



Report of the Head of Programme (PPPU)

Report to the Director of Children's and Families

Date: 27th March 2018

Subject: Design & Cost Report for Iveson Primary School Expansion

Capital Scheme Number: 32450 /IVE/ 000

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Weetwood	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The rapidly increasing birth rate in Leeds has required the Council to create new school places in order to fulfil its statutory duty to ensure sufficiency of school places. The Learning Places Programme represents the Council's response to the demographic pressures on the school provision in the city.
2. As part of this programme it is proposed that Iveson Primary School expands 1.5 Form Entry (FE) to a 2 Form Entry (FE) creating an additional pupil places to meet demand.
3. This new scheme will be completed under the City Council's Learning Places Programme which aims to ensure its statutory duties are met with respect to ensuring a school place for every child within the city, and was approved by Executive Board in September 2016.
4. The project will be delivered in conjunction with Norfolk Property Services (NPS) and the Council's Projects Programmes and Procurement Unit (PPPU). The construction partner appointed, via a direct selection call-off using YORbuild2 framework, is Henry Boot Construction Limited. The procurement strategy was approved by the then Director of Childrens Services in January 2016.

5. Iveson Primary School, part of the Leeds West Education Partnership Trust, has already increased the number of children on roll starting at reception level from 1.5FE to 2FE; this came into effect September 2016. This increase did not require additional accommodation.
6. A Development Agreement between Leeds West Education Partnership Trust, Iveson Primary School's Governing Body and Leeds City Council has been signed. The Development Agreement sets out the terms and conditions under which the Council, the Trust and the Governing Body will work together during the procurement and construction phase of the expansion works at Iveson Primary School. This includes granting ancillary rights to the Council and any Council Related Party to enter and remain on site in order to carry out the work.
7. The scheme previously included an Area Inclusion Partnership (AIP) provision for up to 20 pupils which was to be located in the existing building. However on the 24th August 2017, the Leeds Area Inclusion Partnership informed the project team that, due to funding constraints, they were no longer seeking to participate.
8. The agreement to locate the AIP at Iveson Primary School was made between Leeds West Education Partnership and the Leeds Area Inclusion Partnership. The North West Leeds Area Inclusion Partnership were going to fund the full cost of the works required to accommodate the AIP. This work was not going to be paid for out of basic need funds.
9. The project also includes planned maintenance works, funded from the capital maintenance budget, that were originally scheduled to be carried out over the summer 2017 break. This included carrying out phase 2 of the heating works; phase 1 was completed during summer 2016. The cost of these works has been estimated to be £187K and will be funded from Capital Maintenance Grant and approval to transfer this sum has already been obtained under Design and Cost Report number (DCR) 32654/000/000.
10. There is also a contribution of £100K funded from the Health and Safety budget which will contribute to the cost of rewiring the whole school. Approval to transfer this sum has been obtained under DCR 32790/ELE/000.
11. A total scheme budget of £3.5m of Basic Need Funding was approved by Executive Board in June 2017. A further £250K capital injection was requested from and approved by members of the Executive Board at their meeting in February 2018, following support obtained from the Project Risk and Control Group in January 2018. The entire budget including funding from the capital maintenance budget and the health and safety budget is £3.99m.
12. In November 2017, Henry Boot Construction Limited submitted their Gateway 3 submission which showed a total budget cost of £4.05m, this included all design works and surveys carried out to date as well as costs associated with their project team. This did not include NPS fees or the council's project management and technical fees. These costs were significantly higher than anticipated.
13. The reason behind the higher than anticipated costs is due to the school having a significant amount of historical essential maintenance and refurbishment work outstanding. The cost of remedying the essential maintenance and refurbishment works totalled £1.95m and the remainder of the costs related to the expansion element of the scheme were costed at £2.02m. The remaining costs were for works that the school had requested and were going to pay for out of their own budget subject to having sufficient funds.
14. Through discussions between colleagues in Childrens and Families and PPPU, it was agreed that a construction target (inclusive of all contractor fees) of £2.5m should be set in view of the total scheme budget. At this time, approval to increase the overall budget by

an additional £250K had not been requested. It was acknowledged that it was not possible to determine whether the budget set was adequate and that this could only be determined once the Contractor had priced up the revised scope and a review of what the impact of not carrying out essential maintenance and refurbishment works would have on the outcomes set out in the project brief,

