



**Special Education and Families Committee
Shetland Islands Council**

**5 December 2011
7 December 2011**

Report Name: Anderson High School: Feasibility Report	
Report Number: CS-17-F	
Report Presented by Director of Children's Services	Children's Services

1.0 Summary

- 1.1 The purpose of this report is to present the feasibility report on the Anderson High School, as part of Shetland Islands Council's approved Gateway process, and to seek a resolution from Shetland Islands Council as to how the project should proceed.
- 1.2 The feasibility report, Appendix A, provides a comparison of the options with regard to secondary education as provided by the Anderson High School in Lerwick.
- 1.3 The feasibility report aims to address issues of a financial nature which arose through the consultation process to relocate the Anderson High School to a new, fit for purpose community school on a greenfield site at the Lower Staney Hill, Lerwick

2.0 Decision Required

- 2.1 In order to meet the requirements of the Gateway process agreed by Shetland Islands Council there are four options, which are considered within the feasibility report:
 - **Option 1** - Fit for purpose community school and hall of residence, Lower Staney Hill
 - **Option 2** - Do nothing, the Knab
 - **Option 3** - Refurbishment scheme, the Knab
 - **Option 4** - Fit for purpose community school, the Knab
- 2.2 The production of the feasibility report would have placed the Education and Families Committee in a position to recommend to Shetland Islands Council how they wish the project to progress considering all the

information on the options from the feasibility report. However, following a meeting with the Cabinet Secretary on 23 November 2011, the opportunity to bid for external funding in early 2012 has arisen. This means the following recommendations, are made.

2.3 The Education and Families Committee is asked to RECOMMEND that Shetland Islands Council RESOLVE to:

- 2.3.1 reconfirm the decision of June 2010 to build a new school at the Lower Staney Hill site, subject to a funding package which is in line with the Council's Reserves Policy and Strategic Budget Plans;
- 2.3.2 ensure that the project is affordable for Shetland Islands Council by:
 - (a) participating in the national bidding programme for investment in schools estate (which if successful may secure up to two-thirds funding of eligible costs);
 - (b) developing the accommodation schedule to national standards, including provision for secondary young people with complex additional support needs Shetland wide;
- 2.3.3 not pursue a new build hall of residence, in the meantime;
- 2.3.4 take full advantage of shared facilities with Shetland Recreational Trust;
- 2.3.5 note that participating in the national programme will require Shetland Islands Council to participate in a national partnership arrangement for design, procurement and facilities management probably through the non-distributing profit model.

3.0 Detail

- 3.1 This report includes the feasibility report as part of the Gateway process following the decision to relocate a new build Anderson High School to the preferred site at Lower Staney Hill.
- 3.2 As an essential component of Shetland Islands Council's Gateway process, the Strategic Director of Children's Services has completed a Service Need Case, including a Best Value assessment, as required by the decision taken on 8th December 2010, SIC min ref 168/10. The feasibility report considers the brief and service need requirements for delivering secondary education in Lerwick, the surrounding catchment areas and pupils transferring from Junior High Schools. This section includes the accommodation schedule which was developed in 2009 but which did not include any area for provision for pupils with complex additional support needs. This has been added to the end of the accommodation schedule.
- 3.3 The delivery of Curriculum for Excellence is challenging in the current Junior High School model. While the Education Blueprint proposals agreed by Shetland Island Council recognised the potential risks in retaining the current Junior High School model of provision, it is clear

from current work on the development of the curriculum and the resources required to deliver the senior phase, that more work needs to be done to make sure that Shetland Islands Council is fully implementing Curriculum for Excellence.

- 3.4 Shetland Islands Council is obliged under the Education (Scotland) Act 1980 to make special arrangements for pupils who could not otherwise attend the Anderson High School owing to the remoteness of their home. Special arrangements can include the provision of hall of residence accommodation. Therefore, the provision of a hall of residence has been included in the brief and is considered alongside the options for the school.
- 3.5 Each option is considered in turn, summarised and explored in detail taking into account the capital cost summary, ongoing revenue costs, net present value, timescale and programme, environmental, planning, accessibility, sustainability and health and safety.
- 3.6 The fourth option to provide a fit for purpose community school at the Knab should be included in any Gateway process where more than the proposal option and a do nothing option are being considered. Option 4 provides an already fully developed option to build a school. It also assists as a comparator to the preferred option against which all others are being compared.
- 3.7 There is a section in the feasibility report on comparisons of the procurement routes which Orkney Islands Council and Western Isles Council have taken with regard to their new builds.
- 3.8 The Scottish Futures Trust has provided funding for the new build's in Orkney and the Western Isles. They have shared the way in which they have utilised the funding which was made available to them with staff from Shetland Islands Council. There is also a comparison of the "classroom spaces" for the new Nicolson Institute, the Kirkwall Grammar and the proposed accommodation schedule for the Anderson High School. A new funding programme is being developed for future investments in school estates, which is likely to be announced in the new year.
- 3.9 The revenue and funding is clearly set out and the various funding options are presented. There are budgetary constraints which have to be considered particularly with the ongoing savings exercise as departments try to meet the reductions across budgets for the forthcoming years. There is currently no fully approved funding mechanism for paying for the capital costs or any additional revenue costs. This is a significant capital project and it will have a considerable impact on the projects which already exist in the Capital Programme. If Scottish Government grant can be secured, that will reduce the scale of the funding required but the deficit is likely to still be significant.
- 3.10 The conclusion in the feasibility report provides a comparison of the four options being considered.

4.0 Implications

Strategic

4.1 Delivery On Corporate Priorities – Maintaining a sustainable society: “We will ensure the local development plan, developments in Community Care and the Blueprint for Schools are aligned. This recognises the important link between land use, service delivery and sustainable communities.”

4.1.1 Schools:

- “Our challenge is to develop a modern Blueprint for the shape of education across Shetland for the next 10 years. This will be carried out with the knowledge that Shetland’s population projections anticipate a substantial reduction in the number of pupils within a relatively short period of time.”

4.1.2 Lifelong Learning

- “Lifelong learning makes a major contribution to the local economy, individuals and communities. We therefore want to maximise the opportunities for further, higher and vocational learning opportunities, both for school leavers and for people returning to learning.”

4.1.3 Smarter:

- “ We will provide help to individuals to get the learning opportunities they need, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter leavers.”
- “ We recognise each person’s strengths, and building on these to give them greater capacity, increased confidence and encourage participation and responsible citizenship.”
- “We take a proactive approach to ensuring Shetland’s skills match Shetland’s economic need.”

4.2 Community /Stakeholder Issues – There was a statutory consultation under the Schools Consultation (Scotland) Act 2010 which resulted in the relocation of the proposed site to Lower Staney Hill. There needs to be further consultation as this project is progressed.

4.3 Policy And/Or Delegated Authority – The Education and Families Committee has authority to determine matters relating to its functional areas. However, the determination of any matters relating to new or variation of existing policy contained within the Asset Investment Plan [Capital Programme] is reserved to the Council, taking advice or comment from the relevant committee.

4.4 Risk Management – There have been risk assessments as this project has progressed over the years. Safety and Risk have provided risk assessments as part of this Gateway process.

- 4.5 Equalities, Health And Human Rights – The service need is that secondary education is provided in an environment which is compliant with the Equalities Act 2010.
- 4.6 Environmental – The current school, which is made up of an array of different build types ranging from early twentieth century listed buildings to 1960s clasp types will be relatively inefficient in energy terms. Current Building Standards require that buildings meet much stricter standards of energy efficiency in terms of the build form and the mechanical and electrical systems installed within; therefore, there should be a significant increase in energy performance compared with the existing buildings on a kWh per unit floor area basis. As the project is currently not at the design stage there can be no further comment on any proposal.

Resources

- 4.7 Financial – The full detail of each option is included within the feasibility report and the decisions of the Executive Committee and Shetland Islands Council with regard to the Strategic Budget Plan for 2012/13 and 2013/14. There is a programme being developed by the Scottish Government and the Scottish Futures Trust, whereby Local Authorities will be invited to bid for funding on school estate investment plans. The programme is likely to be open for bids early in 2012, and will be administered through the Scottish Futures Trust, maximising the use of national procurement opportunities. If successful, funding of up to 67% of eligible costs may be available on schools which are designed to national accommodation standards. It is unclear at the moment if capital or revenue funding will be offered. There is no guarantee that a bid from Shetland Islands Council will be successful. If Shetland Islands Council can secure two-thirds funding, at a school the size of national standards, it may be possible to accommodate the matching funding within the existing budget strategy if Shetland Islands Council is prepared to make the new Anderson High School a priority project and defer other projects on the capital plan. Also, Shetland Islands Council will need to accept that the project will be aligned to the national framework arrangements. At national standards, the estimated cost of a 11,000 sq metre school would be £30,250,000. Experience elsewhere would suggest that the average grant rate on total costs is 60%. That could equate, if the project is successful, to grant aid of £18,000,000, leaving Shetland Islands Council to fund £12,000,000.
- 4.8 Legal – There are no legal implications from this report.
- 4.9 Human Resources – There are no direct implications for staff from this report.
- 4.10 Assets And Property – This may have implications for the Shetland Islands Councils assets, depending on which of the options is taken forward. The full detail is contained within the feasibility report.

5.0 Conclusions

In conclusion:

- 5.1 Option 2, to do nothing, is not an option as the building cannot support the long term delivery of a quality education service, beyond 15-20 years;
- 5.2 Option 3, the refurbishment scheme would be disruptive for the education of a generation of pupils up to 10 years duration and the price differential between this option and the new build is not significant enough to justify this option;
- 5.3 Option 1, to build a new school on a like for like basis is not affordable in the current economic climate, due to the potential impact on education and other Shetland Islands Council services;
- 5.4 Option 4 is presented to ensure that Members receive a full Options Appraisal and to assist as a comparator to the preferred option, but the difficulties associated with this option remain - educational disruption, transport and community impact;
- 5.5 And following the meeting with the Cabinet Secretary on 23 November 2011, the opportunity to bid for external funding in early 2012 has arisen. The recommendations are therefore set out in paragraph 2 above.

