

**PERTH AND KINROSS COUNCIL****Lifelong Learning Executive Sub-Committee – 6 February 2013****SCOTLAND'S SCHOOLS FOR THE FUTURE – PHASE 3 UPDATE****Report by Executive Director (Education and Children's Services)****ABSTRACT**

This report updates Members about the successful bid for the secondary element of an all through school under the Scottish Government's Schools for the Future initiative and subsequent capital provision for the residual element of the indicative cost. The report recommends a preferred location for the all through school/campus.

**1 RECOMMENDATIONS**

It is recommended that the Committee:

- 1.1 Approves acceptance of the offer of funding for the secondary element of the new all through school;
- 1.2 Notes Bertha Park, Perth as the preferred location of the new all through school/campus, subject to the required statutory consultation process; and
- 1.3 Instructs the Executive Director (Education and Children's Services) to bring forward a Proposal Paper in relation to the establishment of the new school and admission arrangements in terms of the Schools (Consultation) Act 2010 in due course.

**2 BACKGROUND**

- 2.1 On 11 July 2012 the Strategic Policy & Resources Executive Sub Committee (Report No.12/299 refers) agreed the submission of a bid to the Scottish Government for funding from the Scottish Futures Trust (SFT) for Scotland's Schools for the Future Programme, for the secondary element of a new all through school for the north and west of Perth and a replacement for a Consortium of Local Authorities Special Programme (CLASP) built primary school. In the event of any funding offer being made the Executive Director (Education and Children's Services) was instructed to seek approval of the Council prior to acceptance of the offer.
- 2.2 On 26 September 2012 the Cabinet Secretary for Education and Lifelong Learning announced funding would be made available for two thirds of the cost of the secondary element of the new all through school, subject to a positive outcome of the statutory consultation exercise. The bid for replacing the CLASP built primary school was unsuccessful.

- 2.3 The proposed all through school would provide accommodation for 1100 secondary pupils, a two stream primary school and a nursery of 8 full time and 40/40 sessional places.
- 2.4 The letter from the Head of Schools Infrastructure Unit of the Learning Directorate, Scottish Government confirming this award and the next steps is attached as Appendix A.
- 2.5 It is proposed that the Council accepts this offer of award for two thirds of the cost of providing the secondary school. It is noted that the Council meeting on 19 December 2012 allocated capital funding, to meet the cost for the remaining one third of the secondary school (Report No. 12/586 refers). It is anticipated that contributions from developers will cover the cost of providing the primary element of the all through school. The nursery element may require funding from the composite capital programme.
- 2.6 The design and development of the new all through school will be progressed in conjunction with the SFT and East/Central HubCo. It is recognised that there are economies of scale to be obtained through the design and procurement process and officers are currently working with SFT and HubCo to explore how best to achieve these.
- 2.7 As part of the funding offer the SFT has confirmed that the Council will be required to use the Design Build, Finance and Maintain (DBFM) form of contract, using East/Central HubCo to procure the project. The project will be financed by a mix of revenue and capital funding, revenue from the Scottish Government and capital from the Council.
- 2.8 Alongside the design and procurement decisions for the all through school there are a number of important issues that need to be progressed within the Council. Statutory consultation will require to be undertaken on the proposal to establish a new school on the proposed preferred site, along with the admission arrangements and catchment area for the proposed new school. It is likely that the admission arrangements will impact on existing primary and secondary school catchments within and around Perth.
- 2.9 The indicative timescale for this work is determined by the start on site date of March 2017. It is proposed to examine a number of options for establishing a catchment area for the new all through campus by modelling a range of options. Thereafter detailed proposals will be brought forward for Members' consideration by summer 2013. Then a proposal to undertake a statutory consultation on the preferred location and admission criteria will be developed and placed before Members by autumn 2013. Given the scale and complexity of the statutory consultation required for this exercise, a two year period has been programmed into the timescale.

