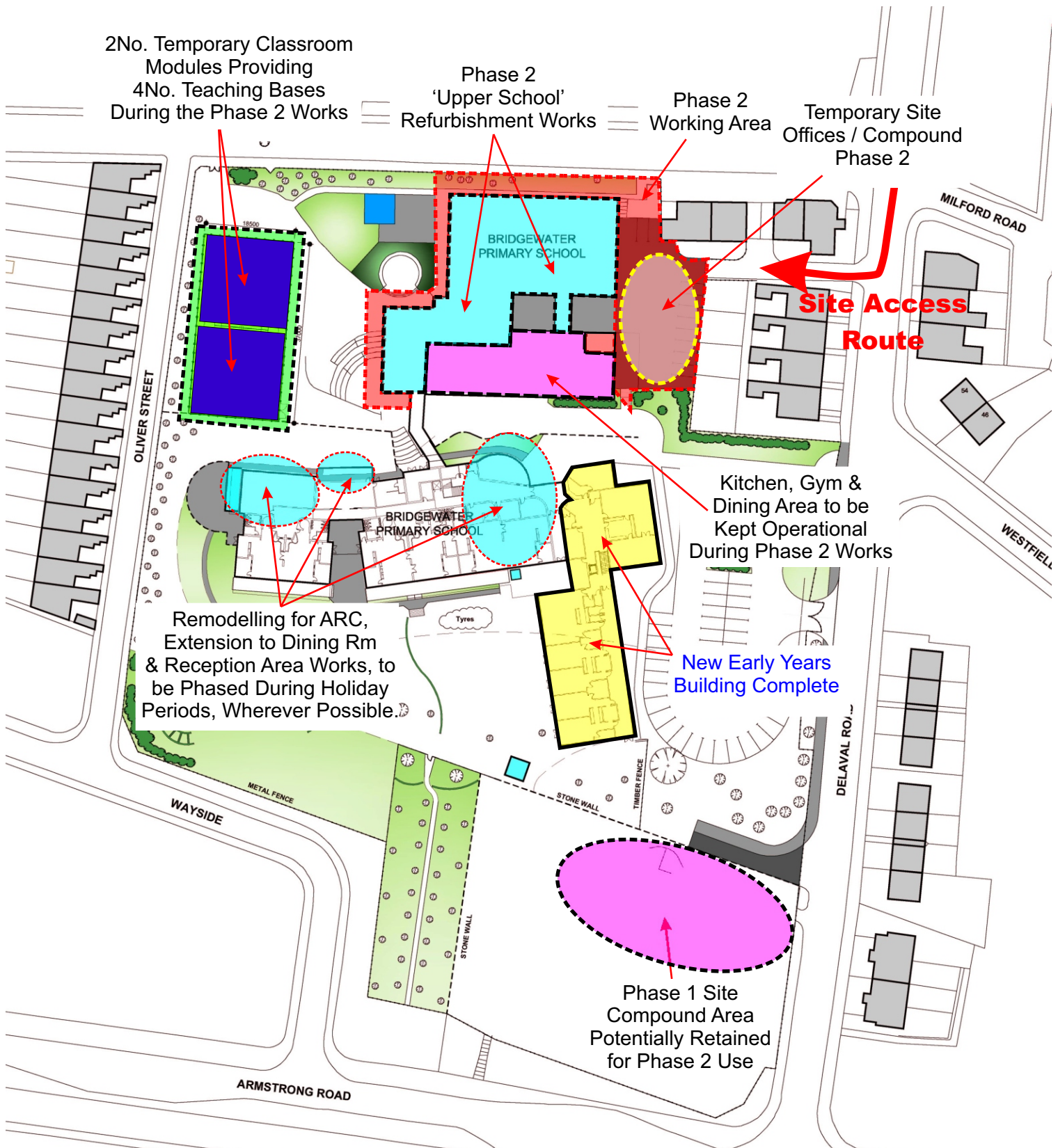
Bridgewater Primary School
Proposed New Early Years
Provision & Refurbishment Works
Site Logistics
Phase 1 Works
Sept 2012 to Sept 2013

2No. Temporary Classroom
Modules Providing
4No. Teaching Bases
During the Phase 2 Works

Phase 2
'Upper School'
Refurbishment Works

Phase 2
Working Area

Temporary Site
Offices / Compound
Phase 2



**Site Access
Route**

Kitchen, Gym &
Dining Area to be
Kept Operational
During Phase 2 Works

**New Early Years
Building Complete**

Remodelling for ARC,
Extension to Dining Rm
& Reception Area Works, to
be Phased During Holiday
Periods, Wherever Possible.

Phase 1 Site
Compound Area
Potentially Retained
for Phase 2 Use

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.



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 & Chrqs - 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.