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Report finalised: DRAFT – 23 November 2011

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Background documents:

Equality Act 2010:

<http://www.legislation.gov.uk/ukpga/2010/15/contents>

Climate Change (Scotland) Act 2009:

<http://www.legislation.gov.uk/asp/2009/12/contents>

The Education (Additional Support for Learning) (Scotland) Act 2004:

<http://www.legislation.gov.uk/asp/2004/4/contents>

The Education (Scotland) Act 1980:

<http://www.legislation.gov.uk/ukpga/1980/44>

National Care Standards:

<http://www.scotland.gov.uk/Topics/Health/care/17652/National-Care-Standards-1-1>

Creating excellent secondary schools - Commission for Architecture and the Built Environment

<http://www.cabe.org.uk/default.aspx?contentitemid=1935>

Range of publications on School Design, Sustainability, Optimising the Internal Environment, and Building Excellence by Architecture and Design Scotland

<http://www.scotland.gov.uk/Topics/Education/Schools/Buildings/Design>

Case studies are available which highlight good practice in school design across Scotland, and includes plans, images, user views and information on the design features of 20 projects covering all sectors.

www.scotland.gov.uk/schoolestate-casestudies

SIC Corporate Plan:

<http://www.shetland.gov.uk/corporateplan/documents/Refresh2010-11FINALAPPROVED.pdf>

SEPA:

<http://www.sepa.org.uk/>

School Estate Management Plans 2006 – 2010

Local Plan

<http://www.shetland.gov.uk/developmentplans/LocalPlanContents.asp>

Construction (Design and Management) Regulations:

<http://www.hse.gov.uk/construction/cdm.htm>

Public Private Partnership:

http://www.hm-treasury.gov.uk/ppp_index.htm

European Union (EU) Procurement Regulations:

http://europa.eu/legislation_summaries/internal_market/businesses/public_procurement/index_en.htm

International Facility Management Association:

<http://www.ifma.org/>

Scottish Futures Trust:

<http://www.scottishfuturestrust.org.uk/>

END

Feasibility Report

Anderson High School

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Feasibility Report

1.0 Executive Summary

- 1.1 This feasibility report provides a comparison of the options with regard to secondary education as provided by the Anderson High School in Lerwick.
- 1.2 The report aims to address 'issues of a financial nature' which arose through the consultation process to relocate the Anderson High School to a new, fit for purpose, community school on a greenfield site at the Lower Staney Hill, Lerwick.
- 1.3 Four options have been considered:
 - Option 1 - Fit for purpose community school and hall of residence, Lower Staney Hill
 - Option 2 - Do nothing, the Knab
 - Option 3 - Refurbishment scheme, the Knab
 - Option 4 - Fit for purpose community school, the Knab
- 1.4 The feasibility report should include a 'do nothing' option to consider if this is practicable.
- 1.5 There should be a do minimum option, which is the refurbishment option and which can offer a like for like comparison with the preferred option.
- 1.6 The options are in sketch format and reflect the stage of the project. They are not detailed designs but are sufficient for the cost consultants to prepare their estimates and identify associated risks / costs.
- 1.7 This report informs Members of the financial risks associated with each option in order that they may fully understand and be aware of such consequences prior to their consideration.
- 1.8 The current financial situation is discussed and considered.
- 1.9 As an essential component of Shetland Islands Council's Gateway process, the Strategic Director of Children's Services has completed a Service Need Case, including a Best Value assessment, as required by the decision taken on 8th December 2010, SIC min ref 168/10. The feasibility report considers the brief and service need requirements for delivering secondary education in Lerwick, the surrounding catchment areas and pupils transferring from Junior High Schools. This section includes the accommodation schedule which was developed in 2009 but which did not include any area for provision for pupils with complex additional support needs. This has been added to the end of the accommodation schedule.
- 1.10 Over the last 20 years various options have been considered, this report attempts to learn from these exercises. Previous work, reports and papers have been revisited to inform the present team.

- 1.11 Valuable help and advice has been provided from other Local Authorities with experience in similar projects.
- 11.12 The Conclusions section of the report considers each of the options and provides the following comparison:

Option1: Fit for Purpose Community School and Hall of Residence, Lower Staney Hill

- a) The most desirable but also the most expensive option.
- b) Whilst the design life for a new build school will be 60 years the school must address and accommodate the need within this timescale for large scale replacement of services and remodelling of facilities in order that the building can maintain its fit for purpose status.
- c) New buildings do not mean 'No maintenance' or disruption. Planned facilities management will be required in the initial 30 years to maintain the security for any funding sought and for the remaining 30 years for the council to realise / benefit from the asset.
- d) The maintenance spend on the new school would be lower than that for the existing school.

Option 2: Do Nothing, the Knab

- a) Not a viable option in the long term as a substantial increase in the current level of maintenance would be required to address the years of under spending and help to minimise unplanned disruption due to failures and breakdowns.
- b) This is likely to be the most disruptive option. Major works would be required in the near future.

Option 3: Refurbishment Scheme, the Knab

- a) The best value for money because it provides what the new build options offer at a cheaper cost.
- b) This is likely to be quite disruptive as works will be undertaken on site.

Option 4 – Fit for Purpose Community School, the Knab

- a) The cheapest new build option which performs better in the value for money analysis than option 1.
- b) Whilst the original scheme did not include a hall of residence, a new build or refurbishment scheme could be included.

- c) New buildings do not mean 'No maintenance' or disruption. Planned facilities management would be required in the initial 30 years to maintain the security for any funding sought and for the remaining 30 years for the council to realise / benefit from the asset.
- d) The maintenance spend on the new school would be lower than that for the existing school.
- e) The scheme would have an impact on the existing school and there would be disruption and nuisance to those attending the school and the surrounding residential area.

2.0 Introduction

2.1 Background

- 2.1.1 The Local Government in Scotland Act 2003, placed a duty on local authorities to make arrangements which secure best value. Best value is continuous improvement in the performance of the authority's function.
- 2.1.2 The local authority shall discharge its duties in a way which contributes to the achievement of sustainable development. The then Scottish Executive definition of 'sustainable' within the Best Value guidance is:-
"development which secures a balance of social, economic, and environmental well-being in the impact of activities and decisions; and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs".
- 2.1.3 The Gateway Process was adopted by Shetland Islands Council at its meeting 24th March 2010, minute reference 47/10. The Gateway Process is designed to assist Shetland Islands Council fulfil its duties under the Local Government Scotland Act 2003 when dealing with its Capital Programme.
- 2.1.4 Having expressed its preference of the Lower Staney Hill site for the new Anderson High School Shetland Islands Council undertook a prescribed consultation with regards to the relocation as was required under The Schools (Consultation) (Scotland) Act 2010.
- 2.1.5 Following the consultation process and subsequent report from the Head of Schools to the Services Committee on the 7th December 2010, the Committee agreed to recommend to the Council that:-
- a) The Anderson High School is relocated from its current location at the Knab, Lerwick and a new fit for purpose, community school be built on a greenfield site at Lower Staney Hill, Lerwick; and
 - b) note that the consultation process has highlighted issues of a financial nature which are best addressed through a full Option Appraisal in line with the Gateway approach; and
 - c) note that it is Council policy for all capital projects to be subject to the gateway approach; and
 - d) therefore ask the Head of Schools and the Head of Capital Programming to complete a Service Need Case, in line with the Gateway policy, including a Best Value assessment, in order to progress the project to the next stage.
- 2.1.6 Shetland Islands Council accepted the Services Committee recommendations at their meeting on 8th December 2010, SC min ref 168/10.

3 Brief and Service Need for Secondary Education in Lerwick

3.1 Secondary Education in Lerwick

- 3.1.1 Shetland Islands Council is statutorily required to provide education to all children living within the local authority area. This should be delivered in fit for purpose buildings where children can comfortably experience all aspects of school life.
- 3.1.2 All schools, as far as reasonably possible should meet the requirements of the Equalities Act (2010).
- 3.1.3 This section is the outline brief and service need requirements for delivering secondary education in Lerwick, the surrounding catchment area and pupils transferring from current Junior High Schools.

3.2 Justification

- 3.2.1 The buildings that currently house the Anderson High School do not fully meet modern educational and building standards in the following areas:
- The building is not wholly compliant with the Equalities Act 2010, for pupils with additional support needs
 - Limited circulation and social space.
 - Limited suitable outdoor space for educational use.
 - Dated fabric and service installations.
 - Dining room space is limited.

3.3 Service Need

- 3.3.1 Children's Services require a school which:
- Meets the requirements of Curriculum for Excellence, inspiring and driving the approach to more effective learning and teaching which is thought provoking; motivating and empowering for the learners and is attention grabbing and eye opening;
 - Creates flexible spaces for flexible learning, including space for individual learning, group learning, specialized and open multi-purpose spaces;
 - Increases access to education through school design to ensure that it is inclusive for community use, learners with additional support needs, providing opportunities for integrated services and intra school integration;
 - Is suitable and better future proofed for flexibility and adaptability, being fit for purpose, enhancing the function and use, and responding to future changes in the scale and nature of demand and usage, ICT and other technology, and the changing ways education may be delivered;
 - Has comfortable learning spaces, maximizing natural daylight and ventilation, has sustainable design and uses sustainable design, materials and features;
 - Can support economic growth through preparing learners with skills for life, and provides opportunities for vocationally orientated learning environments;
 - Is safe and secure with appropriate access for learners and the community, considering how certain areas can be made secure at particular times to allow access;

- “greener”, more sustainable and environmentally efficient, assists with targets within the Climate Change (Scotland) Act 2009, and considers the environmental impact while enhancing biodiversity;
- Signals the high value we place on learning which people and communities can enjoy using and can be proud of, which is well designed, easily maintained, encourages continuous engagement with learning, and which is much more than just an educational establishment whose quality of environment supports an accessible range of services and opportunities, and which will enrich the communities it will serve, and the lives of learners and families.

3.4 When planning for future service needs, the following factors need to be addressed:

- Implementation of Curriculum for Excellence;
- The broad general education in S1-S3, where pupils will follow a curriculum broadly similar to that of their peers, up till the end of S3, with a common set of outcomes to achieve. In the current model, young people select options for national qualification courses at the end of S2 and will then follow courses which can be in class groups significantly smaller than those in S1 and S2. There should therefore be fewer small class groups in S3 to accommodate;
- The Senior Phase will feature pupils in what is currently the S4-S6 range. At the heart of the senior phase is an entitlement to personalisation and choice, whereby a young person and the school will develop an individualised timetable to meet their individual needs;
- The curriculum in the senior phase will, clearly, offer courses leading to national qualifications; however, it will also feature more vocational learning opportunities, opportunities to merge school learning experiences with those of other learning providers, and opportunities for learners to include work experience or volunteering within their learning. It is clear that models of provision will change each year as the nature of the learning needs of the young people change. Consequently the way in which the learning space is used will also change;

Implement the Blueprint for Education;

- The Blueprint for Education has seen an increase in the pupil roll of the Anderson High School through the closure of the secondary department of Scalloway Junior High School.
- The implementation of the hub model of secondary provision, is likely to have more impact on the building than the modest increase in the pupil roll. The concept of the hub model is the potential to share staff and resources between a group of secondary settings.
- The hub for Lerwick includes Aith Junior High School and Sandwick Junior High School.
- The Blueprint for Education secondary proposals three and four both suggested more far reaching closures of secondary departments. At that time Shetland Islands Council chose not to accept either of those proposals, however, these could be reconsidered at some time in the future. Thus planning must take cognisance of that possibility.
- The Education (Additional Support for Learning) (Scotland) Act 2004;

- Secondary educational provision for all pupils with complex additional support needs from across the whole of Shetland;
- Developments in learning and teaching, exam provision and the use of information and communications technology.