### **3 SITE OF NEW ALL THROUGH CAMPUS**

- 3.1 Bertha Park has been identified as the preferred location for the new all through school. This is in line with the strategic and proposed local development plan land sites the campus within walking distance of the majority of the proposed new housing developments at Bertha Park and Perth

West. Oudenarde and Carse of Gowrie have been considered but were not viable options.

A range of further work has been identified that needs to be taken forward as part of the development of this project.

- 3.2 The timescale for development of the new all through campus is complex and contains a number of dependencies. In addition to procuring the design and construction, a catchment area for the new all through school is required. The ability of the Council to acquire the site and have the infrastructure in place to access it are the current major risks to the progress of the preferred option.
- 3.3 In order to reduce and mitigate these risks Officers need to continue ongoing discussions with a range of parties to determine their intended timescales and bring back reports to Members on progress with these discussions.
- 3.4 Should it prove unviable to progress with the preferred location an appraisal of the situation would take place at that time.

#### **4 CONSULTATION**

- 4.1 The Head of Democratic Services, Head of Finance, Head of Legal Services, Head of Technical Services and Head of Planning and Regeneration have been consulted in the preparation of this report.

#### **5 RESOURCE IMPLICATIONS**

##### **5.1 Capital**

The funding strategy for each element of the new all through school is shown in the table below:

##### **New all through school/community campus**

	<b>Council</b>	<b>SFF Phase 3</b>	<b>Developer Contribution</b>	<b>Total £m</b>
<b>Nursery</b>	2.52			2.52
<b>Primary</b>			7.85	7.85
<b>Secondary</b>	7.66	15.33		22.99

##### **5.2 Revenue**

Detailed revenue costs cannot be established until the project design is confirmed, however estimated additional recurring costs have been identified. It is assumed the revenue implications will be met from Council Tax collections and the PKC Financial Settlement from the Scottish Government. These costs will escalate to the level of approximately £7,200,000 per annum when the school is fully operational as an all through school/community campus.

## **6 COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012**

6.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

This report relates to all five objectives.

6.2 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Maximising Resources

## **7 EQUALITIES IMPACT ASSESSMENT (EqIA)**

7.1 An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.

7.2 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome:

- i) Assessed as **not relevant** for the purposes of Eq1A

## **8 STRATEGIC ENVIRONMENTAL ASSESSMENT**

8.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).

The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## **9 CONCLUSION**

9.1 This report recommends acceptance of the Scottish Government's offer of two thirds of the cost to build the new secondary school in Perth. The financial arrangements for the remaining balance of funding for the all through campus are also set out together with indicative timescales. The Outline Business

Case for the new all through school is considered with a proposal of Bertha Park as the preferred site location.

**JOHN FYFFE**  
**Executive Director (Education and Children's Services)**

**Note:** No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

**Contact Officer:** Tina Yule, Ext. 76225 & [TLYule@pkc.gov.uk](mailto:TLYule@pkc.gov.uk)  
**Address of Service:** Pullar House, 35 Kinnoull Street, PERTH, PH1 5GD  
**Date:** 24 January, 2013

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *The Communications Manager*  
E-mail: [Hecsgeneralenquiries@pkc.gov.uk](mailto:Hecsgeneralenquiries@pkc.gov.uk)



Council Text Phone Number 01738 442573



Buidheann-Stiùiridh an Ionnsachaidh  
Learning Directorate

F/T: 0131-244 -1572  
E: jonathan.c.moore@scotland.gsi.gov.uk



Mr J Fyffe  
Executive Director (Education & Children's Services)  
Perth and Kinross Council  
2 High Street  
Perth  
PH1 5PH

Ar faidhle/Our ref: POL/17289  
5 October 2012

**SCOTLAND'S SCHOOLS FOR THE FUTURE – PHASE III**

Following last week's announcement by the Cabinet Secretary for Education and Lifelong Learning on Phase 3 of Scotland's Schools for the Future Programme you will no doubt be aware that Scottish Government will support delivery of a new secondary school for your Council. This support is subject to a positive outcome to any statutory consultations that may be required for the project.

