



PfS National Framework

Template Document

Outline Business Case

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Document Control

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

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Abstract	
<p>This document provides guidance for the development of the Outline Business Case (OBC) for Academy Schemes being procured through the Partnerships for Schools (PfS) National Framework.</p> <p>For Academy Schemes being procured through Building Schools for the Future, the Local Authority (LA) should contact their PfS Project Director for guidance.</p> <p>The document outlines the requirements for submitting the OBC, which should set out the options appraisal, cost estimates, affordability assessment and procurement strategy for the school(s) in sufficient detail to allow capital funding to be confirmed and gain approval to proceed with the delivery of the school(s) via the PfS National Framework.</p>	

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
Introduction	5
Overview and Commitment	5
Procurement Strategy	5
Design and Construction	5
ICT	6
Facilities Management	6
Affordability	6
Readiness to Deliver	6
Moving Forward	6
1 OVERVIEW AND COMMITMENT	7
1.1 The Corporate Vision	7
1.2 Strategic Overview	7
1.3 The Scheme	7
1.4 Sponsor/Academy Trust and LA Commitment	8
1.5 Summary	9
2 PROCUREMENT STRATEGY	11
2.1 Procurement Strategy	11
2.2 Programme of Work	11
2.3 Summary	12
3 DESIGN AND CONSTRUCTION	14
3.1 Site Options Appraisal	14
3.2 Land	14
3.3 Surveys and Investigations	16
3.4 Design Brief	18
3.5 Construction Phasing/Decant Strategy	18
3.6 Carbon Neutral Schools Initiative	18
3.7 Third Party Agencies	19
3.8 Summary	21
4 ICT	23
4.1 Options Appraisal	23
4.2 Interface with Design and Construction Contract	24
4.3 Summary	25
5 FACILITIES MANAGEMENT	26
5.1 Summary	26
6 AFFORDABILITY	27

6.1	Design and Construction	27
6.2	Abnormal Costs	27
6.3	ICT	28
6.4	Lifecycle/Hard FM costs	28
6.5	Other sources of funding	29
6.6	Summary	29
7	READINESS TO DELIVER	31
7.1	Project Management	31
7.2	Consultation and Statutory Approvals	32
7.3	Market Testing	33
7.4	Risk	34
7.5	Summary	34
8	MOVING FORWARD	35
8.1	Preparation for Procurement	35
8.2	Summary	35
	APPENDIX 1 – OVERVIEW AND COMMITMENT	36
	APPENDIX 2 – PROCUREMENT STRATEGY	37
	APPENDIX 3 – BUILDING DESIGN AND CONSTRUCTION	38
	APPENDIX 4 – ICT	39
	APPENDIX 5 - FACILITIES MANAGEMENT (NOT USED)	40
	APPENDIX 6 - AFFORDABILITY	41
	APPENDIX 7 - READINESS TO DELIVER	42
	APPENDIX 8 - MOVING FORWARD	43

Notes

1. **One School Pathfinders (OSP)** – Local Authorities submitting an Outline Business Case as part of the Department for Children, Schools and Families, One School Pathfinder offer only need to complete sections 1.1,1.3, 1.4, section 4 Affordability and section 5 Readiness To Deliver.
2. **Submission of OBC** – Where possible all appendices should be inserted into the main body of the OBC. Any appendices that cannot be inserted into the main body of the OBC must be named as indicated below and sent in one zip file accompanying the main body of the OBC.
 - [] Academy - Appendix 1C – Letter of Support from LA
3. **Submission of OBC**- The Framework User is required to submit 2 no. hard copies of OBC and 1 no. soft copy on CD.

EXECUTIVE SUMMARY

Introduction

The document outlines the options appraisal, cost estimates, affordability assessment and procurement strategy for the school(s) in sufficient detail to allow capital funding to be confirmed and gain approval to proceed with the delivery of the school(s) via the PfS National Framework Panel Members Framework.

Drafting Note: The summaries from each section within the OBC document should be brought forward and provided under each of the headings below as indicated.

Overview and Commitment

Section 1 and **Appendix 1** of this OBC describe the Scheme and confirm the commitment of all parties to the procurement process.

The Local Authority has confirmed that the Scheme fits with its local priorities.

The Scheme involves * school(s)

The Education Brief, including the curriculum model and accommodation schedule, has been developed and signed off by the Project Steering Group (PSG) and by the Department for Children, Schools and Families (DCSF). The accommodation schedule details a total area that is within the BB98 gross internal floor area stated in the Funding Allocation Model (FAM).

The Sponsor/Academy Trust and LA confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework and confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement.

The Sponsor/Academy Trust has signed the Funding Agreement **OR** DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

Procurement Strategy

Section 2 and **Appendix 2** of this OBC describe the details of the Scheme being put to the market.

Design and Construction

Section 3 and **Appendix 3** of this OBC describe the site options appraisal undertaken for the building design and construction.

ICT

Section 4 and **Appendix 4** of this OBC provide an overview of the ICT Vision and the proposed delivery approach for the ICT provision. It encapsulates the preferred delivery method and validates the rationale for that choice, including how the service is intended to integrate with the wider LA provision.

Facilities Management

Section 5 and **Appendix 5** of this OBC detail the proposals for the provision of Life Cycle and Hard FM.

Affordability

Section 6 and **Appendix 6** of this OBC describes the affordability position for the whole Scheme.

Readiness to Deliver

Section 7 and **Appendix 7** of the OBC sets out the LA's project management structure and identifies the roles and responsibilities of each part of the structure. The key members of the team and the external advisers are named and information is provided on their skills, experience and time commitment to the project. This section also sets out the approved budgets (including consultant advisory fees) and the delegated authorities given to a named senior officer within the key stakeholders.

Moving Forward

Section 8 and **Appendix 8 of this OBC** provide a critical review of the options appraisal through the completion of the DCSF Checklist. Also included in this section is the benchmarking data collected at this OBC stage and confirmation that the documents required for the procurement process have been developed.

1 OVERVIEW AND COMMITMENT

Section 1 and **Appendix 1** describe the Scheme and confirm the commitment of all parties to the procurement process.

Drafting Note: We expect this section to be approximately 4 pages in length.

1.1 The Corporate Vision

Drafting Note: This should provide an overview of the corporate priorities and context as set out in the Strategy for Change (SfC) and/or Expression of Interest (EoI).