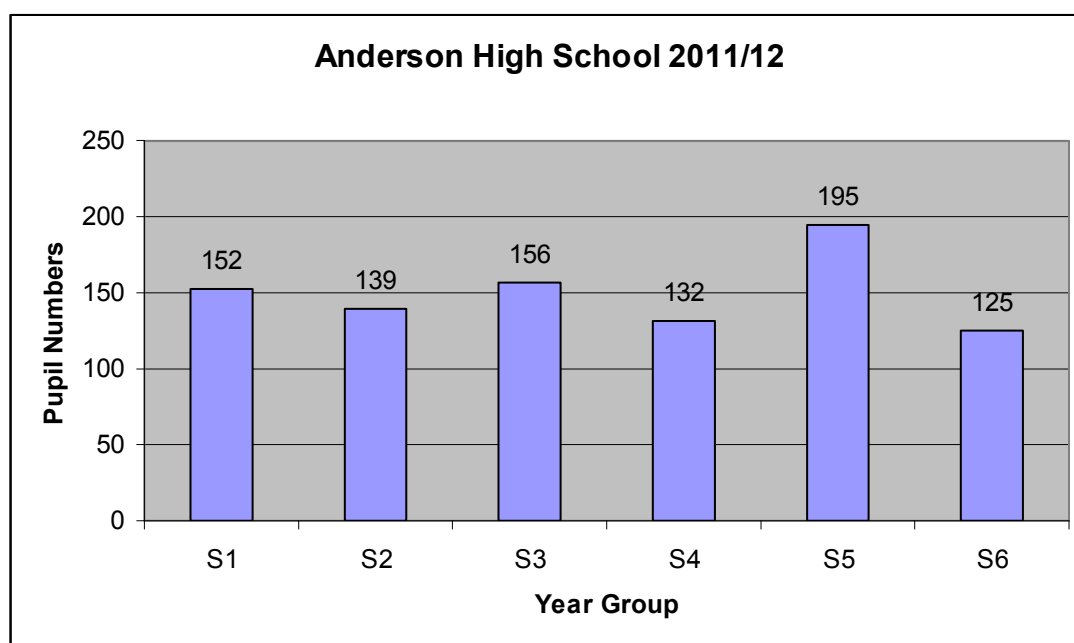
3.4.1 The proposed examination structure changes under Curriculum for Excellence, is likely to result in senior pupils undertaking national qualification courses in a more individualised way; our system will need to be flexible enough to accommodate this.

3.4.2 The reasons for the size set in the 2009 brief are set out below:

- The proposed accommodation schedule. This is included as annex E1;
- Accommodation sufficient to offer a wide range of curriculum choice;
- Designated social space to accommodate total pupil roll. The area sufficient to accommodate all pupils in bad weather;
- Good practice in modern school design would suggest that each child benefits from having individual storage for outdoor clothing, school bags;
- As a result of Shetland's junior high school model, higher than national average percentage of pupils in class 5 and 6;
- The science technician service which supports all of Shetland's schools is based in the Anderson High School;
- The craft and design technician who supports all of Shetland's secondary schools is based in the Anderson High School.

3.5 Capacity

3.5.1 The school should have the capacity for approximately 1000 pupils. The chart below details the current school roll of 899 pupils broken down between the year groups.



- 3.5.2 From the information available to us we have shown within the table below the projected school roll for the following 7 years. These projections do not show any significant roll changes within that period.

ANDERSON HIGH SCHOOL
Projected School Rolls
2012-2019

Session	S1	S2	S3	S4	S5	S6	Total
2012/13	125	152	139	156	156	109	837
2013/14	132	125	152	139	183	105	836
2014/15	136	132	125	152	161	123	829
2015/16	138	136	132	125	174	108	813
2016/17	154	138	136	132	151	117	828
2017/18	141	154	138	136	147	102	818
2018/19	144	141	154	138	156	99	832

- 3.5.3 The design should be flexible enough to allow future extension to the building should the current pupil number trends significantly change (for example as a result of the Community Planning Board's aspirations to increase the population of Shetland).
- 3.5.4 The room sizes detailed in the accommodation schedule contain an element of flexibility in order to allow the most effective planning of the overall building envelope.

3.6 Design Criteria

- 3.6.1 Shetland Islands Council wish to ensure that secondary education in Lerwick is designed to inspire pupils, in line with guidance provided by national agencies such as The Commission for Architecture and the Built Environment and Architecture and Design Scotland.
- 3.6.2 Commission for Architecture and the Built Environment has produced a design guide called, "*Creating excellent secondary schools*"
<http://www.cabe.org.uk/default.aspx?contentitemid=1935>
- 3.6.3 Architecture and Design Scotland has produced a range of publications on School Design, Sustainability, Optimising the Internal Environment, and Building Excellence, which focuses on the implications of the Curriculum for Excellence for school design.
<http://www.scotland.gov.uk/Topics/Education/Schools/Buildings/Design>

- 3.6.4 Case studies are available which highlight good practice in school design across Scotland, and includes plans, images, user views and information on the design features of 20 projects covering all sectors.
www.scotland.gov.uk/schoolestate-casestudies
- 3.6.5 It is therefore a requirement of this brief for a new school:
- that the design has taken account of Shetland Islands Council policies relating to design including the size, scale and dominance of the building in relation to the site;
 - that the design and the external finishes and building materials will help integrate the building successfully into the landscape around it;
 - that the design of the building integrates sympathetically with existing neighbouring buildings;
 - that there is appropriate access for anyone with additional support needs;
 - that the school design and grounds offer educational opportunities;
 - that the design ensures minimum inconvenience and disruption from breakdowns, repair and maintenance activities during construction, and in operation.
- 3.6.6 Outdoor education is integral to a broad, varied curriculum for all schools. It is essential therefore:
- that the design of the school grounds offer space for educational opportunities;
 - that the landscape helps integrate the school into its surroundings and provides areas that encourage physical activity;
 - that hard play space is provided in the immediate vicinity of the building;
 - that the external surroundings of the school must be landscaped and planted in a manner that will enhance the aesthetic qualities of the site whilst ensuring that all areas can be easily maintained. External sheltered areas to be provided where possible.

3.7 Access

- 3.7.1 A main point of access to the building is required, for staff, pupils, parents and members of the community that will serve as the sole out-of-hours use access to the school.
- *Pedestrian Access*
Pedestrian access should be physically segregated from vehicular traffic. Steps should be avoided wherever possible. Ramps should be provided in line with the Council's integration aspirations.
 - *Vehicular Access and Parking*
Vehicle access and parking layouts should facilitate free flow of traffic and avoid conflict between buses and car parking.
 - *Pupil Drop Off / Collection*
The pupil drop or collection point should be separate from the normal flow of school transport and traffic accessing the car park. This should be situated as near as practicable to the main entrance.

- *Incoming Goods Delivery Access*

Delivery access should be separate from main access. This should be secure from the outside of the building. This access will be controlled from inside the building only.

3.8 Community Use Requirements

3.8.1 Shetland Islands Council believe that community use of the school outwith the school day can assist in integrating the school into the community and therefore welcome the use of certain school facilities outwith the normal curriculum day. Existing community uses include:

- evening classes;
- meeting spaces for community groups;
- sports and leisure activities;
- community social events.

3.8.2 Any provision must therefore:

- be welcoming to the public;
- have a layout where community-used facilities and accommodation are easily accessed and clearly signposted;
- have a layout where facilities and accommodation can easily be segregated from the rest of the school building;
- ensure that the security of the school is not compromised by community use;
- ensure that community use can be provided with the minimum of staffing and revenue costs.

3.9 Design for Integration

3.9.1 Any provision should be 'barrier free' for all users with additional support needs.

3.10 Temperature / Ventilation

3.10.1 Any provision must be of energy efficient design and must ensure thermal comfort during occupied hours for seasonal variations. It should incorporate a natural ventilation system.

3.10.2 Given local wind conditions actual infiltration rates will be far higher than for an equivalent building built elsewhere. Particular attention should be paid to air tightness during the design and construction phases, and whole building or component air tightness testing is required.

3.10.3 It is the intention of Shetland Islands Council to heat the school facility by connecting into the localised district heating system, if possible.

3.11 Acoustic Aspects

3.11.1 All rooms must be acoustically insulated to ensure that lessons are not disturbed by noise from adjoining rooms, external ambience, or circulation space in accordance with Building Bulletin 93 Acoustic Design of Schools, a Design Guide.

3.12 Flexibility

- 3.12.1 Responsiveness to an evolving curriculum is a key success factor for every school, and the school must be designed to allow the greatest degree of flexibility to respond to change. Flexible learning spaces are therefore anticipated to be an important feature of the accommodation.

3.13 Environmental Factors / Sustainability

- 3.13.1 The design must fully adopt Shetland Islands Council's environmental, sustainability and transport aspirations, and it is a requirement. It should take account of national and local sustainability targets.

3.14 Affordability / Value for Money

- 3.14.1 Strategic long term investment and whole life cycle costing methods will be expected to be applied to key elements of the design. The new school should be, to the greatest level practicable, economic, durable and adaptable, in both capital and revenue operational costs. These whole life cycle costing appraisals should include the implications for transport, taking account of predicted trends.
- 3.14.2 Any provision should address foreseeable legislative and environmental changes that would be more expensive to retrofit/ repair/ replace in service rather than install from new build.

3.15 Building Services

- 3.15.1 Mechanical and electrical engineering service installations must be designed in accordance with good industry practice. All installations must be sustainable and have efficient, low maintenance operation with the latest technology applied to minimise running and replacement costs.
- 3.15.2 All mechanical and electrical systems and equipment must be specified and designed so that locally based companies can carry out routine maintenance, servicing and repairs and procure spare parts.