It is proposed that your project will be revenue funded. The Cabinet Secretary is very keen to maintain momentum across the programme and we would expect your authority to take the project forward with Scottish Futures Trust as soon as practical. A number of authorities have been identified as having the potential to commence construction within the next 12 – 18 months and we hope that most other revenue funded projects will follow shortly thereafter.

I am aware that you are due to meet colleagues from Scottish Futures Trust week commencing 15 October to discuss your project in more detail. Whilst we recognise the need to accelerate implementation through use of key milestones, we are mindful of the need for authorities to undertake, where appropriate, statutory consultations and to obtain best value. As Mr Russell indicated in his announcement about Phase 3, this is a welcome boost to Scotland's economic recovery and he is looking forward to seeing how these projects develop over the coming months.

**Jonathan Moore**  
Head of Schools Infrastructure Unit

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ  
Victoria Quay, Edinburgh EH6 6QQ  
www.scotland.gov.uk









## Outline Business Case

<b>Title:</b>	All Through Campus	<b>Executive Sponsor:</b>	John Fyffe
<b>Business Plan Ref:</b>	Version 1b	<b>Senior Responsible Owner</b>	Tina Yule
<b>Author:</b>	Helen Richardson	<b>Date:</b>	19 September 2012

## 1. EXECUTIVE SUMMARY

In Perth and Kinross a major review of the school estate has taken place to determine the likely impact which population growth, current condition and suitability have on primary and secondary education within the area. When considered alongside the wider asset management and capital issues, priorities for the development of the school estate have been clearly identified.

The top priority for the Council is an all through school in a campus on the northern perimeter of Perth.

The planning, design and delivery of the new school will be in line with the Council's objectives for educational facilities and which are commensurate with the nine national guiding principles for the school estate.

A significant investment is required to deliver an all through school campus in Perth. The bid to the Scottish Government contains proposals for funding of £23 million for the secondary element of the all through school campus. The primary school element of the all through school campus is planned to be funded from developer contributions, subject to a Section 75 agreement.

Perth and Kinross proposes to design and develop new schools which enable the layout of the accommodation and resources to fully support the delivery of Curriculum for Excellence and take full advantage of the opportunities modern technology offers.

Perth and Kinross is keen to explore a number of routes to deliver these objectives, including collaboration with neighbouring authorities and examining alternative methods of procurement. It is proposed to bundle the all through primary and secondary school together and construct as one contract. Key to the approach is sustained provision and partnership working, responding to changes in demand and need.

The Council remains committed to investment in its school estate aiming to ensure all its young people have access to modern learning environments. The new all through campus relates to the 'schools' theme.

The estimated capital cost of the new all through campus is £22.990 million for the secondary element, £7.85 million for the primary element and £2.52 million for the nursery element. A bid for £22.990 million was submitted under Phase 3 of the Scotland's Schools for the Future programme for the secondary element and the Council was successfully awarded two thirds of the cost at £15.33 million.

£7.663m (one third balance of funding) was agreed at the Council meeting on 19 December 2012 within "Composite Capital Budget – Additional Capital Expenditure (Report No. 12/586 refers).

It is assumed that the land required for the all through school will be provided by a developer as planning gain and a site of 10 – 12 hectares has been requested from the developer.

The primary school element of the all through school, estimated at £7.85 million, will be funded through developer contributions. In the initial stages the nursery provision will be integrated into the primary however this is likely to expand in future years when a bid for the required capital funding will be made.