If there are any changes or developments to the position stated in the SfC and/or EoI they should be indicated here and be detailed in full.

Where there are changes, the Local Authority (LA) should explain the approvals process and stakeholder consultation process followed to secure buy-in to the changes locally and nationally (DCSF, PfS).

1.2 Strategic Overview

Drafting Note: This should provide an overview of the key strategic objectives as detailed in the SfC and/or EOI and confirm that they are fully reflected in the OBC proposals.

If there are any changes or developments to the position stated in the SfC and/or EoI they should be indicated here and detailed here in full.

Where there are changes, the LA should explain the approvals process and stakeholder consultation process followed to secure buy-in to the changes locally and nationally (DCSF, PfS).

1.3 The Scheme

Drafting Note: This should provide a brief overview of the Scheme to be procured. It should include:

- The number of schools in the scheme
- For each school it should detail:
 - The Sponsor/Academy Trust
 - The predecessor school
 - The opening date for the Academy
 - The Academy specialisms
 - The age range
 - The capacity (pupil numbers)
 - The opening date for the new buildings
 - Any additional facilities to be provided, for example a Learning Support Unit or nursery provision

If there are any changes or developments proposed, as a result of work towards the OBC (for example changes to proposed scope of works), to the position stated in the SfC and/or EoI they should be indicated here and be detailed in full.

Where changes are proposed, the LA should explain the approvals process and stakeholder consultation process followed to secure buy-in to the changes locally and

nationally (DCSF, PfS).

This section should confirm whether any additional facilities will be provided at the Academy, for example a dedicated Learning Support Facility which serves students from across the Local Authority. Confirmation should also be provided on the source of funding for any additional facilities.

This section should confirm that an accommodation schedule has been developed that reflects the curriculum and organisation of the school. This schedule must demonstrate that the total area required is within the BB98 gross area detailed in the Funding Allocation Model (FAM). Where additional facilities are to be provided these should be detailed “below the line” on the accommodation schedule.

The space requirements set out in the accommodation schedule should not be constrained by what is physically available in existing accommodation, but should identify and prioritise the needs of the planned curriculum and organisation. The architect and designers can then highlight where any existing accommodation might conflict with this so that the possible options can be discussed. For instance, if existing room sizes are smaller than the brief requires, they could be enlarged through adaptations. Alternatively – the brief could be adapted – for example, ICT equipment could be installed in an adjacent resource area, so allowing the rooms to be smaller. As the architect and designers develop their proposals to deliver the accommodation they will provide an accommodation schedule detailing the actual spaces that can be provided. Where the development involves the refurbishment of existing buildings we may find that the actual spaces that can be provided yield a greater or lesser area than the BB98 calculated area.

The Education Brief, including the curriculum model and accommodation schedule, has been developed and signed off by the Project Steering Group (PSG) and by the Department for Children, Schools and Families (DCSF). The accommodation schedule details a total area that is within the BB98 gross internal floor area stated in the Funding Allocation Model (FAM).

The design and construction works will be procured by the LA through the Partnerships for Schools (PfS) National Framework.

1.4 Sponsor/Academy Trust and LA Commitment

Drafting Note: It is compulsory that the Local Authority signs the Memorandum of Understanding. The OBC will not be approved unless this document has been signed. The Local Authority must sign the Confidentiality Agreement if it wishes to have access to National Framework Rates supplied by the two shortlisted Panel Members.

The Sponsor/Academy Trust and LA confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework.

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

The Sponsor/Academy Trust and LA can confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement. This includes the use of the National Framework Development Agreement and Design and Build Contracts. Both parties have satisfied themselves with the terms and

conditions within these documents.

The Sponsor/Academy Trust has signed the Funding Agreement **OR** DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

The LA has signed the Memorandum of Understanding and Confidentiality Agreement for the release of information relating to the PfS National Contractors Framework.

Confirmation of the closure of the predecessor school(s) has been received.

1.5 Summary

The Local Authority has confirmed that the Scheme fits with its local priorities.

The Scheme involves * school(s)

The Education Brief, including the curriculum model and accommodation schedule, has been developed and signed off by the Project Steering Group (PSG) and by the Department for Children, Schools and Families (DCSF). The accommodation schedule details a total area that is within the BB98 gross internal floor area stated in the Funding Allocation Model (FAM).

The Sponsor/Academy Trust and LA confirm their commitment to working together to procure the design and construction of the new Academy using the PfS National Framework and confirm that they will follow established PfS procedures and utilise the standard suite of documents for procurement.

The Sponsor/Academy Trust has signed the Funding Agreement **OR** DCSF has endorsed the project to progress into procurement and engage with the National Framework Panel Members.

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

- 1A. Education Brief, including the Curriculum Model and Accommodation Schedule that demonstrates an area within the BB98 gross internal floor area allocation
- 1B. A letter of support from the Sponsor/Academy Trust ¹
- 1C. A letter of support from the LA
- 1D. Papers and minutes of LA Cabinet meetings confirming support for the project
- 1E. Memorandum of Understanding

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

- | | |
|-----|--|
| 1F. | Confidentiality Agreement for the release of information relating to the PfS National Contractors Framework. |
| 1G. | Confirmation of School Closure |

2 PROCUREMENT STRATEGY

Section 2 and **Appendix 2** of this OBC describe the details of the Scheme being put to the market.

The Scheme is a Single School Project OR Bundled Scheme OR Batched Scheme and includes a design and construction project for the [new build, refurbishment or a mixture of both] project for [insert name of school(s)].

In addition the following services are being procured for the Academy. The development of these services must run alongside the design and build and key interfaces will be managed:

- Facilities Management (FM) services
- ICT services contract
- any other services

2.1 Procurement Strategy

Drafting Note: This section should set out the strategy for procuring the school(s) (e.g. single scheme, bundled scheme or batched scheme).

Where the proposed Scheme is to deliver more than one school the LA should outline the rationale for selection of the Sample school(s) being used to procure the Framework Panel Member. Guidance on the selection of Sample Schemes is available in the “Guidance Document on Bundled and Batched Schemes” available on the PfS Website at.

<http://www.partnershipsforschools.org.uk/library/academies.jsp>

The LA should also provide confirmation of the level of detail developed for each of the schools in the Scheme.