3.16 Maintenance

- 3.16.1 Any provision should be designed so as to minimise wherever possible the need for regular cleaning and maintenance.
- 3.16.2 Where regular cleaning and maintenance are required this should be made as easy and safe as possible, with only minimal requirements for specialist equipment, mobile access arrangements or specialist staff.

3.17 Security

- 3.17.1 The security of the facilities is of the utmost importance to Shetland Islands Council and any provision should be designed with discrete forms of security in

mind, in particular the number and location of entrances, the ability to monitor movements, location of car parking, lighting, etc.

- 3.17.2 Any provision must be designed in such a way as to encourage ease of access for legitimate use, whilst managing pupil and staff entrances to prevent unauthorised access. There is a need to provide an effective but unobtrusive security system to ensure the safety of pupils, staff, parents, members of the community, personal property, furniture, equipment, buildings and the site, 24 hours per day. It must be able to be secured in separate zones at times of limited use.
- 3.17.3 Unauthorised access to areas with a high risk of theft, malicious damage, or possible hazard must be minimised through suitable security measures such as door access systems.
- 3.17.4 Pupils should have restricted access to areas such as offices, stores and the staff room.
- 3.17.5 The security and safety of all property from possible vandalism must be addressed. Vandal resistant finishes must be provided where appropriate.

3.18 Technology

- 3.18.1 There is a requirement for up to date ICT infrastructure, to support modern learning methods. A flexible infrastructure for ICT is required.
- 3.18.2 Wireless technology and increased availability of laptops and other devices to pupils is a main factor in the future considerations.

3.19 Brief and Service Need for a Hall of Residence

- 3.19.1 Shetland Islands Council is obliged under the Education (Scotland) Act 1980 to make special arrangements for pupils who could not otherwise attend the Anderson High School owing to the remoteness of their home. Special arrangements can include the provision of hall of residence accommodation. Therefore, the provision of a hall of residence has been included in the brief and will be considered alongside the options for the school.
- 3.19.2 The schedule of accommodation for the hall of residence is taken from a previous scheme dated 2004.
- 3.19.3 Whilst the schedule has not been updated or revised it is in line with a pro rata analysis of the accommodation being provided as part of the Kirkwall Grammar School project.
- 3.19.4 The Kirkwall hall of residence was designed to meet the Scottish Government's National Care Standards for school care accommodation services. These services and standards are administered by Care Scotland.

- 3.19.5 The schedule has been used to prove the adequacy of the Lower Staney Hill site to accommodate the school and hall of residence within the education zone.

3.20 Corporate and Service Plans

- 3.20.1 This project will contribute towards the targets set out in Shetland's Single Outcome Agreement under the following:

- Percentage of population taking part in cultural and volunteering activities
- Proportion of working age population (16-64 years) who are in employment
- Social Capital
- The percentage of working age population with low or no qualifications (SCQF Level 4 or less)
- The number of adults from hard to reach groups accessing various learning opportunities
- Levels of attainment in National Qualifications at S4, S5 and S6
- The workforce is appropriately skilled for the local job market
- The percentage of school leavers in positive and sustained destinations
- The proportion of working age people achieving SCQF Level 6 or above
- Maintain positive child protection inspection reports
- All children with an identified need for a GIRFEC plan have one in place
- Increase the number of active people within Shetland
- Numbers and percentage of children walking or cycling to school
- Carbon reduction of public sector organisations.

- 3.20.2 This project is not specifically mentioned in the 2010-2012 Corporate Plan but contributes to it by the following:

- Maintaining a sustainable society - "We will ensure the local development plan, developments in Community Care and the Blueprint for Schools are aligned. This recognises the important link between land use, service delivery and sustainable communities."
- Schools - "Our challenge is to develop a modern Blueprint for the shape of education across Shetland for the next 10 years. This will be carried out with the knowledge that Shetland's population projections anticipate a substantial reduction in the number of pupils within a relatively short period of time."
- Lifelong Learning - "Lifelong learning makes a major contribution to the local economy, individuals and communities. We therefore want to maximise the opportunities for further, higher and vocational learning opportunities, both for school leavers and for people returning to learning."
- Smarter - "We will provide help to individuals to get the learning opportunities they need, focusing on the long-term unemployed, the 18-24 age group, those misusing substances and winter leavers."
- "We recognise each person's strengths, and building on these to give them greater capacity, increased confidence and encourage participation and responsible citizenship."
- "We take a proactive approach to ensuring Shetland's skills match Shetland's economic need."

3.2 Summary of Service Need

3.21.1 The following table shows a summary of how each of the options meets the service needs identified.

	Op1 - LSH	Op2 – Maintain	Op3 – Refurbish	Op4 - Knab
Provision of Education in fit for purpose building	Fully Met	Partially Met	Fully Met	Fully Met
Equality Act 2010	Fully Met	Partially Met	Fully Met	Fully Met
The Education (Additional Support for Learning) (Scotland) Act 2004	Fully Met	Partially Met	Partially Met	Fully Met
Broad General Education	Fully Met	Fully Met	Fully Met	Fully Met
Personalisation and Choice	Fully Met	Fully Met	Fully Met	Fully Met
Full Inclusion	Fully Met	Partially Met	Partially Met	Fully Met
ICT Provision	Fully Met	Fully Met	Fully Met	Fully Met
Security	Fully Met	Fully Met	Fully Met	Fully Met

4.0 Stakeholder and Client Consultation

4.1 A statutory consultation was undertaken on the relocation of the site of the Anderson High School.

4.2 Consultation with pupils, staff and parents took place 13th September 2010 as part of the gateway process.

4.3 Further consultation with pupils, staff and parents would be required on whichever option for secondary education in Lerwick is taken forward.

5.0 Technical Consultations

5.1 The following were consulted during this option appraisal:-

Shetland Islands Council:

- Planning
- Building Standards
- Environmental Health
- Safety & Risk
- Assets & Properties
- Building Services
- Roads
- Sport & Leisure

Other Shetland Agencies:

- Shetland Recreational Trust
- Shetland Heat Energy and Power

Other Local Authorities:

- Orkney Islands Council
- Western Isles Council
- Midlothian Council
- Derbyshire County Council
- Barnsley Borough Council
- Nottingham County Council

Others:

- Scottish Environment Protection Agency
- Sgoiltean Ùra (Western Isles arms length limited company running the schools improvement programme)
- Scape System Build Limited (Formerly Clasp)
- York University.

6.0 Project Options

6.1 Summary of Options

6.1.1 Option 1 Fit for Purpose Community School and Hall of Residence, Lower Staney Hill

This option provides a fit for purpose School and Hall of Residence within the Education Zone (the area designated by planning as zoned for education) adjacent to the Clickimin Leisure Centre.

6.1.2 Option 2 Do Nothing, the Knab

This option can be described as being 'do nothing additional to the required level of maintenance'. The current Janet Courtney Hall of Residence is maintained in this option. This option is required to be considered as part of the Gateway process.

6.1.3 Option 3 Refurbishment Scheme, the Knab

This option aims to address the accommodation shortfalls and condition of the existing school, as highlighted in the School Estate Management Plans 2006 – 2010 and in the project brief, through a series of phased refurbishment proposals. The Bruce Hall of Residence building (not currently part of the school) is refurbished and taken back into use as a Hall of Residence in this option, with the current Janet Courtney Hall of Residence being refurbished and used as part of the teaching accommodation for the school. This option is required to be considered as part of the Gateway process.

6.1.4 Option 4 Fit for Purpose Community School, the Knab

Although this option is not Shetland Islands Council policy, there remains an option to build a new school at the Knab Site. Therefore, this option is included together with the other options as a comparator to the preferred option. The current Janet Courtney Hall of Residence was to be maintained in this option, however a new build / refurbishment of the current Bruce Hall of Residence is considered.

6.2 Option Appraisal

6.2.1 Option 1 Fit for Purpose Community School and Hall of Residence, Lower Staney Hill

- 6.2.1.1 The sloping greenfield site at Lower Staney Hill is adjacent to the Clickimin Leisure Centre and has access to the adjoining playing fields. The peat covered slopes have rocky outcrops of the underlying stone. The site survey showed pockets of peat to 5 metres in places and deterioration in the surface rock. The survey indicated that the underlying strata should support a three storey development.
- 6.2.1.2 There is a 1 in 5 gradient to the lower eastern part of the site which increases to 1 in 3.5 towards the western boundary. The sketch proposals, illustrated in Annexe A1 and A2, attempt to minimise formation on-costs by limiting the amount of excavation and stepping the building up and along the contours.
- 6.2.1.3 The site is made up of two parcels of land. There is a large area to the north of Staney Hill Road which is owned by Shetland Leasing and Property. The smaller parcel of land to the south is privately owned. An allowance for the purchase costs of each is included in the external works costs.
- 6.2.1.4 It is proposed to build the school on the larger northern plot adjacent to the playing fields with the hall of residence being accommodated on the land to the south. Previous schemes have placed the school building further up the slope with consequentially high infrastructure on-costs. We have looked to reduce these costs by developing the lower part of the site and reconfiguring the playing field area.
- 6.2.1.5 The attached block plan at Annexe A1, illustrates the suggested layout and shows the school sitting around the car park and playing fields. The PE department is included within the footprint of the school, to prove it can be accommodated, however it could equally be accommodated as part of the Clickimin Leisure Centre. A new roundabout is introduced on Lower Lochside which affords access onto an enlarged roadway between the running track and playing field. The road would also serve the leisure centre, camp site and hall of residence. The existing exit from the leisure centre would be closed off. The main hall is situated at the centre of the block. This is desirable as the hub of the school but also takes advantage of the contours which recede at this point. The games hall encroaches outside the education zone onto flatter land. The previous site survey indicated this area to be peat on rock as elsewhere in the education zone. The landfill appears to peter out under the playing field along the northern shore of the former loch. Again this was done to minimise

excavation on-costs but aesthetically it helps to set the school into its surroundings.