This provides the following funding stream (excluding any possible land purchase) based on the above estimated costs: (

	£
SFT Phase 3 contribution (calculated on SFT metrics and two thirds contribution)	£15,327,000
ECS capital	
One third secondary	£7,663,000
Nursery	£2,520,000
Developer contributions Primary School element (timing of receipt to be confirmed)	£7,850,000
Total	£33,360,000

The key risks associated with this project relate to failure to secure sufficient land from the developer, insufficient capital funding, insufficient revenue funding, legal and/or statutory issues preventing delivery within timescale, lack of involvement of stakeholders and statutory consultation exercise timescale. These risks are highlighted in section 9 of this business case and will continue to be managed as identified.

## 2. INTRODUCTION

### 2.1 Strategy

The school estate is a significant asset which is fundamental to the delivery of national and local outcomes leading to improved lives for the people of Perth and Kinross. In order that these outcomes are delivered, ECS has developed a School Estate Strategy which details our approach to managing and developing the school estate. It documents our vision and aspirations, the overall strategic context, drivers for change, governance, achievements, performance and way forward. On 30 August 2012, the School Estate Sub Committee approved the draft School Estate Strategy (Report No. 12/370 refers). Click on the following link for further details: [Draft School Estate Strategy](#)

The strategic aim of the School Estate Management Plan (SEMP) is to provide efficient and effective delivery of front line services to the citizens of Perth and Kinross. This directly links to the Corporate Asset Management Plan which underpins the strategic objectives of the Council in maintaining and creating assets to deliver priority services. The assets managed and run need to be fit for purpose to provide modern public services that meet the current and future needs of our

population. It is therefore critical that our school estate is upgraded as part of a rolling programme to meet these objectives.

This strategic approach embraces the Service's vision of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported. Our key service priorities support the delivery of our commitments in the Single Outcome Agreement and Corporate Plan, helping ECS to focus on the local outcomes that will achieve meaningful improvements for our stakeholders. In summary this project specifically links to the Single Outcome Agreement Local Outcomes 5,6,7,8,9,10,11,12,13 and 15. These link to Education and Children's Services priorities:

They are:

- Raising achievement for all;
- Supporting vulnerable children and families;
- Improving the quality of life for individuals and communities; and
- Enabling the delivery of high quality public services.

In addition to the ECS policy framework areas, it is important to recognise emerging priorities within the Council and plan for these. The four strategic themes listed below are the current EOT sponsorship of the political priorities. This project will be taken forward in line with these priorities:

- Getting it Right for Every Child (GIRFEC)
- Health and Social Care Integration
- Public Protection
- Regeneration (Social, Physical, Economic)

## **2.2 School Estate**

### **a. Current School Estate**

The local authority has:

- 10 secondary schools with a current roll of 7,618 and a capacity of 9,907
- 75 primary schools with a current roll of 9,848 and a capacity of 13,517

Roll figures relate to the 2012 Census and capacities are as agreed by the School Estate Sub Committee.

Within the proposed Local Plan there are significant pressures on schools in Perth City. At primary level in Perth City the collective occupancy level is currently sitting at 80% and with the forecast population growth some schools may be at full capacity in the short to medium term. A school estate model is used to forecast where pressures may arise and further details are given in the section on school estate future needs below.

### **b. School Estate Future needs**

The approach to examining future needs for educational facilities in Perth and Kinross is robust and subject to rigorous evaluation on an annual basis. Perth and Kinross Council area has experienced significant population growth in recent years and recognises that this trend is likely to continue. Over the past 11 years Perth and Kinross population growth was the highest in Scotland at +10.3%<sup>1</sup>. The Council have therefore taken the opportunity to map the likely growth in each community and forecast in detail the educational demand. Our approach encompasses:

- (i) Monitoring of demographic changes;
- (ii) Projected pupil numbers over the next 7 years based on historic trends;
- (iii) Daily monitoring of planning applications;
- (iv) Meetings with planners and developers on proposed large scale developments;
- (v) Meetings with Homes for Scotland;
- (vi) Annual prioritisation exercise; and
- (vii) Annual school estate review.