15. The project team instructed Henry Boot to resubmit their revised cost plan taking into account the revised scope of works which was agreed beforehand with the school's leadership team and the Chair of the Governing Body. It was agreed that, to save costs, Henry Boot would not update their designs but instead submit a revised cost plan. As a result of the value engineering exercise carried out the cost of the project was reduced to £2.88m which was a significant reduction from the original submitted price issued in November. Colleagues in NPS advised that the cost (£2.88m) reflected market rates. It was for this reason a request to inject an additional £250K was made from members of the Executive Board at their meeting in February 2018. Executive Board members approved the additional capital injection.
16. On Friday 16th February 2018, HBCL submitted their full designs including a cost plan that reflected the new revised scope of works. The scope of works were agreed and signed off by the Headteacher and the Chair of the Governing Body with the support of the Governing Body at their meeting on the 23rd January 2018. The construction cost of the scheme including all contractor related costs was £2.88m.
17. It was originally envisaged that the works at Iveson Primary School would be carried out over two phases with phase 1 works planned for summer 2017, however this did not proceed as planned because the costs of the works for phase 1 works did not offer value for money. Colleagues in NPS advised that this was as a consequence of a shortened and challenging timetable which attracted a premium estimated to be 33% above market rates.
18. A Design and Cost report for phase 1 requesting approval to spend £2m, which included a £400K revenue contribution from the Leeds North West Area Inclusion Partnership and £100K from the Capital Maintenance Fund, has already been approved by the Director of Childrens and Families under reference D44611 in July 2017. The contribution from the AIP has been withdrawn and no longer forms part of the overall scheme budget for which approval is being sought as part of this DCR.
19. To date there has been two Preconstruction Agreements (PCSA) signed between Leeds City Council and Henry Boot Construction Limited. The total value of PCSA 1 and PCSA 2 inclusive of all surveys and project resource costs was £332K. Approval for PCSA 1 was obtained under reference D44470 and PCSA 2 was approved under reference D46317.
20. This DCR covers all the works at Iveson Primary School including those that were originally planned for phase 1. It is now planned that all works will be done in one phase and this DCR requests approval of £3.99m. This includes the contribution towards the cost of rewiring the whole school and the heating works estimated to be £187K, approval to inject this money into the scheme has already been obtained through a separate DCR (32654/000/000).
21. The full scope of the works which are covered by this DCR are:-
 - The reception and nursery toilets located at the north of the site will be reduced in size to create a cloakroom and a new deputy Headteacher's office resulting in a more efficient use of space.

- Hand washing facilities will be provided in the nursery room which currently does not have one.
- A moveable partition between the two reception rooms will be installed creating one large area when required.
- The creation of two permanent classrooms in what is currently the hall. These classes will be used as decant areas during construction. Upon completion of the construction works, these classes will be used by children in Year 6 as permanent classrooms.
- Phase 2 heating works will be completed following initial works completed in July 2016.
- The re-modelling of the entrance lobby area which will lead to a more efficient use of space resulting in the introduction of a Learning Resource Centre (LRC) located in the heart of the building.
- The main doors to the school will fail safe in the event of a fire which they currently do not.
- The efficiency of the school's administrative function will be greatly improved by removing the wall between the school office and the general office creating one single open plan office incorporating a reprographics area. This will result in a better deployment of school staff and improve visibility.
- The kitchen space will be remodelled to ensure that the overall floor area of the kitchen meets BB99 minus 5% and is utilised effectively at the required throughput of meals for a 2FE school.
- The re-modelling of the current staffroom to ensure it provides a space sufficient for the additional staff required for the 2FE provision including the provision of additional cupboard space and a new kitchenette.
- Upgrading of existing utilities to facilitate the expansion project.
- Additional car parking spaces required to meet the expansion will be created
- Highways works to improve safety is also in scope of this scheme. .

22. In September 2014, Executive Board approved the Basic Need Programme report recommendation to delegate authority to the Director of Children & Families to approve Design and Cost Reports for individual projects, subject to support by the Deputy Chief Executive and the Director of City Development. This delegation was updated via the June 2017 Learning Places Programme Capital Programme Executive Board Update report which revises the delegation to allow the Director of Resources and Housing to replace the Deputy Chief Executive in undertaking this role.