- 6.2.1.6 Although the key items of accommodation are illustrated in Annexe A1, a more detailed plan will offer additional options as the tender documents and output specification are developed. An allowance to reflect the stage and level of detail of these sketch proposals is included in the cost summary at Annexe A3.
- 6.2.1.7 The building has been stepped up the slope by introducing single sided accommodation at lower levels. This attempts to mould the building to the land formation rather than flattening off large areas to accommodate the building. The sketch sections included in Annexe A2, illustrate the proposals. The blocks run south west to north east along and parallel to the contours.
- 6.2.1.8 Shared use of Clickimin Leisure Centre by the Physical Education department.
- a) The possibility of extending the Clickimin Leisure Centre and making this available for school use during the day has previously been investigated and costed. Shetland Recreational Trust have indicated their interest in exploring this possibility, to maximise the use of the leisure centre during the day, as well as at night.
 - b) An updated list of requirements was prepared by Anderson High School PE teaching staff, and this is in line with the previous scheme. The schedule of accommodation for the PE department is some 1661 m² but with circulation will be in the region of 1860 m². The build cost for the department will be somewhat lower than for classroom accommodation. If however we take the average cost per square metre rate of £2007.91; Cost Summary - annexe A3, the cost of a new build department will be in the region of £3.75 million. The previous scheme was costed in 2010 at £3.5 million.
 - c) From a sustainable viewpoint shared use of the leisure centre will maximise the use of an existing facility and the staffing resource attached to it. This would ensure that there would be no requirement for additional school staff in the evenings when the facilities could be available for community use. There is an opportunity here to maximise the use of the leisure centre and also enhance community resources both within and outside school hours.
 - d) Sportscotland have indicated that grants may be available towards the cost of shared use facilities. They have suggested building an enclosed all weather Astroturf pitch to provide a year round football and hockey facility. Sportscotland would be consulted during the preparation of the tender documentation and output specification, so that any potential external funding is maximised.
 - e) From the cost estimates there is not a significant difference in cost between the new build and shared solutions. For the purposes of this report a new build department has been included as part of the school.

- 6.2.1.9 A new hall of residence would be built on the site to the south of Lower Staney Hill Road. The communal accommodation (dining etc) is on the ground floor. There will be separate boys and girls bedroom wings. The hall of residence will accommodate 100 pupils in predominantly en-suite accommodation to meet the Scottish Governments 'National Care Standards' for school care accommodation services. Care Scotland who administer the standards would be consulted at an early stage of the design process. Whilst the proposed hall of residence has been included in the feasibility appraisal, the scheme is not interlinked and the respective costs are identifiable. Should it be decided to phase the development, retain the current hall of residence or site the hall of residence elsewhere the item can simply be removed.
- 6.2.1.10 The ground floor level of the proposed school is above the 5 metre risk level. There has been consultation with Scottish Environment Protection Agency (SEPA) and our colleagues in costal defence and drainage and have addressed and included for solutions to the items raised.
- 6.2.1.11 Disposal and alternative use of the existing Knab site must be considered with this option.
- 6.2.1.12 Whilst the Clasp classroom and halls of residence blocks are attached to listed buildings and therefore technically protected it is thought that permission to demolish these would be forthcoming as part of the general site decommissioning / re-use proposals.
- 6.2.1.13 Outline proposals for a re-use scheme have been discussed with the Planning Department. It is proposed that following decommissioning, the Knab site, including the three listed buildings, is sold in developable plots. The estimated decommissioning costs and realised site values are included in cost summary at Annexe A3.

6.2.2 Option 2 Do Nothing, the Knab

- 6.2.2.1 This option would be better described as 'do nothing additional to the current level of maintenance'.
- 6.2.2.2 Because of Shetland Islands Council's aspirations to build a new school the level of maintenance has been historically low. This low level of maintenance means that enhanced levels of repair and maintenance are now required.
- 6.2.2.3 Doing nothing is unsustainable in the long term, however a schedule of ongoing repair and maintenance has been prepared to cover a 20 year period, which reflects the estimated life of the school.
- 6.2.2.4 The Anderson Educational Institute, Janet Courtney and Bruce Halls of Residence are all listed buildings and have to be maintained or sold.
- 6.2.2.5 The central 1960's buildings which house music, home economics and pupil support are close to the end of the designed life of 60 years.

- 6.2.2.6 Dearle & Henderson, chartered surveyors, commented that the Mark 5 Clasp buildings were 'some of the best they had seen' following their condition survey 2007 / 2008. The original design life of these buildings was circa 60 years. York University, whose Clasp buildings are earlier versions dating between 1962 and 1970, have stated that they are hoping to extend the life of their units by a further 20 – 25 years. The Anderson High School Clasp blocks were erected in 1975 and the normal design life would have taken these up to 2035. With an appropriate programme of service replacement and repair the design life should be achieved, if not extended.
- 6.2.2.7 The Bruce Hall of Residence is not included in the Building Services schedule as this is not occupied by the school. The Bruce Hall of Residence is however connected to and serviced by the schools mechanical and electrical systems. Failures / shutdowns within the Bruce Hall of Residence will impact on the school. It is anticipated that the Bruce Hall of Residence will be isolated from all school systems.

6.2.3 Option 3 Refurbishment Scheme, the Knab

6.2.3.1 Introduction

- a) This option looks to maintain, repair and retain as much of the existing accommodation as possible. It addresses the condition and shortcomings of the existing buildings as identified in the School Estate Management Plans 2006 – 2010.
- b) The phasing and scheduling have been considered in an attempt to minimise the level of disruption and decanting occasioned by the works. Some parts of the existing school would be totally remodelled whilst other areas would be demolished to make way for new build elements to meet the service need.
- c) The Anderson Institute Building, Bruce and Janet Courtney Halls of Residence are listed buildings and included within the proposals. The Option 3 sketch drawing at Annexe C1, illustrate a suggested phased programme of works.
- d) This is not a prescriptive schedule but aims to achieve the objectives set out above.
- e) The current combined area of the school and additional support needs unit is currently 14,505 sq metres. This option could increase this to 17646 sq metres, if the Bruce is brought back into use and the Janet Courtney refurbished as teaching space. The new hall and social space included in this option would make the refurbished scheme larger than the proposed new build school.

6.2.3.2 Phase 1

- a) To create space within the school to allow for the proposed phased redevelopment without the need for temporary or external decant accommodation it is suggested that the Bruce Hall of Residence would be brought back into use as the new hall of residence. The Bruce Hall of Residence is not attached to the school and as such the works could easily be managed and contained with the minimum of disruption.
- b) The Bruce Hall of Residence, which was gifted to the community in 1919, is a listed building. A kitchen, dining room and bedroom wing was added in the 1970's.
- c) The original Bruce Hall of Residence would be retained. The 1970's Clasp extension would be carefully demolished and method of construction logged. This information would be very useful when scheduling works to Clasp blocks which would be refurbished.
- d) The Bruce Hall of Residence would be totally refurbished and an extension added to complement the upgraded accommodation. The hall of residence would accommodate 100 pupils in predominantly en-suite accommodation to meet national care standards.
- e) The Bruce Hall of Residence is currently occupied by services supporting families and children. These services would need to be accommodated elsewhere to ensure ongoing service delivery. Due to the ongoing asset strategy exercise a suitable solution has not been identified but facilities would have to be sourced and provided from within the design risk / stage allowance within the reported costs.
- f) A new all weather playing area would be laid adjacent to the games hall to replace the existing all weather playing area which is needed as part of the site for the new hall.
- g) A new gymnasium and fitness suite would be added to the games hall. The existing gymnasium forms part of the refurbished central area which would connect up to the new entrance in Phase 2.

6.2.3.3 Phase 2

- a) A new car park, bus drop off and entrance would be created off Knab Road. A new main entrance would be formed next to the games hall. This would link through into the former gymnasium which would be converted and would ultimately form part of the new multi-level central social space / concourse. The new entrance which can be locked off from the concourse area would also act as the foyer for the games hall for evening / weekend community use.
- b) The original Janet Courtney Hall of Residence built in 1939 would be refurbished together with the later clasp extension. The updated

accommodation would house the following departments:- music, home economics, pupil support and art.

6.2.3.4 Phase 3

- a) The music department, home economics and pupil support blocks would be demolished.
- b) A new main hall would be built on the site created.
- c) The former art department would be refurbished and fitted out to allow for the phased maintenance and repair within the existing accommodation / shell to begin.

6.2.3.5 Phase 4

- a) The central area would be refurbished. The existing hall would be converted into a new library and the existing one in the old Anderson Institute converted back into classrooms / tutorial rooms.

6.2.3.6 Shetland Island Council's Safety and Risk Department have been consulted and these proposals are within the capabilities of a Competent Contractor. Detailed schedules of work and programmes will be required as will a close working relationship with the school management team.

6.2.4 Option 4

Fit for Purpose Community School, the Knab

- 6.2.4.1 Although the Shetland Islands Council decision is that the preferred site is the Lower Staney Hill there remains a viable and well developed option to build a new school at the Knab, Lerwick. A plan can be found in Annexe D1.
- 6.2.4.2 This project hoped to achieve a new school on the same site as the current Anderson High School. It would have provided a school which was linked to the existing base for pupils with complex additional support needs. It would have provided secondary education in a modern fit for purpose building.
- 6.2.4.3 The project had developed the overall design size, the revised brief and accommodation schedule, the principles of the site of the new school on the Knab site and the detailed educational and technical impacts.
- 6.2.4.4 There was a project manager appointed, and early contractor involvement arrangements were put in place. The project team worked up the detailed design work, developed cost estimates and prepared the technical studies to support the planning application.
- 6.2.4.5 There was no proposal for the hall of residence within this scheme, however this has been considered in the 'Exploring Options' section, to ensure that the best information is available to Members.

7.0 Exploring Options

7.1 Option 1: Fit for Purpose Community School and Hall of Residence, Lower Staney Hill

7.1.1 Capital Cost Summary

Table 1 - Capital Costs for Option 1	£000	Note
School	42,862	
Hall of Residence	9,445	
The Knab Site	528	Decommissioning and land realisation
BREEAM* Excellent	1,046	Usually required by External Funders
Identified Risks	9,388	Would reduce as project moved forward
TOTAL COST	63,270	Traditional Construction Method

7.1.1.1 *These costs are for traditional construction. Costs for modular construction are included within the attached summary. The modular construction costs are marginally higher but may offer a shorter build programme.*

7.1.1.2 In exploring the options available, the individual cost of components have been identified, to ensure that Members have full information. Table 2 below provides the breakdown of cost per component.