As the [proposed Local Development Plan](#) is now issued for consultation, a major exercise was undertaken with Planners to understand the impact of proposed developments on the ability of Education and Children's Services to accommodate projected pupils numbers in schools. The Council now has an in-depth understanding of the possible growth impact on the school estate projected to 2030.

The [Committee Report](#) and presentation given at the School Estate Sub Committee in March 2012 informed the Council about this review and the approach taken to secure the future of the school estate for our communities.

In summary the proposed Local Development Plan envisages that an additional 7,250 houses may be required for developments within the Plan period 2010 – 2024. This alone may generate an additional 1,957 primary pupils and 1,087 secondary pupils across Perth and Kinross.

The potential effect of the proposed Local Development Plan and planning applications already in the system indicate a large pressure on secondary and primary accommodation in Perth City. At secondary level there is current capacity of 3946 and a potential roll of 4441 in the medium term rising to 5453 in the longer term. At primary level there is a current capacity of 3883 and a potential roll of 4781 rising to 6603 in the longer term.

Existing secondary schools in Perth City were the subject of a detailed options appraisal investigation and given the pupil numbers and capacity pressures the favoured option was a new build to the north of Perth. This would be designed to take the pressure off the existing secondaries in Perth City with some feeder primaries no longer having to come into Perth City.

For primary schools, a prioritisation process is applied and then schools are reviewed in respect of recent capital activity. The prioritisation model incorporates weighted criterion of condition, suitability, running costs, current projected and future potential occupancy. Priority primary schools then emerge from this process. Thereafter business cases are prepared to bid for funding for the prioritised projects to address the identified needs.

The proposal for an all through school campus to the north of Perth would allow efficiencies to be generated from the bundled scale of the development. Experience gained from running the existing all through schools in Perth and Kinross at Breadalbane Academy, Community School of Auchterarder and St John's Academy show significant educational, financial and social benefits from having secondary and primary schools on the same site.

### **2.3 Prioritised Projects**

In order to assist in addressing these pressures the Council considers that a new all through school campus based to the north of Perth is required.

It is anticipated that any associated developments not eligible for funding under the Scottish Government's bid criteria will be funded through the Council's capital planning process and developers contributions.

On 30 August 2012, the School Estate Sub Committee (Report No. 12/371 refers) noted that Council has submitted this project for consideration under Phase 3 of the Scotland's Schools for the Future programme.

## **3. FUNDING REQUIREMENT**

The proposed all through school campus would provide accommodation for 1100 secondary pupils, a two stream primary school and a nursery of 8 full time and 40/40 sessional places.

The funding required for the all through has been calculated using the area/cost metrics promulgated by the Scottish Futures Trust and is given below with full details in Appendix 1:

New all through secondary element	£22.990 million
-----------------------------------	-----------------

It has been assumed that the land required for the all through school campus will be provided by a developer as planning gain.

The primary school element of the all through school campus, estimated around £7.85 million will be funded through developer contributions, subject to a S75 agreement. In the initial stages the nursery provision will be integrated into the primary however this is likely to expand in future years when a bid for the required capital funding will be made.

Provisional timescales for funding requirements have been forecast commencing for the new all through school campus on site in 2016/17.

## **4. DELIVERABILITY**

### **a. Statutory Consultation**

Proposals will require to be developed to establish a catchment for the new all through school campus. This will require a full, fair and rigorous statutory consultation exercise to be conducted with the relevant consultees to explain the reasons and set out the potential implications and consequences on groups of pupils and parents and other schools. This may impact on the existing primary and secondary catchments in Perth City and for feeder primary schools to Blairgowrie High School.

#### **b. Key Dependencies**

There will be a need to secure land for the new all through school campus in Perth. There are major developments proposed on the outskirts of Perth and it is intended through negotiation to secure serviced and accessible land and developer contributions towards the new campus.

A S75 agreement will need to be put in place for the Primary School element.

#### **c. Procurement**

Given the funding mechanism, the delivery vehicle for this project will be the East/Central hub. Exploratory discussions have commenced with SFT and East/Central hub to consider appropriate governance and working arrangements.