23. In accordance with the Learning Places Programme Delegation from Executive Board in June 2017, this scheme has been considered and supported by the Director of Resources & Housing and the Director of City Development via email on Wednesday 28th March as this falls outside the monthly meeting cycle for the School Places Programme Board meeting.

Recommendations

The Director of Children and Families is requested to:

- i. Approve the expenditure of £3.99m from capital scheme number 32450/IVE/000 for the construction work associated with the works required at Iveson Primary School.
- ii. Approve the transfer of £187K from the Capital Maintenance budget under code 32654/000/000 to 32450/IVE/000.
- i. Approve the transfer of £100K from the Health & Safety budget under code 32790/ELE/000 to 32450/IVE/000
- iii. Note that all works will be carried out in one phase as opposed to two phases.

- iv. Note that a Design and Cost report for phase 1 was previously approved by the Director of Children Services under reference D44611 in July 2017. This DCR replaces the original DCR approved.
- v. Note that the whole scheme will be completed by April 2019, however the works needed to create the space needed for the academic year 2018/19 will be available from September 2018.
- vi. Note that the Chief Officer, Projects, Programmes & Procurement Unit (PPPU) is responsible for scheme delivery.

1. Purpose of this Report

1.1. The purpose of this report is:

- To provide background information and detail in respect of the Learning Places scheme to increase Iveson Primary School from a 1.5FE to a 2FE school by the end of April 2019.
- To seek approval to the expenditure of £3.99m as outlined in this report for the expansion of Iveson Primary School.

2. Background Information

- 2.1. Leeds has an extremely dynamic and growing economy which makes the city a very attractive proposition for families and businesses to move to. As a result, the city's population is growing rapidly, at a faster rate than many of our neighbours and this is reflected in the increasing demand for school places.
- 2.2. The scale of the response cannot be met through the existing estate; therefore, the expansion of existing schools or the creation of new schools has been required. Under the Education and Inspections Act 2006, these changes constitute prescribed alterations, and each requires a statutory process to confirm the change and make it permanent.
- 2.3. The Council's response to the demographic growth pressures on school provision in the city are managed via Children's Services Learning Places Programme. Since 2009, over 1,778 places in reception have been created in order for the Council to fulfil its statutory duty to ensure sufficiency of school places. The schemes in the programme are working with a range of partners, including schools of varying governance models, to ensure enough places are created to meet demand.
- 2.4. For the academic year starting September 2016, a total of 3FE permanent and 14FE bulge/temporary have been secured to meet the level of demand from preferences received for this year, which means that every primary age child in Leeds has a sustainable, good learning place. Good progress is being made with the accommodation requirements required for the academic year starting September 2017.
- 2.5. For September 2017, a further 390 permanent reception places (13FE) were provided. This included 7FE in terms of permanent expansions, along with another 150 bulge reception places (5FE) and 30 places (1FE) through the opening of a Free School to meet demand for places. In addition to reception class, a further 5FE in year bulge cohorts for September 2017 have been added mainly across KS1 but with some in KS2; most of these have not required additional capital. Projections for September 2018 anticipate a further 270 places (9FE) needed, to be met by a combination of Free Schools, permanent expansions and bulge cohorts.

- 2.6. Analysis of available demographic data has identified that additional school places are required in Weetwood to meet demand. Therefore it is necessary to expand provision at Iveson Primary School from a 1.5FE to a 2FE. The permanent expansion to provision at Iveson Primary School will be available for September 2018. This new scheme will be completed under the City Council's Learning Places Programme.
- 2.7. The proposal for the extension to the school forms part of the on-going work to address capacity and sufficiency across all of Children and Families, which includes provision for primary and secondary school places, early years, as well as specialist provision. These proposals form part of the Council's Learning Places Programme that embeds the 'one council' approach that has achieved shared ownership of proposed solutions.
- 2.8. The expansion of places at Iveson Primary School was self-proposed and therefore a statutory consultation was not required. However, consultation with parents and local residents was carried out in June 2016 and no objections were raised. A further consultation process was carried out as part of planning application process in March 2018 and no objections were raised.
- 2.9. This proposal is for an increase in school places to serve the area and does not replace any existing schools or places within the community.
- 2.10. The procurement strategy to appoint the Construction Partner was approved in January 2016. Henry Boot Construction Limited were selected as the construction partner via a direct selection call-off using the YORbuild2 framework to undertake the refurbishment works. This is in line with Contract Procedure Rule 3.1.5.