Table 2 - Individual Component Costs for Option 1	£000	Note
Total Hall of Residence cost including BREEAM and Identified Risks	10,405	Hall of Residence could remain at Knab
Total PE and ASN Departments cost including BREEAM and Identified Risks	5,929	PE could be delivered at Clickimin, ASN could remain at Knab
Total School cost including BREEAM, Knab decommissioning and Identified Risks but excluding Hall of Residence, PE and ASN	46,936	
TOTAL COST	63,270	Traditional Construction Method

7.1.1.3 A copy of the Cost Summary can be found in Annexe A3, and the detailed cost estimate can be found at Annexe A4.

* BREEAM - British Research Establishment Environmental Assessment Method

7.1.2 Ongoing Revenue Costs

- 7.1.2.1 Table 4 below shows the estimated ongoing revenue cost of Rates and Maintenance on Option One, compared with the current spend on the Anderson High School. Option One is estimated to cost £133,000 more per annum. Full details are provided in Annexe F1.

Table 4 - Ongoing Revenue Costs for Option 1 compared to current budget	Current AHS, ASN & HOR £000	Option 1 £000	Variance £000
Rates	256	434	-178
Maintenance	563	518	45
TOTAL ONGOING COST	819	952	-133

- 7.1.2.2 It is not possible to assess other items of revenue spend such as Energy use etc until there is a detailed design, however the indications are that these costs would not be expected to reduce significantly due to the increased size of the building.

7.1.3 Net Present Value (NPV)

- 7.1.3.1 The Net Present Value of Option one is shown in the table below. The value excluding a new build Hall of Residence is also included for comparison.

Table 3 - Net Present Value for Option 1	£000	Note
New School and Hall of Residence	78,201	Includes 30 year lease cost
New School and maintained Hall of Residence at Knab	75,276	Includes 30 year lease cost for School only, Hall of Residence would be replaced at the end of its useful life

7.1.4 Timescale/ Programme

- 7.1.4.1 If a procurement route similar to the one employed by Orkney Islands Council and Midlothian Council was employed, and an instruction to commence the process is approved by the end of 2011 the school could be completed by 2016 / 2017.

7.1.5 Environmental

- 7.1.5.1 A copy of a Safeguarding and Constraints drawing is attached at Annexe A5. This shows the previous uses and restrictions for the site and adjoining area and is for background information.
- 7.1.5.2 The environmental impact of the scheme will be assessed and such measures as are required to be addressed would be included in the output specification
- 7.1.5.3 The Scottish Environmental Protection Agency (SEPA) have been consulted and methods to address rainwater collection and attenuation have been agreed in principle. These measures have been included in the cost estimates.
- 7.1.5.4 Decommissioning and site disposal, the Knab.
 - a) This is a residential area and due care and attention would be required to minimise the disruption to the surrounding environs.
 - b) Particular attention must be given during demolition works and asbestos removal.

7.1.6 Planning

- 7.1.6.1 The school and hall of residence are within the Education Zone which is included in the Local Plan. The ground works and proposed encroachment of the PE department outside of the zone are not thought to be problematic. A planning application would be required.

7.1.7 Accessibility

- 7.1.7.1 This is not a level site and careful consideration would be included in any output specification with regards to the need to pay due regard to requirements of BS 8300 and the Equality Act 2010.
- 7.1.7.2 As with any split level site accessibility issues would require a full access audit and the appropriate level of expenditure committed to create an accessible environment.

7.1.8 Sustainability

- 7.1.8.1 The new school would be built to meet current building standards and aim to achieve BREEAM excellent status. The new school should offer the opportunity to reduce it's carbon footprint.

7.1.9 Health & Safety

- 7.1.9.1 The school would be designed, built and managed in compliance with the Construction (Design and Management) regulations current at the time.

7.2 Option 2: Do Nothing, the Knab

7.2.1 Capital Cost Summary

- 7.2.1.1 This option does not include any capital costs.

7.2.2 Ongoing Revenue Costs

- 7.2.2.1 Table 7 below shows the estimated ongoing revenue cost of relevant items of expenditure on Option Two. Full details are provided in Annexe F3.

Table 7 - Ongoing Revenue Costs for Option 2	Option 2 £000
Rates	256
Maintenance	563
TOTAL ONGOING COST	819

- 7.2.2.2 Other items of revenue spend such as Energy costs are not included, as the indications are that these costs would not be expected to vary depending on the option chosen. This is due to the increased size in all other options.

7.2.3 Net Present Value (NPV)

- 7.2.3.1 It is not possible to complete a Net Present Value calculation for Option Two as the estimated useful life is expected to be no more than 20 years, and NPVs are calculated over 60 years.

7.3 Option 3: Refurbishment Scheme, the Knab

7.3.1 Capital Cost Summary

Table 5 - Capital Costs for Option 3	£000	Note
Phase 1 - Hall of Residence, New Gym, Fitness Room and Astro Turf Playing Field	10,515	Bruce Hostel taken back into use as a Hall of Residence
Phase 2 - New Classrooms, External Work and New Main Entrance	13,833	Janet Courtney Hall of Residence converted into classrooms (avoids need for decant)
Phase 3 - New Hall and Social Space	3,826	
Phase 4 - Non-Teaching Refurbishment	1,435	
Phase 5 - Planned Maintenance Works	2,951	
BREEAM Excellent	651	Usually required by External Funders
Identified Risks	3,321	
TOTAL COST	36,533	

A copy of the cost summary estimate can be found at Annexe C2, and the detailed cost estimate can be found at Annexe C3.

7.3.2 Ongoing Revenue Costs

- 7.3.2.1 Table 8 below shows the estimated ongoing revenue cost of Rates and Maintenance on Option Three, compared with the current spend on the Anderson High School. Option Three is estimated to cost £349,000 more per annum, as a result of the estimated increase in rates related to the increased floor area. Full details are provided in Annexe F5.

Table 8 - Ongoing Revenue Costs for Option 3 compared to current budget	Current AHS, ASN & HOR	Option 3	Variance
	£000	£000	£000
Rates	256	381	-125
Maintenance	563	787	-224
TOTAL ONGOING COST	819	1168	-349

- 7.3.2.2 It is not possible to assess other items of revenue spend such as Energy use, etc until there is a detailed design, however the indications are that these costs would not be expected to vary depending on the option chosen.

7.3.3 Net Present Value (NPV)

- 7.3.3.1 The Net Present Value of Option Three is shown in the table below.

Table 9 - Net Present Value for Option 3	£000	Note
Refurbished School and Hall of Residence	52,025	Bruce Hostel is taken back into use as Hall of Residence

7.3.4 Timescale/ Programme

- 7.3.4.1 The refurbishment works could commence within 18 months and phases 1 – 4 completed by 2018. The scheduled items of maintenance and repair could commence within 12 months but would initially be limited to works which could be completed at weekends and during school holidays.
- 7.3.4.2 Alternatively, this option could be completed over a different time period, to take account of priorities and cash flow.

7.3.5 Environmental

- 7.3.5.1 This is a residential area and due care and attention would be required to minimise the disruption to the surrounding environs.
- 7.3.5.2 Particular attention must be given during demolition works and asbestos removal. The asbestos would be removed in small controlled areas by licensed specialist sub-contractors prior to any demolition works

7.3.5.3 This option retains use of the existing site.

7.3.6 Planning

7.3.6.1 The option meets policy with regards to sustainable development and also addresses the care and retention of the listed buildings.

7.3.6.2 The proposals are for the retention, refurbishment and redevelopment of existing facilities and uses on an established site.

7.3.6.3 The proposed new car park, bus drop off and associated entrance are similar to the previous new build scheme at the Knab.

7.3.6.4 Planning applications and Listed Building Consents will be required for the various phases of the proposals.

7.3.7 Accessibility

7.3.7.1 As with any split level site accessibility issues will require a full access audit and the appropriate level of expenditure committed to create an accessible environment.

7.3.8 Sustainability

7.3.8.1 The reduction in the schools carbon footprint offered by the new building options would be offset, in part, by the reuse of the embodied energy in the existing structures.

7.3.9 Health & Safety

7.3.9.1 Shetland Islands Council Safety and Risk Department have been consulted and it is thought that these proposals are within the capabilities of a Competent Contractor.

7.3.9.2 The works would be designed, undertaken and managed in compliance with the Construction (Design and Management) regulations current at that time.

7.3.10 Management

7.3.10.1 Detailed schedules of work and programmes would be required as would a close working relationship with the school management.

7.3.10.2 The Families and Children's Support Services in the Bruce Hall of Residence would be consulted and suitable arrangement made to ensure the continued delivery of the services if the use of the Bruce Hall of Residence was to change.

7.4 Option 4: Fit for Purpose Community School and Hall of Residence, The Knab, Lerwick

7.4.1 Cost Summary

Table 11 - Capital Costs for Option 4	£000	Note
Target Cost	40,808	
Inflationary Increase	4,749	Estimated
Hall of Residence	9,445	
TOTAL COST	55,002	Traditional Construction Method

A copy of the cost summary can be found in Annexe D2.

7.4.2 Detailed Costs

7.4.2.1 A detailed cost breakdown is available but not included on grounds of commercial confidentiality.

7.4.3 Life Cycle Costs (LCC) including a Hall of Residence

7.4.3.1 Table 10 below shows the estimated ongoing revenue cost of Rates and Maintenance on Option Four, where several options are considered for the Hall of Residence, compared with the current spend on the Anderson High School. The most cost effective option would be with a refurbished hall of residence, however this is still more expensive than current costs. Full details are provided in Annexe F6, F7 and F8.

Table 10 - Ongoing Revenue Costs for Option 4 compared to current budget	Current AHS, ASN & HOR	New School and Hall of Residence	New School & Maintain Current Hall of Residence	New School & Refurbish Hall of Residence	Highest Variance to current budget	Lowest Variance to current budget
	£000	£000	£000	£000	£000	£000
Rates	256	411	411	411	-155	-155
Maintenance	563	538	669	529	-106	34
TOTAL ONGOING COST	819	949	1,080	940	-261	-121

7.4.3.2 It is not possible to assess other items of revenue spend such as Energy use etc until there is a detailed design, however the indications are that these costs would not be expected to vary depending on the option chosen.

7.4.4 Net Present Value (NPV) including a Hall of Residence

7.4.4.1 The Net Present Value of Option Four is shown in the table below, in several connotations to aid comparison.

Table 6 - Net Present Value for Option 4	£000	Note
New School and Hall of Residence	71,315	Includes 30 year lease cost on School and Hall of Residence
New School and maintained Hall of Residence at Knab	69,161	Includes 30 year lease cost for School only, Hall of Residence would be replaced at the end of its useful life
New School and Refurbished Hall of Residence	79,164	Includes 30 year lease cost for School only

7.4.5 **Timescale/ Programme**

- 7.4.5.1 An updated building warrant would be required. Subject to negotiation this scheme could be completed by 2015 / 2016.