The Scheme will utilise the Lump Sum Option OR Target Cost Option OR Lump Sum Option (incorporating Batched Schools Option OR Target Cost Option (including Batched Schools Option) Contract.

2.2 Programme of Work

A detailed programme of work, which includes the development and procurement of the ICT, has been developed based on the guidance issued by PfS. The key milestones from the programme are detailed in the table below.

In due course the LA will submit a planning application. The LA is satisfied that all appropriate procedures have been followed and will be followed. The LA can therefore confirm that it is prepared to bear risks of a judicial review arising from a planning application for an academy on the proposed site as shown in the OBC.

Drafting Note: PfS has provided a model project plan which can be used by Local Authorities as a starting point to develop their own project plan. This model project plan is available on the PfS Website at:

<http://www.partnershipsforschools.org.uk/library/academies.jsp>

The table below should also include key milestones for the ICT development, procurement and installation.

Milestone	Date
DCSF/PfS Approval of OBC	
Issue PITT to Framework Panel Members	
Receive PITT Submissions	
Announce short listed bidders	
Issue ITT to Bidders (with confirmation of sample school(s))	
Receive ITT Submissions	
Announce Preferred Bidder	
Submit Detailed Planning Application for School No. 1	
Detailed Planning Permission Awarded for School No. 1	
Award Design and Build for School No. 1	
Building Completion for School No. 1	
Commence Design Development on Scheme No. 2	
Award Design and Build for School No. 2	
Building Completion for School No. 2	
Commence Design Development on Scheme No. 3	
Award Design and Build for School No. 3	
Building Completion for School No. 3	

2.3 Summary

The Scheme is a Single School Project OR Bundled Scheme OR Batched Scheme and includes a design and construction project for the [new build, refurbishment or a mixture of both] project for [insert name of school(s)].

In addition the following services are being procured for the Academy:

- Facilities Management (FM) services
- ICT services contract
- any other services

A clear rationale has been followed to select the sample scheme(s).

A realistic programme of work has been put in place based on the guidance issued by PfS. Building Completion dates for each project within the Scheme are detailed below:

- Project: Building Completion Date:
- Project: Building Completion Date:
- Project: Building Completion Date:

The following documents are attached at **Appendix 2**

- 2A. Evaluation undertaken to select Sample Schemes
- 2B. A detailed programme of work (Gantt chart, including ICT development and procurement)

3 DESIGN AND CONSTRUCTION

Section 3 and **Appendix 3** of this OBC describe the site options appraisal undertaken for the design and construction works.

3.1 Site Options Appraisal

Drafting Note: This section should provide an overview of the development of the Design Brief (Part 1: The Education Brief and Part 2: The Technical Brief). Guidance on the development of the Design Brief is available on the PfS Website at:

<http://www.partnershipsforschools.org.uk/library/academies.jsp>

This section should describe a more considered site options appraisal for the scope of works for the school(s) and provide evidence of the process (e.g. site selection, land ownership issues, appraisal of the optimum build zone within the site context, warranted surveys, etc) and development to a sufficiently robust level of detail to validate affordability without pre-empting detailed work by the Framework Panel Member. This site options appraisal may indicate that changes are required to the previous proposals if, with further information, it is found not to offer the most effective solution. Guidance on the options appraisal is available at:

http://www.ipfbenchmarking.net/consultancy_dfes/R25%20DfES%20Finding%20the%20Right%20Solution.pdf

The appraisal of options at this stage must balance the requirements of the educational strategy (e.g. co-location, disruption to curriculum delivery, ICT integration, better circulation) against the need for the proposals for the whole school to be truly deliverable (e.g. affordable, within planning restrictions, suitable ground condition).

This will involve consideration of the school(s) specific visions and take account of site constraints such as planning guidance, ground condition, phasing/temporary accommodation, land requirements, access, other abnormalities etc.

The site options appraisal should demonstrate for each school:

- How the school might fit on the site, taking account of community use, access routes, phasing / temporary accommodation, areas of potential expansion;
- A deliverable indicative premises development plan for the whole site; and
- In refurbishment projects, the mix of minor and major refurbishment and new build.

The site options appraisal for each school should identify an initial control option which should be fully costed.

3.2 Land

Drafting Note: Clause 3.10.2 of the Design and Build Contract states:

“The Authority warrants the information in Schedule 20. For the avoidance of doubt, the Framework Panel Member shall satisfy itself as to the position, nature, extent and adequacy or otherwise of all easements, services and any other rights within the boundaries of the Sites”

Schedule 20 (Title Information) states:

“This Schedule should contain all title information that the Local Authority is prepared to warrant which must include as a minimum the boundary of the school site(s)”.

In the OBC we therefore require confirmation from the LA that they will warrant the information contained in the Title Search as required by the Contract. This can be in the form of a letter on LA headed paper.

The Framework Panel Member will rely on the information contained in the Title Search that should confirm the land is available for the development proposed in the OBC. The Framework Panel Member will want assurance that the information on title has been comprehensively researched and that he has all information relating to easements, restrictions on the heights of building etc.

If the information supplied proves to be incorrect then the Framework Panel Member could have a claim against the party who has warranted the information.

A plan of the site to be transferred to the Academy Trust has been agreed.

The LA has commissioned a third party to undertake the title search and this work has been warranted. The LA may undertake the title search itself in which case the LA will be required to produce a Certificate of Title

There is no land disposal associated with this Scheme. The entirety/whole of the site[s] will transfer to the Academy Trusts **OR** There is land disposal associated with this Scheme. Details of the land disposal are shown on the site plan and a description is provided below.

Drafting Note: Insert description of land disposal.

If there was a need for land disposal, Section 77 as amended, protects land used by maintained schools. Local Authorities, school governing bodies, foundation bodies, and, in certain circumstances, Trustees now need to obtain the Secretary of State’s consent before they dispose, or change the use, of school playing fields. If a Section 77 consent has been approved by the Secretary of State, the receipt is generally ring fenced for specific sports improvements for the school/Academy. This section should provide confirmation that this consent has been given by the Secretary of State prior to OBC approval. It should also provide details how the capital receipt is to be invested.

There is no land acquisition associated with this Scheme **OR** There is land acquisition associated with this Scheme and details are shown on the site plan and a description is provided below.

Drafting Note: Insert description of land acquisition

The LA can confirm ownership of the site(s) and that they are clear and unencumbered **OR** The LA can confirm ownership of the sites and the title search has identified a number of issues. These issues and the actions taken to mitigate them are detailed in the table below.