#### **d. Management Resourcing**

An interim HubCo Programme Board has been established, drawing membership from across the Council to drive this project forward, in conjunction with other HubCo projects, ensuring decisions are made and necessary information supplied timeously. This Board is responsible for overseeing the delivery of HubCo projects.

#### **e. Delivery History**

##### **(i) Partnership Working**

Partnership working is a key focus area within Education and Children's Services. The recent Care Inspectorate inspection of services to protect children and young people in Perth and Kinross confirmed "a strong culture and ethos of improving outcomes through integrated services and partnership working at all levels" as a key strength.

Partnership working continues to develop within projects through the following means:

- Procurement programme for capital projects
- User reference groups for developing capital projects
- Cross service working to ensure a holistic approach is taken in developing projects i.e. planned maintenance projects
- External agencies to inform good practice as part of design development and benchmarking for costs.

##### **(ii) Information Technology**

The development of new schools presents the opportunity to implement ICT and technology solutions which can significantly improve the flexibility of the buildings as well as improving the quality of learning and teaching opportunities across the curriculum.

In our recent Investment in Learning campuses the strategy was adopted that includes pervasive IT infrastructure, ensuring that every space can become an interactive learning situation. Strategies will be in place to facilitate mobile devices, personal equipment and other interactive technology, thus ensuring that ICT usage will not be restricted.

The technology deployed will be future-proofed for flexibility and adaptability and will be able to flex in response to future changes in the scale and nature of demand and usage.

An essential part of developing the Four Capacities of *Curriculum for Excellence* in our children and young people is to give them ICT skills for learning, for life and for work. It is therefore crucial to Education & Children's Services that all learners should equip themselves with ICT skills, knowledge, understanding and awareness to make the best use of their access to such technology.

Education & Children's Services are committed to maintaining its ICT investment, just as it is to its physical assets, to ensure that pupils, service users and communities get the absolute best from the facilities we provide.

#### **f. Communications and consultation**

As part of our school estate programme, clear and timely communications from the outset are managed through project specific communications and consultation plans.

The communications plan is kept under regular review throughout project development and construction phases to ensure the right message is delivered to the right people at the right time. Key stakeholders are identified within existing groups and invited to become involved with the development of the project.

Development of the design for the school encompasses a close working relationship with the Headteacher and Parent Council. The pupils, parents and wider school community will be involved in a local User Reference Group to finalise the outline design and facilities. Thereafter the wider Parent Forum has opportunities to view and express opinions on the proposals. Once the project is onsite, and in conjunction with the contractor, pupils are engaged to monitor and report progress to their fellow pupils, colleagues and local community.

As previously noted, a statutory consultation exercise will require to take place to consider the educational benefits of the proposed new all through school campus.

### **5. BENEFITS**

There are numerous benefits that flow from this bid proposal:



- more schools in full compliance with legislative and building standards and improve the condition and suitability to A ratings;
- further progress towards the Single Outcome Agreement targets agreed with the Scottish Government;
- evidence of progress of our local and national strategic themes;
- addressing Christie Commission recommendations;
- providing coherent and flexible environments that support the delivery of Curriculum for Excellence;
- appropriate facilities to enhance the learning environment and early intervention work;
- accommodation that is safe and protected;
- views of our customers and staff to improve services;
- reduced ongoing maintenance costs;
- a sustainable and inclusive environment;
- maximum use of available resources;
- minimised waste and promotes sustainable practices through sustainable methods in line with Scottish Government identified four priority areas:
  - Sustainable Consumption and Production;
  - Climate Change and Energy;
  - Natural Resource Protection and Environmental Enhancement; and
  - Sustainable Communities.

The benefits will be measured as follows:

- Flexible physical space;
- Ensure the building and curriculum is accessible for all;
- Compliance with statutory regulations;
- Effective use of human resources;
- Involvement of community through user reference groups in the design development phase;
- Maximise use of available resources; and
- Develop the estate using sound asset management practices.