7.4.6 **Environmental**

- 7.4.6.1 The development would use existing infrastructure services. The existing district heating supply would be incorporated. This is redevelopment on a brown field site with an established use.
- 7.4.6.2 This is a residential area and due care and attention would be required to minimise the disruption to the surrounding environs.

7.4.7 **Planning**

- 7.4.7.1 Any updates or variations to the previous scheme would require planning permission.

7.4.8 **Accessibility**

- 7.4.8.1 This is not a level site, and due regard must be given to requirements of BS 8300 and the Equality Act 2010 which has largely replaced the Disability Discrimination Act 2005. The disability equality duty under the Disability Discrimination Act 2005 still applies.
- 7.4.8.2 As with any split level site accessibility issues would require a full access audit and the appropriate level of expenditure committed to create an accessible environment.

7.4.9 **Sustainability**

- 7.4.9.1 The new school would be built to current standards and aim to achieve BREEAM excellent. This is required if external funding is used to fund this option. The development would use existing infrastructure services. The existing district heating supply would be incorporated. This is redevelopment on a brown field

site with an established use. The new school should offer the opportunity to reduce it's carbon footprint.

7.4.10 Health & Safety

7.4.10.1 The school will be designed, built and managed in compliance with the Construction (Design and Management) regulations current at that time. The scheme would have an impact on the existing school and there would be disruption and nuisance to those attending the school and the surrounding residential area.

8.0 Procurement and Implementation

8.1 Introduction

8.1.1 In considering procurement options, different models of procurement used by Orkney Islands Council, Midlothian Council and Western Isles Council in their schools improvement programmes have been investigated.

8.1.2 If Scottish Government support were forthcoming then this may drive the procurement route chosen.

8.1.3 Both Orkney Islands Council and Western Isles Council have used a standard Scottish Schools Public Private Partnership Contract which their respective legal departments have amended to suit their needs.

8.2 Orkney Islands Council

8.2.1 Following the survey of the Scottish school estate in 2005 / 2006, Orkney applied for and was offered Scottish Government support for a Public Private Partnership school improvement programme. This was supported by an annual grant for 30 years. This was later changed to a cash advance for the construction phase followed by a reduced annual grant to cover facilities management.

8.2.2 The Public Private Partnership route set out the design and build route adopted. A dedicated in-house Council team prepared the output specification.

8.2.3 The project was advertised in accordance with European Union (EU) Procurement Regulations. From the six expressions of interest three were chosen to progress to the competitive dialogue stage.

8.2.4 From the three bidders one was chosen on a quality / value scoring mechanism which ensured Orkney Islands Council maximised design quality and value for money.

8.2.5 The contract was let including hard facilities management. A full explanation of facilities management is provided below. The council kept soft facilities management in house hoping to benefit the local economy. In hindsight they now think that this should have been let with the main package.

8.2.6 Facilities Management

8.2.6.1 One definition of facilities management, provided by the International Facility Management Association (IFMA) is:

"A profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology."

8.2.6.2 This is to say, it is the management of many facilities and disciplines by one organisation, for another organisation. This is often contracted for a specific project, and can range from operating and maintaining one aspect of the project, i.e. catering, to the whole project in its entirety.

8.2.6.3 Examples of specific facilities include: cleaning; IT maintenance; security; building upkeep.

8.2.6.4 The contractor usually supplies its own human resources.

8.2.6.5 It is the responsibility of facilities management to ensure that all necessary resources and equipment are available and in place, so that an organisation's staff can do their job, or carry out the functions of a specific project.

8.2.6.6 The services facilities management offers are sometimes considered to be divided into "hard services" and "soft services." Hard services include such things as ensuring that a building's environmental functions – such as the heating or air conditioning - are functioning within legal and operational guidelines. Soft services include such things as monitoring the tasks carried out within, or the upkeep of, the building, as pertains to cleaners, builders and electricians.

8.3 Western Isles Council

8.3.1 The project was funded by the Scottish Government as in Orkney.

8.3.2 Western Isles Council however chose to appoint its own Architects. As Lead Consultants they in turn appointed the other members of the design team. This team helped carry out the initial feasibility studies.

8.3.3 Unlike Orkney Islands Council, where the management has been kept in-house, Western Isles Council took up the Scottish Governments advice and set up an arms length special purpose vehicle (SPV) to undertake the schools improvement programme. This SPV is a limited company with a board of directors, which operates as a private commercial undertaking. The board is made up of five Councillors, two experienced commercial Executive Directors and the Head of Operations of the company.

8.3.4 The architect and design team were novated to the SPV to produce the detailed design and output specification.

- 8.3.5 The project was then advertised in accordance with EU Procurement regulations. The scheme was then tendered from a selected list of Design and Build Contractors. The facilities management works were tendered as a separate contract but the two elements were interlinked by an Interface Agreement. This ensured that the facilities management contractor had an input into the design and specification of the buildings they had to maintain.
- 8.3.6 The Contractor was chosen on a price / quality assessment. The architect and design team were then novated to the successful contractor. The result is a design that has been value engineered by both the main contractor and the facilities management.
- 8.3.7 The contract is administered by the SPV.

8.4 Procurement Route

Whilst neither scheme is complete both Local Authorities are satisfied, if not pleased, with their chosen procurement route.

9.0 Additional information for comparison with other local authorities.

- 9.1 The Scottish Futures Trust (SFT) uses a notional mainland cost of £2,200 per sq metre when estimating the budget cost for a school. This would be subject to a distant island increment increase of 25% bringing the allowance up to £2,750 per sq metre.
- 9.2 The SFT table below gives the allowable square metre rate per child depending on school roll.

SECONDARY SCHOOLS (2/3rds Grant Funding)

Space Allocation	
(based on pupil numbers)	Sqm
up to 400	13
401-800	12
801-1200	11
1201+	10

- 9.3 Midlothian Council use the Scottish Futures Trust's 11 sq metres which they inform us is quite adequate to provide good social, circulation and break out areas.
- 9.4 Shetland has a more extreme climate than the central mainland and as such circulation allowances should be increased to reflect this.
- 9.5 The Western Isles have a similar climate and need for enclosed social space. The realised and declared maximum area / pupil for the new 1100 space Nicholson Institute in Stornoway is 12.09 sq metres.

- 9.6 Orkney Islands Council planned for 14.5 sq metres per pupil in their output specification but through their procurement route have realised close to 17 sq metres.
- 9.7 The proposed schedule for the Anderson High School and Additional Support Needs Unit of 17,400 equates to 17.4 sq metres per pupil. This is considerably more than Western Isles but similar to that achieved in Orkney.
- 9.8 Whilst Western Isles Council and Orkney Islands Council have pupil support and additional support needs facilities they do not have a central additional support needs unit which caters for children from across all their Islands like Gressy Loan. If this is discounted then the area per pupil drops to 16.4 sq metres which is lower than Orkneys realised rate. At the time of our visit July 2011 Orkney Islands Council were revisiting the additional support needs provision.
- 9.9 Orkney Islands Council and Western Isles Council have used their allowances in different ways.
- 9.10 Orkney Islands Council would appear to have exceeded the grammar school portion of the assessed project costs (using SFT criteria) by some £6 million but have enhanced community use of the school by including an arts theatre and drama studio within their proposals. Their achieved sq metre rate is similar to the current AHS schedule.
- 9.11 Western Isles Council have carefully managed their allowance. Using the same criteria to assess the high schools costs Western Isles Council would appear to have under spent by some £4 million. The original programme included five schools but they were able to add in a sixth shortly after contract award. A clause had been included in the tender documents to permit such an addition within the contract. It would appear that they planned tight hoping to include the sixth school within their allowance.
- 9.12 The realised cost per sq metre rates achieved for both schools were very competitive at £2,153 and £2,180 respectively. Both Councils have admitted to being fortunate and have benefitted from the downturn in the construction industry.
- 9.13 In the present financial climate Western Isles Council approach to keep the school within the allowances would seem prudent. However Orkney Islands Council have enhanced their school and its use by choosing to commit additional monies from reserves / savings.
- 9.14 If central government funding became available for the AHS scheme, the SFT criteria would be used to set the project cost.
- 9.15 Scottish Futures Trust have offered the following by way of an illustration:
‘ Project Cost for a 1000 pupil High School in Shetland based on current metrics would be 1000 pupils x 11m²/pupil x £2,200/m² x 1.25 - £30,250,000 ’

9.16 The central government contribution would be $\frac{2}{3}^{\text{rds}}$ which would equate to £20,166,666.67. One third would have to be met by Shetland Islands Council from revenue savings, £1million savings would equate to £10million capital contribution on a 1:10 ratio. Shetland Islands Council would have to commit to these savings for a 30 year period. It is at this stage where Shetland Islands Council could decide to commit reserves to bolster the accommodation as in Orkney or work within the limitations as per the Western Isles.

9.17 For illustration:-

9.17.1 Using Scottish Futures Trust calculations the school ought to be 11,000 sq metres. Any enhancement from this will need to be funded by a competitive sq metre build rate and or additional monies from Shetland Islands Council.

9.17.2 A new build square metre rate for the school has been estimated at £2,510 per sq metre. This includes preliminaries, contingencies, BREEAM and land purchase but excludes the identified risks. Using the Scottish Futures Trust allowance a school of some 12,050 sq metres would be affordable without any enhancement.

9.17.3 To bring this up to Orkney Islands Council's planned rate of 14.5 sq metres / pupil an additional 2.45 sq metres / pupil would be required. This would equate to additional funding in the region of £6.15 million at the estimated rate. This is a lower percentage uplift when compared with what Orkney Islands Council would appear to have contributed to the base cost allowance.

9.17.4 The capital sum would be £36.4 million. The planned schedule would be 14,500 sq metres. Orkney Islands Council's pro rata were £33 million and 13,042 sq metres.

9.17.5 Kirkwall Grammar School have realised a 17% enhancement through the competitive dialogue process. If Orkney Islands Council's procurement route were adopted and appropriately managed to seek to enhance the provision through the competitive dialogue stage it may be possible to realise close to 17,000 sq metres.

9.17.6 Our estimated build cost at this preliminary stage is £2,510 per sq metre. Orkney Islands Council's planned rate was approximately £2,530 per sq metre but the contract was let at £2,153. Orkney Islands Council set an upper limit to the capital cost so the contractors engineered economies allowed for an increase in the realised area.