3. Main Points

3.1. Design Proposals and Full Scheme Description

- 3.1.1. At Iveson Primary School, there is a significant amount of outstanding historical maintenance and refurbishment work, much of which has a direct negative impact on this project's aims and objectives. Therefore in order to successfully create the space and environment required to accommodate the expansion, there is a need to carry out additional work which would not normally form part of a project in the Learning Places Programme.
- 3.1.2. The outstanding maintenance and refurbishment work has had a direct consequence resulting in receiving substantially higher costs than what would be normally expected on a scheme of this type. This situation has been exacerbated by the fact that both the Business Manager and the Headteacher are relatively new in post and the handover process was incomplete resulting in loss of knowledge and key documents during the transition period.
- 3.1.3. The feasibility study carried out by NPS highlighted a number of condition issues with the existing building fabric. In NPS' feasibility report they stated that the 'level of building fabric degradation is extensive exposing the expansion project to a high risk of needing to address some of these issues as part of the remodelling works and uncovering unanticipated issues'. The report recommended that intrusive surveys are carried out to mitigate risks and establish cost.
- 3.1.4. Intrusive surveys have all now been undertaken and have confirmed that the level of degradation is extensive and a significant number of these directly impact on the outcomes of this expansion project. Some of these are so extensive that if they remain unaddressed will impact further on other areas of the building fabric in the future. For example, a number of areas within the school has poor ventilation which is causing

black spot fungi, breaking plaster and decorations. This is due to a high concentration of salt infection which has also affected the integrity of the woodwork. This has occurred in both teaching and non-teaching areas.

3.1.5. At Iveson Primary School, the last periodic test was carried out in 2007 (and only 25% of the wiring was tested). A number of issues were identified but it was not possible to ascertain if these works had been carried out due to the absence of any certification. As a result, colleagues in Children and Families arranged for a periodic test to be carried out over the summer 2017 break to ensure legislative compliance and to ascertain how safe the current system is. The test identified a number of issues that, if left unresolved would leave an unacceptable level of risk associated with health and safety as well as leading to compensation events during construction because of compatibility issues between the old and the new system. It is NPS' view that that site would benefit from being rewired as the installation is past the manufacturer's recommended life'. Whilst it is possible that the installation can be made 'safe', there is a high likelihood that the existing wiring is incompatible with the new increased electricity load. In view of this it was recommended that a rewire of all areas was carried out as part of the scope of this scheme.

3.1.6. The decision by the Leeds Area Inclusion Partnership to withdraw from the scheme resulted in a significant amount of abortive work including design and delayed progress.

3.1.7. The full scope of the works which are covered by this DCR are:

- The reception and nursery toilets located at the north of the site will be reduced in size to create a cloakroom and a new deputy Headteacher's office resulting in a more efficient use of space.
- Hand washing facilities will be provided in the nursery room which currently does not have one.
- A moveable partition between the two reception rooms will be installed creating one large area when required.
- The creation of two permanent classrooms in what is currently the hall. These classes will be used as decant areas during construction. Upon completion of the construction works, these classes will be used by children in Year 6 as permanent classrooms.
- Phase 2 heating works will be completed.
- The re-modelling of the entrance lobby area which will lead to a more efficient use of space resulting in the introduction of a Learning Resource Centre (LRC) located in the heart of the building.
- The main doors to the school will fail safe in the event of a fire which they currently do not.
- The efficiency of the school's administrative function will be greatly improved by removing the wall between the school office and the general office creating one single open plan office incorporating a reprographics area. This will result in a better deployment of school staff and improve visibility.
- The kitchen space will be remodelled to ensure that the overall floor area of the kitchen meets BB99 minus 5% and is utilised effectively at the required throughput of meals for a 2FE school.
- The re-modelling of the current staffroom to ensure it provides a space sufficient for the additional staff required for the 2FE provision including the provision of additional cupboard space and a new kitchenette.
- Upgrading of existing utilities to facilitate the expansion project.
- Additional car parking spaces required to meet the expansion will be created
- Highways works to improve safety is also in scope of this scheme. .