## **6. OBJECTIVES**

The project aims to provide:

- Fit for purpose educational accommodation that is in line with Curriculum for Excellence teaching practice;
- Meet the needs of the current and future known pupil roll projections;
- A safe, secure and welcoming environment to suit the needs of all users of the establishments;
- Delivery of adequate and efficient education and cultural services;
- Provide accommodation that can support communities;
- Ability to work in partnership with other agencies and the third sector at a local level;
- Use assets as efficiently as possible by co-location of staff and services; and;
- Ensure sustainable development

There is a range of legislation requiring Council's to provide Education Services e.g. Education (Scotland) Act 1980 and amended in 1981, Education (Scotland) Act 1996, Education (Additional Support for learning) (Scotland) Act 2004 and 2009. etc. In this business case, other legislation around equalities, construction, health and safety, as well as professional codes of practice and standards will also apply.

## 7. CRITICAL SUCCESS FACTORS

School buildings must remain flexible and adaptable to respond to the range of initiatives and developments that are likely to emerge in the future. They must deliver a school estate that has consistent standards in terms of building design and facilities and be in line with the outcomes of the Single Outcome Agreement as detailed above.

There is a range of legislation requiring Council's to provide Education Services e.g. Education (Scotland) Act 1980 and amended in 1981, Education (Scotland) Act 1996, Education (Additional Support for learning) (Scotland) Act 2004 and 2009. etc. In this business case, other legislation around equalities, construction, health and safety, as well as professional codes of practice and standards will also apply.

The key success factors of this project will be:

- Ensure compliance with current legislative standards i.e. Education (Scotland) Act, Equality Act 2010 and Building Bulletin guidance etc.
- Taking forward the views of our customers and staff to improve services;
- Project is developed using sound asset management practices;
- Sufficient capital funding
- Sufficient revenue funding
- Sufficient staff resources
- Procurement route confirmed;
- Design team awareness of latest technological advances
- Sufficient timescale to deliver the project
- Receipt of appropriate statutory consents
- Secure land for the new all through school campus in Perth
- Successful statutory consultation process
- Change management process in place to address new working practices.

## 8. KEY ACTIVITIES

The key milestones for the project are:

<b>Activity</b>	<b>Milestone</b>
Submit bid under Phase 3 of the Scotland's Schools for the Future programme	July 2012 - achieved
Announcement of SSftF awards	September 2012 - achieved
Bid to CRG for funding as part of the 2017/18 to 19/20 capital budget process	October 2012 - achieved

Additional Capital announcement	December 2012
Statutory Consultation proposals	Summer 2013
Statutory consultation period	2014 and 2015
Develop concept design and indicative costs	To be confirmed
Develop concept design into operational design via user reference group	To be confirmed
Base review Stage 2. Following approval of OBC through the development of the project to design stage C.	To be confirmed
Procurement process	To be confirmed
Base review Stage 3a as per agreed process – following URG	To be confirmed
Share design with wider community in line with communication plan	To be confirmed
Statutory approvals	To be confirmed
Base review Stage 3b as per agreed process	To be confirmed
Approval to proceed by project board	To be confirmed
Indicative date for commence of construction works	To be confirmed
Final account agreed	To be confirmed
Base review Stage 4 as per agreed process – post project	To be confirmed

## 9. OPTIONS

The following options have been used as an outline scope for the projects being considered within this scheme and therefore form the basis of the analysis.

Ref	Option	Accepted/Rejected	Outcome
1	Do nothing	Rejected	Does not meet objectives
2	New all through school to incorporate secondary, primary and nursery school on the same site	Accepted	Ongoing

### Recommendation

The preferred option of Education and Children's Services is to take forward Option 2.

## 10. VALUE/COST ANALYSIS

### Capital

The estimated capital cost of the new all through campus is £22.990 million for the secondary element, £7.85 million for the primary element and £2.25 million for the nursery.