Issue	Description	Action to Mitigate
Covenant		
Easement		

3.3 Surveys and Investigations

The development of initial options has taken into account pre-existing Asset Management Plan (AMP) data, record drawings and previous surveys and investigations.

These records have been supplemented by the additional surveys listed in the table below. The surveys have collateral warranties that are capable of being provided to the Framework Panel Member and to the Academy Trust.

Survey	Date Completed	Findings	Cost Implication (Yes/No)	Collateral Warranty Provided (Yes/No)	Location of Survey Report
Topographical survey				Warranty Essential	
Underground utilities investigation, including drainage survey					
CCTV survey of existing drainage					
Type 2 Asbestos Surveys				Warranty Essential	
Fully dimensioned measured building surveys, including floor plans and elevations				Warranty Essential	
Desk top ground investigation and intrusive investigation scoping					
Intrusive ground investigation including factual and interpretive report				Warranty Essential	
Previous land use desk top study					
Site noise survey and assessment					
Statutory Utilities searches					
Phase 1 Ecology Habitat Survey					
Visual Structural Inspection					

3.4 Design Brief

The Design Brief has been developed and it reflects the Sponsor/Academy Trust's and Design User Group's aspirations expressed during the development of the initial options, design presentations and evaluation. The Design Brief contained within the OBC contains a summary identifying the design developments to date. This will be included within the Invitation to Tender (ITT) documents at the procurement stage, which will also include the Education Brief.

The Scheme will utilise the PfS Authority's Requirements, amended to suit the local circumstances.

Design Quality

Two distinct measures of design quality must be used in the BSF and Academy development processes. These will be linked to the Key Performance Indicator (KPI) and benchmarking data:

- ***The Design Quality Indicator (DQI)***

The initial part of the process is the 'FAVE' evaluation. A workshop has been held with key stakeholders, which was led by [\[insert name\]](#) an accredited DQI facilitator. From this, a consensus view on the design quality priorities for the Academies was identified and agreed.

The Sponsor/Academy Trust and LA are committed to the use of the DQI process throughout the design, build and operation of the projects.

- ***BREEAM for Schools***

The requirement for a 'very good' OR 'excellent' BREEAM (Building Research Establishment's Environmental Assessment Method) score will be encapsulated within the procurement documentation upon which bidders designs will be benchmarked. It will be a requirement for bidders to demonstrate during their design development that the required score can be met within the funding allowance.

3.5 Construction Phasing/Decant Strategy

The construction phasing and decanting strategy has been developed to a high level of detail. It considers options for the phasing of the construction works.

The preferred option for construction phasing is detailed below:

Drafting Note: [Insert description of construction phasing](#)

In considering the options for transition, the effects on pupils and staff of construction work and decanting have been taken into full account, with the aim of balancing the need to minimise both the cost of the decanting and the extent of the disturbance and disruption.

3.6 Carbon Neutral Schools Initiative

The DCSF expect carbon emissions from new school buildings to be reduced by 60% relative to those that are currently being constructed and that have been

designed to 2002 Building Regulations. The target also includes emissions attributable to equipment used within the school.

The DCSF has identified the [] Academy project as a project which should be able to meet the above target and is eligible to receive additional funding to support the delivery of the 60% target reduction. Revisions to Part L Building Regulations during 2006 require that some of this reduction is already being achieved, and further carbon savings will be achieved to achieve required BREEAM ratings.

The PfS FAM for this project includes an allocation of £[]M to deliver the carbon reduction targets required by the DCSF.

The LA confirms that a requirement of the ITT submissions will be for the Panel Members bidding for this project to demonstrate that their proposals will achieve the 60% target within the overall funding allocation as described in this OBC. This demonstration can be provided through reference to the DCSF guidance and use of the 'carbon calculator' and published on Teachernet.

3.7 Third Party Agencies

Drafting Notes: The LA must provide an unencumbered site for the Academy.

Where a predecessor school currently provides accommodation for third party users, the OBC must identify where these third parties will be accommodated in the future. It may be necessary to provide suitable alternative accommodation for these parties.

The funding allocation for the academy project will not meet the cost of providing accommodation for third parties

The LA should detail all existing and proposed third party use and map out the timescales and implications of meeting this requirement to ensure it is managed within the timescales for delivery of the academy project

Where the Trust and LA agree that the third party accommodation should be integral to the academy buildings, a schedule of accommodation should be agreed and adequate additional funds identified by the LA to meet the full costs of delivering this accommodation. The OBC should include a clear commitment to funds.

If such supplementary accommodation is integral to the academy project the OBC should demonstrate the affordability of the additional spaces required, and include a clear brief in relation to the space required and the source of funding.

The table below details all the current and proposed third party users on the site and identifies where they will be located once the building works have been completed.

	Current Users			Users once Building Works Completed			
Third Party	No. of Staff	CRB Checked?	Accommodation	No. of Staff	CRB Checked?	Entrance Requirement	Accommodation
	(FT/PT)	(Yes/No)	(Location, no. of rooms, area of each room)	(FT/PT)	(Yes/No)		(Location, no. of rooms, area of each room)
Youth Offending Team							
Police							
Nursery							

3.8 Summary

The LA can confirm that they own the land upon which the Academy will be built and that there are no encumbrances, restrictive covenants that would place the development and operation of the Academy at risk.

A robust and thorough options appraisal been carried out to determine the project proposals. The site options appraisals meet the requirements of Building Bulletin 98 AND/OR Building Bulletin 77.

Surveys and investigations have been undertaken and the results evaluated. Collateral warranties are in place for these surveys, with the objective that the Framework Panel Member can rely on their factual accuracy.

An initial control option for the Scheme has been prepared which demonstrates that the Scheme is deliverable. This initial control option has been signed off by the Design Group and PSG as meeting the requirements of the Education brief and design Brief and as acceptable to all parties.

An Initial DQI Workshop has been held and there is a commitment to using the DQI process throughout the design, construction and operation of the projects.

There is a commitment to achieving a BREAM 'very good' OR 'excellent' rating

The Design Brief has been developed. The Scheme will utilise the PfS Authority's Requirement document, amended to suit the local circumstances.

A construction phasing and decanting strategy has been developed.