3.1.8. The works covered by this DCR have achieved design freeze, a corresponding construction budget has been estimated by HBCL and reviewed by NPS. The

Contractor is currently market testing the packages of works via their supply chain and colleagues in NPS have oversight of this process as part of their role as the council's technical advisors.

3.1.9. A planning application covering the external works was submitted in March 2018 and a decision is due during June 2018. Prior to submitting the application, a preplanning engagement meeting was held with the Planning Officer and the Principle Landscape Architect. There were no areas of concern identified.

3.1.10. The project will be delivered by the newly formed Programmes and Project team located in City Development in conjunction with NPS acting as Technical Advisors. Henry Boot Construction Limited has been appointed using the YORbuild2 framework. The YORbuild2 framework is based on the NEC3 form of contract with Option A (Priced contract with fixed priced activity schedule).

Programme

3.2. The key milestones to achieve the works programme are detailed below:

Milestone	Date
Market testing period	5 th March – 13 th April 2018
DCR approved	6 th April 2018
Submit RIBA Gateway 4 submission	16 th April 2018
Review of Gateway 4	16 th April - 27 th April 2018
Contract awarded	30 th April 2018
Work on site	29 th May 2018

3.3. It is essential that the milestones set out above are achieved. However, in the event that they are not achieved a mitigation strategy has been developed which will be implemented if the risk of non-delivery did arise.

4. Corporate Considerations

4.1. Consultation and Engagement

4.1.1. As the school self-proposed the expansion to 2FE, a formal statutory process was not required. However, consultation with parents and local residents was carried out in July 2016 and no objections were raised. A further consultation event was carried out prior to the submission of the planning application and no negative comments were made by those who attended.

4.1.2. The proposed permanent expansion scheme has been subject to consultation with key stakeholders including members of the Leeds North West Education Partnership, the Governing Body of Iveson Primary School, and Children's Services officers. Consultation with ward members has taken place.

4.1.3. Throughout the design process, the school has and will continue to be consulted on the design to ensure that the final product meets expectations of all stakeholders.

4.1.4. In accordance with the Learning Places Programme Delegation from Executive Board in June 2017, this scheme has been considered and supported by the Director of Resources & Housing and the Director of City Development via email as this falls outside the monthly meeting cycle for the School Places Programme Board meeting. Approval by the Director of Resources & Housing and the Director of City Development was obtained on Wednesday 28th March 2018.

4.2. Equality and Diversity / Cohesion and Integration

4.2.1. The recommendation within this report does not have any direct nor specific impact on any of the groups falling under equality legislation and the need to eliminate discrimination and promote equality. A screening document has been prepared and an independent impact assessment is not required for the approvals requested. A copy is attached at Appendix A.

4.3. Council Policies and Best Council Plan

4.3.1. This scheme is to be delivered under the City Council's Learning Places and is required to fulfil the Local Authority's statutory responsibility to provide sufficient school places for all children living in Leeds. Providing places local to where children live improves accessibility, reduces the journey to school and reduces the risk of non-attendance,

4.3.2. Contract Procurement Rules (CPRs) apply to this process and this report confirms that the relevant CPRs have been adhered to.

4.3.3. This scheme contributes to the 2017/18 Best Council Plan outcomes for everyone in Leeds to 'Do well at all levels of learning and have the skills they need for life'; 'Be safe and feel safe' and 'Enjoy happy, healthy, active lives'. It also supports the priority set out in the plan of being a child friendly city by 'keeping children safe, supporting families, raising aspirations and educational attainment'.

4.3.4. It also supports the vision in the supporting 'Children and Young People's Plan 2015 – 19 to build a child friendly city with a focus on ensuring all children and young people are safe from harm; do well at all levels of learning and have the skills for life; enjoying healthy lifestyles; have fun growing up; are active citizens who feel they have a voice and influence. The programme seeks to deliver a supply of good quality accessible local school places which can contribute to these outcomes.