£7.663m (one third balance of funding) was agreed at the Council meeting on 19 December 2012 within "Composite Capital Budget – Additional Capital Expenditure (Report No. 12/586 refers).

The bid for £22.990m under Phase 3 of the Scotland's Schools for the Future programme for the secondary element was successful in achieving the maximum of two thirds cost for the secondary element at £15.32 million.

It is assumed that the land required for the all through school will be provided by a developer as planning gain.

The primary school element of the all through school estimated at £7.85 million will be funded through developer contributions, subject to a S75 agreement. In the initial stages the nursery provision will be integrated into the primary however this is likely to expand in future years when a bid for the required capital funding will be made.

If the bid is successful, this would provide the following funding stream based on the above estimated cost (excluding land):

	£
SFT Phase 3 contribution (calculated on SFT metrics and two thirds contribution)	£15,327,000
ECS capital	
One third secondary	£7,663,000
Nursery	£2,520,000
Developer contributions Primary School element (timing of receipt to be confirmed)	£7,850,000
Total	£33,360,000

### Revenue

Detailed revenue costs cannot be established until the project design is confirmed, however estimated additional recurring costs have been identified. It is assumed the revenue implications will be met from Council Tax collections and the PKC Financial Settlement from the Scottish Government. These costs will escalate to the level of approximately £7,200,000 per annum when the school is fully operational as an all through school/community campus.

## 11. MAJOR RISKS

Risk Description	Impact (High/ Med/ Low)	Probability (High/ Med/ Low)	Action Plan to mitigate risk
1. Failure to secure sufficient land from developer	High	Low	Early consultation with developer to ensure sufficient land is identified within masterplan.
2. Insufficient capital funding	High	Low	a) Clarity of brief and costs from outset and use of benchmarking to ensure value for money is achieved.  b) Review brief to meet available funding.  c) Seek additional funding.
3. Insufficient revenue funding	High	Medium	Early recognition of budget pressure and develop revenue strategy to meet financial requirements.
4. Legal and/or statutory issues prevent delivery within timescale	Low	Low	Develop and share an early programme with relevant professionals across the Council to identify any critical points and make realistic provision.
5. Lack of involvement of stakeholders	Medium	Low	Use the consultation and communication plan to inform and involve all stakeholders.
6. Statutory consultation exercise timescale	High	Low	From inception ensure sufficient time is allowed within the programme to undertake a statutory consultation exercise.



### **PROJECT PROFILE: New all through School Campus**

#### **Project Scope**

This school will incorporate a secondary, primary and nursery school on the same site. The building will provide accommodation for 1100 secondary pupils, a two stream primary school and a nursery of 8 full time and 40/40 sessional places.

#### **Cost**

The Scottish Future Trust metrics applicable are:

Secondary School - Area allowance

Up to 400 pupils: 13m<sup>2</sup> per pupil  
401 - 800 pupils: 12m<sup>2</sup> per pupil  
800 -1200 pupils: 11m<sup>2</sup> per pupil

Cost allowance: £1900 per m<sup>2</sup>

Square metre requirement for 1100 pupils:

$$1100 \times 11 = 12100 \text{ m}^2$$

Funding Requirement:

$$12100 \text{ m}^2 \times £1900 = £22.990.000$$

#### **Project Approach**

Perth and Kinross Council's approach to developing school buildings is to consider them as integrated community facilities. Spaces within the building are to be dynamic, flexible and capable of use by pupils, parents, partner agencies and the community.

From classrooms to libraries, sports pitches to gym halls, the creative and multiple use of spaces by all members of our community is important to bind schools and communities together and capitalise on the investment made. The creative use of design to inspire, modify and impact on conduct and behaviour creates the opportunity to focus and support academic achievement.

The building will make a clear civic statement about the value the Council places on investing in education and lifelong learning, and will be a focal point for the local community.