The FAM for this project includes an allocation of £[]M to deliver the carbon reduction targets required by the DCSF. The LA confirms that a requirement of the ITT submissions will be for the Panel Members to demonstrate that their proposals will achieve the 60% target within the funding allocation.

All existing and proposed third party users have been identified and there is a strategy in place for providing accommodation for these users where necessary.

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

- 3A. Plan of the site to be transferred to Academy Trust
- 3B. Certificate of Land Title
- 3C. Warranty for Land Title search
- 3D. Site options appraisals
- 3E. Collateral Warranties for surveys and investigations
- 3F. Output from DQI Workshop
- 3G. Design Brief
- 3H. Construction Phasing/Decant Strategy

4 ICT

Section 4 and Appendix 4 of this OBC provide an overview of the ICT Vision and the proposed delivery approach for the ICT provision. It encapsulates the preferred delivery method and validates the rationale for that choice, including how the service is intended to integrate with the wider LA provision.

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

Drafting Note: Where there will be a BSF ICT Managed Service in place and able to deliver a service to the Academy, the default position is that the Sponsor/Academy Trust should purchase the BSF ICT Managed Service. In this case the LA will provide advice on developing the:

- ICT Vision
- ICT Output Specification
- ICT draft costings
- Strategy and programme for ICT procurement

Where there will not be a BSF ICT Managed Service in place and able to deliver a service to the Academy, the Sponsor/Academy Trust must buy an ICT solution from the BECTA Infrastructure Services Framework. The Sponsor/Academy Trust will engage Educational and Technical ICT Advisers to develop:

- ICT Vision
- ICT Output Specification
- ICT draft costings
- Strategy and programme for ICT procurement

4.1 Options Appraisal

Drafting Note: This section should set out:

- The options that have been considered to deliver ICT within the school(s) project (for example a comprehensive fixed price lock-down managed service, managed service with various levels of service or an ICT contract for hardware, software and licences with maintenance agreements);
- The preferred option and rationale for the choice of this option; and
- The scope of services to be included in the ICT provision (e.g. infrastructure, learning platform and operational service) whilst also noting how the Becta framework will be utilised; and
- Scalability of the ICT provision, which should include whether it is intended that the service provided to the school(s) is included within a future BSF Wave, whether it includes other schools in the LA or is applicable to the wider Local Authority.; and

- The consultation that has taken place with stakeholders on the proposed delivery model.

Creating and reviewing all the ICT options will help stakeholders understand the potential range of solutions that are possible and be clear that the selected service is most suitable for the circumstances. The output for this section will be very important to enable the affordability statements in Section 6, which should state whether stakeholders understand and agree to the financial commitments of the proposed provision.

Reference should be made to legacy ICT and ICT which is purchased for use within Academy before it opens in its new buildings

4.2 Interface with Design and Construction Contract

Drafting Note: The Framework User should be aware that the D&B Contract with the Framework Panel Member will require the Framework Panel Member to deliver the ICT Infrastructure (funded at £225 per pupil) but NOT the ICT Equipment/Hardware (funded at £1,450 per pupil). Due to the nature of the Procurement of the D&B Contract, it is not possible to add or attach an Interface Agreement to the D&B Contract to address the ICT interface. The Framework User is therefore advised to detail in the Authority Requirement the following matters:

- (a) What information he expects to provide to the Framework Contractor and the timing of such;
- (b) What information he expects from the Framework User and the timing of such;
- (c) What regularity of meetings and correspondence related to ICT interface matters that is expected on the project; and
- (d) Access requirements needed from the D&B Contractor towards to end of the Construction programme to allow the ICT Services provider to access the near completed infrastructure to begin to install the ICT Equipment

In particular, the Framework User should confirm whether the ICT Functional Specification or the User Requirement will be made available to the Bidders during the ITT stage to enable the Bidders design the ICT infrastructure

Attention of the Framework User is also drawn to Clause 3.9 of the D&B Contract which provides the rights of Framework User in respect of the ICT Services Provider

The Framework User is also advised to familiarize themselves with the Completion Requirements in Schedule 8 of the D&B Contract in order to understand how that applies to ICT Infrastructure

This section should set out an explanation as to how (throughout the procurement process - the tender period and the construction period) the ICT solution will be aligned with the procurement of the design and build solution for the school(s).

This section should also identify and explain the plan and controls in place for the management of procurement risks.

This section should provide evidence on how the LA and Sponsor/Academy Trust will address the alignment of the two procurement processes through the development, procurement and delivery phases. This should include:

- Who will champion the alignment on behalf of the Sponsor/Academy Trust;
- What specialist support will the Sponsor/Academy Trust need and how will he source this to ensure that he is able to develop his needs into the Output Spec
- What alignment behaviours/requirements will be required of the D&B Framework Panel Member

The alignment of the two procurement processes for the ICT and the Design and Construction is highlighted as one of the top 10 risks to the Scheme.

4.3 Summary

The Sponsor/Academy Trust has conducted a robust and thorough ICT options appraisal to determine the ICT approach.

Stakeholders been consulted in developing the ICT proposals.

The Sponsor/Academy Trust has confirmed that he will procure the ICT provision through [].

BECTA has reviewed the proposed delivery approach for the ICT provision and confirmed that it is acceptable.

A detailed risk register for the ICT project been developed and a clear strategy to manage / mitigate ICT risks has also been put in place.

The ICT Output Specification also been completed to a satisfactory level

The following documents are attached at **Appendix4::**

4A. ICT Vision

4B. ICT Risk Matrix (identifying the top 10 risks)

5 FACILITIES MANAGEMENT

Section 5 and **Appendix 5** of this OBC detail the proposals for the provision of Life Cycle and Hard FM.

Drafting Note: The Academy Trust should set out their strategy for delivering life cycle and hard FM services. This section should detail the existing arrangements in the predecessor school(s) and describe how value for money will be achieved at the stage that the Academy opens and at the stage that the new buildings are ready for occupation.

The Academy Trust must confirm that they will consider buying services from the LEP once it is established.

5.1 Summary

The Academy Trust has set out their strategy for delivering life cycle and hard FM services and confirmed that once the LEP has been established that they will consider buying these services from the LEP.

The following documents are attached at **Appendix 5**:

- NOT USED

6 AFFORDABILITY

Section 6 and **Appendix 6** of this OBC describe the affordability position for the whole Scheme.