4.3.5. A further objective of the Best Council Plan 2013-2017 is to become a more efficient and enterprising Council. We want to promote choice and diversity for parents and families and deliver additional school places in the areas where families need them. Meeting this expectation while demonstrating the five values underpinning all we do is key to the Learning Places Programme.

4.3.6. When consulting on the schemes to progress as part of the programme, the consultation process is in line with the Best Council value 'working with communities' in ensuring that 100% of major decisions are supported by community engagement, consultation and due regard for equality.

4.3.7. Contract Procurement Rules (CPRs) apply to this process and this Report confirms that the relevant CPRs have been adhered to.

4.4. Resource and Value for Money

4.4.1. The project will be delivered through the YORbuild2 framework by Henry Boot Construction Limited, who were selected via the Direct Selection Call-Off procedure. The YORbuild2 framework is an approved framework and the proposed procurement process is in line with CPR 3.1.5 (CPRs 3.1.4 and 3.1.6 does not apply as there is no ISP, or existing provider to undertake this work).

4.4.2. NPS has been commissioned to provide Technical Advisor Services. The scope of service is for NPS to provide PPPU with technical advice through the feasibility, design and construction process. The role of NPS is to provide assure that the scheme being developed by the Contractor offers value for money, meets the requirements of the brief, conforms to an agreed market testing strategy, the standards set in the LCC Generic Output Specification and is deliverable within the parameters of the programme.

4.4.3. The capital costs will be met through capital scheme number 32450/IVE/000 as part of the Learning Places Programme. The current scheme costs are £3.99m.

4.5. Capital Funding & Cash Flow

Basic Need Primary Expansion 2017/18		Parent Scheme Number: 32450 /IVE/ 000					
Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2017 £000's	2017/18	2018/19	2019/20	20/21	2021 on
			£000's	£000's	£000's	£000's	£000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
INTERNAL FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2017 £000's	2017/18	2018/19	2019/20	20/21	2021 on
			£000's	£000's	£000's	£000's	£000's
LAND (1)	0.0						
CONSTRUCTION (3)	2,686.9			2,595.9	91.0		
FURN & EQPT (5)	84.3			84.3			
INTERNAL FEES (6)	645.2	29.9	479.3	136.0			
OTHER COSTS (7)	570.6			570.6			
TOTALS	3,987.0	29.9	479.3	3,386.8	91.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2017 £000's	2017/18	2018/19	2019/20	20/21	2021 on
			£000's	£000's	£000's	£000's	£000's
LCC BORROWING	100.0		100.0				
BASIC NEED GRANT	3,700.0	29.9	192.3	3,386.8	91.0		
CAPITAL MAINTENANCE GRANT	187.0		187.0				
TOTAL FUNDING	3,987.0	29.9	479.3	3,386.8	91.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Parent Scheme Number – 32450/000/000
Title: Basic Need Primary Expansion 2017/18

4.6. Revenue Effects

4.6.1. There are no revenue implications arising from this refurbishment.

4.7. Legal Implications, Access to Information and Call-In

4.7.1. The approval for this project to proceed as set out in this report follow the delegations for the Learning Places Programme approved by Executive Board in September 2014.

4.7.2. Subject to obtaining authority to spend approval from members of the Executive Board at their meeting in June 2017 and in line with the Council's Financial Procedure Rules, the decision to proceed in this report constitutes a key decision and as such will be subject to call in.

- 4.7.3. The Director of Children & Families has been granted the delegated authority to approve this project to proceed after complying with the conditions established by Executive Board in September 2014. As outlined in this report, support for the decisions in this report from the Director Resources and Housing and Director of City Development, and has consulted with the appropriate Executive Members on the proposals is being requested.
- 4.7.4. As the value of the approval request is greater than £250k, the approval request represents a Key Decision and is therefore subject to call in.
- 4.7.5. The YORbuild2 framework is an approved framework and the proposed procurement process is in line with CPR 3.1.5. Leeds Building Services, the Council's internal service provider, did not have the capacity to undertake the expansion work.