6.1 Design and Construction

Drafting Note: The LA is expected to work within the PfS Funding Envelope.

This section should set out in tabular format the allocated funding from the FAM, including the agreed additional abnormal funding. The table should also set out in tabular format the estimated construction costs, including abnormal costs. For new build areas the PfS funding rates should be used as the Framework Panel Members have confirmed that they can build for these rates. For refurbishment areas rates an assessment should be made of the remodelling/refurbishment works required and the scope of work priced accordingly.

The LA should identify any gap between the estimated cost and agreed funding. An explanation as to how any funding gap will be met should be provided and detailed in Section 6.5.

The LA should detail any monies identified by the Authority that might be required to be used in order to share additional costs where the actual cost outturn is above the target cost and is subject to the cost sharing provisions of the D&B contract.

Category	FAM	LA Estimate	Variance
Construction Costs			
External Works			
Abnormals			
Fees			
FFE			
ICT Infrastructure			
D&B Contract sub-total			
Project Support Funding			
ICT Hardware			
Total			

Notes:

Construction Start Date:

Location Factor:

The cost estimate makes allowance for the sum of [] for Project Support Funding for delivery costs. The LA has submitted their application for Project Support Funding and it has been approved by PfS.

6.2 Abnormal Costs

During the development of the initial designs, the LA has undertaken surveys and investigations and considered the results. The abnormals identified have been costed and the costings agreed with PfS. The abnormal costs are summarised in the table below:

Abnormal	LA Estimate
Construction Costs	
External Works	
Abnormals	
Fees	
FFE	
ICT Infrastructure	
Total	

Notes:

Construction Start Date:

Location Factor:

6.3 ICT

Drafting Note: The Academy Trust will be expected to ensure that the cost of the ICT solutions offered by bidders are 'on market' and confirm this as part of the FBC.

This section should set out the cost estimates for the ICT solution across the whole project and should include:

- The indicative capital costs of the selected ICT option;
- Monies required to maintain the operational and maintenance (revenue) costs;
- Any monies associated with installation, implementation & transition; and
- Where applicable supplementary costs associated to flexibility and scalability of selected ICT option are available.

The funding assessment underpinning the ICT cost assumptions of the current project must be set out.

These assumptions should illustrate how the indicative capital costs of the selected ICT option will be met and the means by which the maintenance and lifecycle costs for any ICT works will be afforded. The stakeholder responsible for procuring the ICT solution should provide confirmation that these monies are deliverable and sufficient to maintain the asset for the life cycle of the project.

6.4 Lifecycle/Hard FM costs

Drafting Note: It is important that the evaluation of costings is not just limited to the initial capital cost but also to the ongoing maintenance costs of the building.

This section should set out the costs identified to deliver the lifecycle and hard FM provision over a 25 year period.

The Academy Trust who is responsible for the ongoing life cycle and hard FM should identify how these costs will be met and how they compare to the current budgeted spend on school's maintenance/lifecycle programme. Any risk monies associated with possible variations from planned maintenance expenditure should be identified.

For all projects there should be an in principle agreement from the Academy Trust to meeting the required life cycle and hard FM.

6.5 Other sources of funding

Drafting Note: This section should detail any additional central government, local authority or other agency funding that is available for this phase of work, the extent to which the affordability of the projects or ICT relies on this funding, and any restrictions or risks associated with the securing of such funding.

In particular the Authority should set out its strategy for using funds from any land receipts from the disposal of any land as part of the development process in accordance with the PfS Funding Guidance document which can be found on the PfS Website <http://www.partnershipsforschools.org.uk/library/academies.jsp>

6.6 Summary

The OBC provides a separate cost estimate reconciled against the FAM for both the design and build and ICT elements of the project.

The estimate indicates that the proposals are affordable within the funding allocation **OR** The estimate indicates that there is a funding gap but also indicates how the LA intend to meet this gap.

This section of the OBC confirms the Council's view that the construction Scheme represents value for money.

The LA has submitted their application for Project Support Funding and it has been approved by PfS.

The Sponsor and the LA accept that they have to deliver the Academy building within the agreed funding envelope and they will ensure that the scope of the development work fits within this envelope with due reference to the Framework rates. The Sponsor and the LA will work with the Framework Panel Members to optimise the scope and will undertake any project rescoping necessary to ensure that the project fits within the funding envelope

The following additional sources of funding have been secured for the project:

- Source: Value:
- Source: Value:
- Source: Value:

Design and Construction

The initial design options for the Scheme have been fully costed. The cost estimate includes an assessment of likely abnormal costs resulting from the initial site investigations that have been carried out.

The capital costs fit within the Funding Allocation Model (FAM) agreed with PfS **OR** The funding allocated does not match the capital costs. The variance has been explained and confirmation provided on how the funding gap will be met by the LA.

ICT

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

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

We can confirm that the capital costs fit within the Funding Allocation Model (FAM) agreed with PfS.

Ongoing Costs - ICT costs have been estimated for a 25 year period. The estimated annual cost is [] and the Sponsor/Academy Trust has confirmed his commitment to meeting these costs through the General Annual Grant (GAG).

Facilities Management

Life Cycle and Hard FM costs have been estimated for a 25 year period. The Sponsor/Academy Trust has confirmed his commitment to meeting these costs through the General Annual Grant (GAG) that will be received.

The following documents are attached at **Appendix 6**:

- 6A. PfS Funding Allocation Model
- 6B. LA Cost Estimate (for refurbishments we expect costs to be built up from base costs)
- 6C. Schedule of Abnormal Costs
- 6D. Facilities Management Cost Estimate
- 6E. ICT Cost Estimate
- 6F. Copies of formal member reports covering the assessment of affordability, together with resolutions approving the budget strategy OR A letter from the Section 151 Officer confirming the affordability of the Scheme
- 6G. A letter from the Sponsor/Academy Trust confirming their commitment to investment in life cycle and hard facilities management costs based on estimates
- 6H. Letter from Becta confirming that the ICT costings have been reviewed and are acceptable
- 6I. A letter from the Sponsor/Academy Trust confirming their commitment to investment in ICT

7 READINESS TO DELIVER

Section 7 and **Appendix 7** of the OBC sets out the LA's project management structure and identifies the roles and responsibilities of each part of the structure. The key members of the team and the external advisers are named and information is provided on their skills, experience and time commitment to the project. This section also sets out the approved budgets (including consultant advisory fees) and the delegated authorities given to a named senior officer within the key stakeholders.

Drafting Note: This section should be no more than 4 pages in length.

7.1 Project Management

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

Drafting Note: Insert information on any potential conflicts of interest.

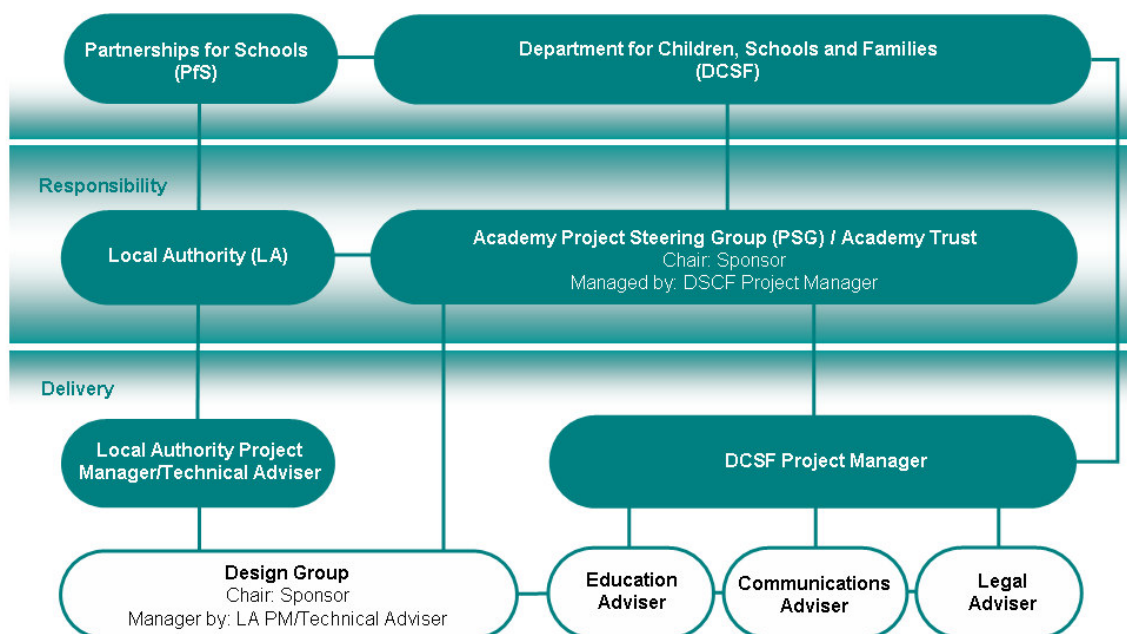
Role on Project	Position	Name	Time Commitment (days/month)
Owner			
Project Director			
Project Manager			
Technical Advisors			
LA Design Champion			
Client Design Adviser			
ICT Advisers			
Legal Adviser			

The relevant skills and experience of the key members of the team are detailed below:

Drafting Note: Insert skills and experience of key members of team

The Sponsor/Academy Trust and LA, in conjunction with the Department for Children, Schools and Families (DCSF), has followed the project structure and governance for National Framework Academy projects established by PfS, which includes the creation of a Project Steering Group, a Design Group and the LA Project Team.

The organisation structure for the project is represented in the following diagram:



Resources were engaged to undertake the site options appraisal and collate the OBC. These appointments were made via:

- the PfS Programme and Project Management and Technical Advisor Frameworks **OR**
- through the Framework User’s own Framework if a suitable one exists **OR**
- via an OJEU (or other acceptable public sector procurement process such as GCAT) competitive process **OR**
- the Framework User’s own internal resources if they are sufficiently qualified and experienced

In addition, PfS has provided support during the project development, and has monitored progress to ascertain whether the requirements of the new Academies Framework have been met. The PfS Project Director is [].

The budget for the procurement and delivery phases of the budget has been approved and authority has been delegated as follows:

Drafting Note: Insert information regarding delegated authorities

The LA will use the agreed project Support Funding to pay for the resource and other options appraisal costs and the LA confirms that it will meet the costs of any overspend above the agreed [] sum.

7.2 Consultation and Statutory Approvals

The following consultation has taken place in relation to the Scheme:

Planning	<p>The Project Team has liaised with the Planning Authority. The following key planning concerns have been identified:</p> <p>The following has been obtained:</p> <ul style="list-style-type: none"> • Outline Planning Approval - Ideally PfS would seek Outline
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	<p>Planning Approval for OBC. An Outline Planning Application will put the application into the public forum and draw out any objections therefore reducing the risk of Judicial Review. Some LAs no longer consider Outline Planning Applications; OR</p> <ul style="list-style-type: none"> • Planning Brief – If an Outline Planning Approval cannot be obtained, PfS would seek a Planning Brief and confirmation that the Academy proposals are in accordance with the Planning Brief; OR • Letter of Comfort – If neither of the above are possible, then PfS would accept a letter of support confirming that you have consulted on the proposals and there are no material objections
Sport England	The team has contacted Sport England with regards to the proposals and a letter of support has been received.
Section 77	<p>Drafting Note: The DCSF must approve proposals to dispose, or change the use, of school playing field land. If the disposal, or change of use, of school playing field land is proposed then approval must be in place and evidenced in the OBC.</p> <p>Section 77, as amended, protects school playing fields used by maintained schools in the last 10 years. LAs, school governing bodies, foundation bodies, and, in certain circumstances, trustees now need to obtain the Secretary of State's consent before they dispose, or change the use, of school playing fields. Where an area of playing field land has not been used by a foundation, trust or voluntary school or any of its pupils for educational or recreational purposes for a period of more than 10 years, its disposal would fall to be considered under the same procedures that apply to non-playing field land set out in Schedule 22 of the School Standards and Framework Act 1998 as amended by Schedule 4 of the Education and Inspections Act 2006.</p> <p>Schedule 35A protects land, including playing fields, used by community or county schools at any time within 8 years preceding the date of disposal where that land is needed for an Academy. LAs are now required to obtain the Secretary of State's consent before they dispose of such land.</p> <p>LAs do not need consent under Schedule 35A or Section 77 where the land in question is being made available in order to establish an Academy unless it breaches the minimum area requirements of the Education (School Premises) Regulations 1999. If statutory minimum standards are to be breached, the Secretary of State's agreement to relax those standards is needed.</p>

7.3 Market Testing

The LA has contacted the Framework Panel Members **OR** A Bidder day will be held on [] **OR** A bidder day was held on []. The event was attended by [] of the Framework Panel Members.