4.8. Risk Management

- 4.8.1. Risk is to be managed through application of 'best practice' project management tools and techniques via the City Council's 'PM Lite' risk methodology. Experienced Project Management resource has been allocated from within the Programmes and Project team located in City Development.
- 4.8.2. A priced risk log has been developed for the scheme by Leeds City Council and the contractor to ensure all the risks for the project have been identified together with the relevant owner of the risk. The priced risk register has been used to inform the client contingency for the project. The council's project risk log will be maintained and updated throughout the project and escalation of any risks that sit outside of the agreed tolerances will be managed via the Head of Programme.
- 4.8.3. A client held contingency, commensurate with a project of this value, has been included within the approval figure to address any risks that occur during construction.
- 4.8.4. The key risk to the project is the failure to achieve the project milestones set out in the section 4 resulting in the school not being ready to accommodate the additional intake. The project plan has been shared with key stakeholders involved in this project to ensure that all parties are able to work to the plan. To date all parties agree that the plan is achievable. In the event that the two classroom in the hall are not available to use from September 2018, the after school area will be used as an interim decant area. Temporary accommodation is not envisaged,
- 4.8.5. Other key risks include:
- 4.8.6. It has been identified that the level of building fabric degradation is extensive and whilst a number of intrusive surveys have been carried out, it is not possible to anticipate all potential issues until after the commencement of building works when areas are opened up. If further areas are identified, there may be significant costs associated with resolving these issues. This has been considered and the client contingency has been increased to reflect this.
- 4.8.7. There is a service duct located under the corridor floors in which there is asbestos. As part of this scheme, services requiring upgrade including gas and electricity will be rerouted away from the service duct. However it has not been possible to identify the route the service duct takes due to a lack of plans. As a result there is a risk that when works are being done in the school that the asbestos in the duct may be disturbed resulting in the need to remove all or some of the asbestos. The Contractor has been requested to provide a quote but this is difficult because it is not possible to ascertain how much will require removing. This can only be determined if the duct is breached

and asbestos is uncovered. This has been considered and the client contingency has been increased to reflect this.

5. Conclusions

- 5.1. On Iveson Primary School expansion project, there has been significant amount of work carried out to bring the cost of the project to an affordable level whilst still ensuring that the outcomes of the set out in the Project Brief are met. At the same time, the scope of the project has had to include a number of critical items of work that were previously not anticipated, for example, rewiring the whole school.
- 5.2. Upon completion of this project, there will still be essential maintenance work that will need to be addressed in the future. The Business Manager at Iveson Primary School is liaising with Leeds City Council's Asset Management Planning Manager with a view to including these works in a future planned programme of maintenance work.
- 5.3. The creation of additional capacity at Iveson Primary School will enable the increased demand for pupil places in the Weetwood ward and surrounding areas served by the school to be met.
- 5.4. The project has achieved design freeze and the final cost of the project will be subject to review by NPS, as our Technical Advisors, who will confirm whether the scheme offers value for money.
- 5.5. The project will be delivered by the newly formed Programmes and Project team in City Development on behalf of Childrens and Families in partnership with NPS acting as Technical Advisors. The Construction Partner that has been selected via Direct Selection call-off using the YORbuild2 framework is Henry Boot Construction Limited. The YORbuild2 framework is based on the NEC3 form of contract with Option A (Priced contract with fixed priced activity schedule).

6. Recommendations

- 6.1. The Director of Children and Families is requested to:
 - i. Approve the expenditure of £3.99m from capital scheme number 32450/IVE/000 for the construction work associated with the works required at Iveson Primary School.
 - ii. Approve the transfer of £187K from the Capital Maintenance budget under code 32654/000/000 to 32450/IVE/000.
 - ii. Approve the transfer of £100K from the Health & Safety budget under code 32790/ELE/000 to 32450/IVE/000
 - iii. Note that all works will be carried out in one phase as opposed to two phases.
 - iv. Note that a Design and Cost report for phase 1 was previously approved by the Director of Children Services under reference D44611 in July 2017. This DCR replaces the original DCR approved.
 - v. Note that the whole scheme will be completed by April 2019, however the works needed to create the space needed for the academic year 2018/19 will be available from September 2018.
 - vi. Note that the Chief Officer, Projects, Programmes & Procurement Unit (PPPU) is responsible for scheme delivery.

7. Background Documents¹

7.1. None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.