The feedback received was [].

7.4 Risk

A risk workshop has been held and a risk strategy developed. This risk register is reviewed on a regular basis.

The Risk Register details:

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

7.5 Summary

The Sponsor/Academy Trust and LA, in conjunction with the Department for Children, Schools and Families (DCSF), has followed the project structure and governance for National Framework Academy projects established by PfS, which includes the creation of a Project Steering Group, a Design Group and the LA Project Team.

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

The LA has contacted the Framework Panel Members OR A Bidder day will be held on [] OR A bidder day was held on []. The event was attended by [] of the Framework Panel Members.

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

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

- 7A. Budget for procurement and delivery
- 7B. Outline Planning Permission/Planning Brief/Letter of comfort from the Planning Authority
- 7C. Letter from Sport England
- 7D. Section 77 Approval
- 7E. Consultation report
- 7F. Risk Register (detailing top 10 risks)

8 MOVING FORWARD

Section 8 and **Appendix 8** provide a critical review of the options appraisal through the completion of the DCSF Checklist. Also included in this section is the benchmarking data collected at this OBC stage and confirmation that the documents required for the procurement process have been developed.

8.1 Preparation for Procurement

In parallel with the work required to complete this OBC, the LA Project Team has also been developing the documents required for the procurement process. The following documents are ready for issue to the Framework Panel Members:

- Preliminary Invitation to Tender (PITT); and
- Draft Invitation to Tender (ITT).

In addition, the evaluation team has been established and briefed.

8.2 Summary

A critical review of the options appraisal has been conducted and the benchmarking data needed by PfS has been provided.

The LA Project Team has developed the PITT and draft ITT and are ready to engage with the Framework Panel Members.

The evaluation team has been established and briefed.

The following documents are attached at **Appendix 8**:

- 8A. OBC Required KPI data
- 8B. Completed DCSF Checklist

APPENDIX 1 – OVERVIEW AND COMMITMENT

- 1A. Education Brief, including the Curriculum Model and Accommodation Schedule that demonstrates an area within the BB98 gross internal floor area allocation
- 1B. A letter of support from the Sponsor/Academy Trust
- 1C. A letter of support from the LA
- 1D. Papers and minutes of LA Cabinet meetings confirming support for the project
- 1E. Memorandum of Understanding
- 1F. Confidentiality Agreement for the release of information relating to the PfS National Contractors Framework.
- 1G. Confirmation of School Closure

APPENDIX 2 – PROCUREMENT STRATEGY

- 2A. Evaluation undertaken to select Sample Schemes
- 2B. A detailed programme of work (Gantt chart, including ICT development and procurement)

APPENDIX 3 – BUILDING DESIGN AND CONSTRUCTION

- 3A. Plan of the site to be transferred to Academy Trust
- 3B. Certificate of Land Title
- 3C. Warranty for Land Title search
- 3D. Site options appraisals
- 3E. Collateral Warranties for surveys and investigations
- 3F. Output from DQI Workshop
- 3G. Design Brief
- 3H. Construction Phasing/Decant Strategy

APPENDIX 4 – ICT

- 4A. ICT Vision
- 4B. ICT Risk Matrix (identifying the top 10 risks)

APPENDIX 5 - FACILITIES MANAGEMENT (NOT USED)

APPENDIX 6 - AFFORDABILITY

- 6A. PfS Funding Allocation Model
- 6B. LA Cost Estimate (for refurbishments we expect costs to be built up from base costs)
- 6C. Schedule of Abnormal Costs
- 6D. Facilities Management Cost Estimate
- 6E. ICT Cost Estimate
- 6F. Copies of formal member reports covering the assessment of affordability, together with resolutions approving the budget strategy OR A letter from the Section 151 Officer confirming the affordability of the Scheme
- 6G. A letter from the Sponsor/Academy Trust confirming their commitment to investment in life cycle and hard facilities management costs based on estimates
- 6H. Letter from Becta confirming that the ICT costings have been reviewed and are acceptable
- 6I. A letter from the Sponsor/Academy Trust confirming their commitment to investment in ICT

APPENDIX 7 - READINESS TO DELIVER

- 7A. Budget for procurement and delivery
- 7B. Outline Planning Permission/Planning Brief/Letter of comfort from the Planning Authority
- 7C. Letter from Sport England
- 7D. Section 77 Approval
- 7E. Consultation report
- 7F. Risk Register (detailing top 10 risks)

The risk analysis / risk matrix should identify the top 10 high level risks and the strategy to manage those risks.

It is the responsibility of the LA & Sponsor/Academy Trust within the Academy School's programme, the LA within the One School Pathfinders programme and the LA where there are schemes being procured through the National Framework as part of the mainstream BSF programme to identify the high level risks.

Procurement Risk Analysis and Management Strategy

Activity:	Risk	Impact	Likelihood	Management Strategy	Action

APPENDIX 8 - MOVING FORWARD

- 8A. OBC Required KPI data
- 8B. Completed DCSF Checklist

OBC REQUIRED KPI DATA

In order to measure the efficiencies and achievements against BSF National priorities the following data is required at OBC stage. Please record both the data values and the relevant document reference.

Data description	Units required	OBC value	Document reference
Cost / m ² : Total cost per square metre, calculated as the actual final total cost for new construction divided by the gross floor area.	Average £/m ² for Proposed school(s) scheme		
Whole life costs	Total NPV whole life cost across all Proposed school(s) scheme, £		
Site works costs	Total site works cost across all Proposed school(s) scheme, £		
Abnormal costs	Total abnormal Costs for all Proposed school(s) scheme, £		
Number of funding streams predicted for this project in addition to BSF	Number		
Predicted total amount of multi-agency funding	£		
Planned travel distance to School per pupil	Average travel distance for all pupils in Proposed school(s) scheme		
Average number of hours that BSF school(s) will be used for non school activities	Average hours community use / scheme		

Please also list below any significant assumptions underlying the above data.

Assumptions

APPROVALS CHECKLIST

The checklist, intended as a self assessment document should be populated with advice from PfS and inserted here by Local Authority (or the Procuring agent responsible) and included here.