Orkney Islands Council - Planned:	£2,530 x 13,042	=	£32,996,260
Orkney Islands Council - Realised:	£2,153 x 15,286	=	£32,910,758

These are approximate and for illustration only.

9.18 The existing accommodation schedule including the Additional Support Needs Unit and an enhanced general circulation allowance is 17,400 sq metres.

- 9.19 The proposed Anderson High School has been compared with Kirkwall Grammar School, Orkney and The Nicholson Institute, Stornoway, Lewis. Both these schools had looked at alternative greenfield sites and chose to build, and are building, adjacent to the existing schools.
- 9.20 Orkney Islands Council demolished their PE department to remove the need to phase the development.
- 9.21 Western Isles Council have demolished the humanities classroom block and vacated two listed buildings. The departments are in temporary accommodation until the scheme is completed.
- 9.22 The accommodation schedules have been compared for the teaching spaces of the three schools. This comparison has been included at annex E1.

10.0 Revenue and Funding

10.1 Additional Annual Revenue Costs

- 10.1.1 Table 12 shows a summary of the ongoing rates and maintenance costs for each option. Full details are provided in Annexe F.

Table 12 - Summary of Ongoing Revenue Costs for all options	Estimated Rates £000	Estimated Maintenance £000	Total Ongoing Cost £000	Additional Cost £000
Option 1a - New School and Hall of Residence	434	518	952	133
Option 1b - New School and Maintain Current Hall of Residence	434	660	1094	275
Option 2a - Do Nothing Additional	256	563	819	
Option 2b - Maintain Current School & Make Provision for Replacement	256	527	783	-36
Option 3 - Refurbishment	381	787	1,168	349
Option 4a - New School & New Hall of Residence	411	538	949	130
Option 4b - New School & Maintain Current Hall of Residence	411	669	1,080	261
Option 4c - New School & New or Refurbished Hall of Residence	411	529	940	121

It is not possible to assess other items of revenue spend such as Energy use etc until there is a detailed design, however the indications are that these costs would not be expected to vary depending on the option chosen.

- 10.1.2 The new build options generate an estimated annual saving but this is not significant. Once leasing costs are factored in however, the total ongoing revenue spend for the new build options rises significantly by between £3.225M - £4.15M. The following table shows the level of estimated annual leasing costs for each of the new build options.

Table 13 - Annual Leasing Costs (excluding grants and SFT)	Estimated Lease £000
Option 1a - New School and Hall of Residence	4,150
Option 1b - New School and Maintain Current Hall of Residence	3,400
Option 4a - New School and Hall of Residence	3,890
Option 4b - New School & Maintain Current Hall of Residence	3,225
Option 4c - New School & Refurbished Hall of Residence	3,225

- 10.1.3 It should be noted that the level of spend on the current Anderson High School has been artificially low for over a decade whilst Shetland Islands Council have wrestled with the decision of what to do. The actual spend for maintenance on the current Anderson High School for 2008/09 was £164,840, 2009/10 was £169,380 and for 2010/11 was £174,685.
- 10.1.4 The major revenue cost in any school is staffing, and this study assumes that staffing levels will be as per the Blueprint for Education regardless of the option chosen.
- 10.1.5 No compensating revenue savings have been identified to meet the additional costs identified above.

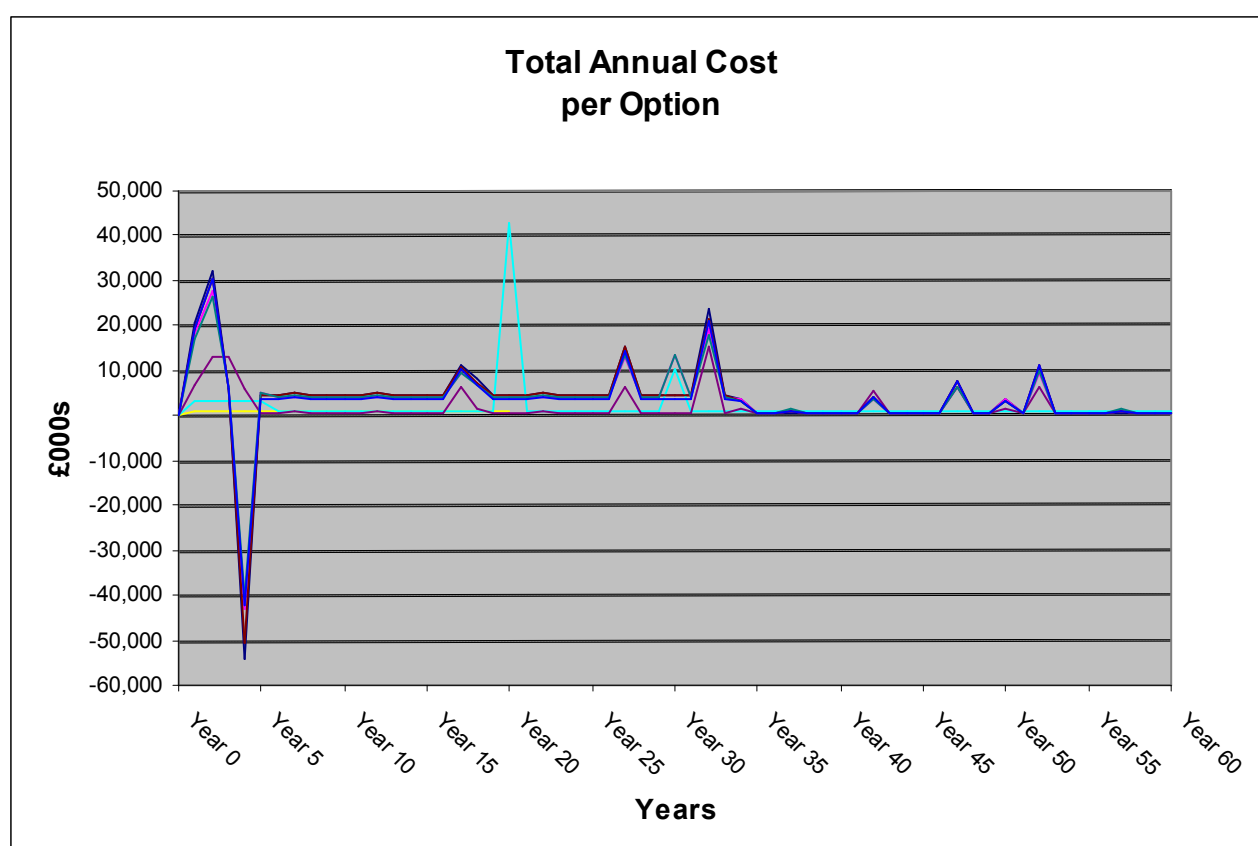
10.2 Cost of Capital

- 10.2.1 Table 14 below shows the Net Present Value (NPV) of each option with regard to Capital and Revenue cost over the assumed life of a new build (60 years).

Table 14 - Net Present Values	£000
Option 2b - Maintain Current School & Hall of Residence, make provision for replacement	35,312
Option 3 - Refurbished School and Hall of Residence	52,025
Option 4b - New School and maintained Hall of Residence at Knab	69,161
Option 4a - New School and Hall of Residence	71,315

Option 1b - New School and maintained Hall of Residence at Knab	75,276
Option 1a - New School and Hall of Residence	78,201
Option 4c - New School and Refurbished Hall of Residence	79,164
Option 2a - Do Nothing	N/A

- 10.2.2 Net Present Value is a standard method of assessment for capital investment decisions, which allows for a comparison of ongoing revenue costs (such as maintenance) and one off capital costs (such as construction costs) over the same time frame. The following graph demonstrates the total annual spend for each option over the 60 year period.



- 10.2.3 It is not necessary to know which option is which in the above example. It is used simply to demonstrate the variations in costs over the 60 year time period. It is because of these variations that NPV is used, as it enables a like for like comparison, which would otherwise be unavailable.
- 10.2.4 The individual NPV tables are included at Annexe F. All options include replacement costs as required in the 60 year period including Option 2b, i.e. replacement school after 30 years.

- 10.2.5 Table 14 shows that the most expensive option is Option 4c, and Option 2b is the least expensive. This assessment is purely financial and does not take account of service need.

10.3 Budgetary Constraints

- 10.3.1 On 3rd October 2011, the Executive Committee agreed the Strategic Budget Plan for 2012/13. The Framework for budget preparation includes:

- Presumption against service extension, which will cost more;
- Focus on efficiencies, especially internal efficiencies;
- Reduce significantly (by at least 50%) the current level of non-contractual and non terms and conditions overtime payments;
- Priority to be given to the provision of statutory services, delivered to national standards with an allowance for cost of Shetland factors (geographically dispersed population, diseconomies of scale, etc);
- That by 2012/13, the total expenditure on the revenue account will be no greater than £102.3M.

- 10.3.2 Aligned to that decision, Shetland Islands Council agreed on 3rd November 2011, that:

- the General Fund discretionary Reserves (the Reserve Fund, Capital Fund and Repairs and Renewals Fund) should be maintained at no less than £250 million (the Reserves Floor policy);
- the Council should set a target to re-instate the reserves to that value, over the medium term;
- the draw on the Capital Fund for the 5 Year Capital Programme be set at £28m;
- the Council remains debt free for general capital investments;
- the draw on the Repair and Renewal Fund to be set at £3.3m for 2012/13;
- the draw on the Reserve Fund to be set at £3.3m for 2012/13;
- The objective for the General Fund revenue account is to be in balance by 2013/14;
- the Council takes a specific decision as part of the 2012/13 budget exercise to agree the draw on reserves appropriate to balance the budget in that financial year, as part of the transitional arrangements required to move towards the account being in balance from national grant and Council Tax by 2013/14.

- 10.3.3 The proposals in this Feasibility Study are non compliant with the Strategic Budget Plan in the following areas:

- the proposals will incur additional revenue costs, for which no compensating savings have been identified;
- the proposal does not secure efficiencies in service delivery or ways of working;

- the accommodation schedule is in excess of national standards (although the weather related factors for increased social space is acknowledged);
- depending on the funding model, there is the potential to exceed the recently approved sustainable draw on the Capital Fund and/or Repairs and Renewals Fund.

10.4 Value for Money and Best Value

- 10.4.1 From a value for money / best value perspective, this Study does not, in its current form, clearly demonstrate the educational and wider community benefits which might accrue from a capital investment of this magnitude. It is estimated that the buildings remaining useful life is in the order of 15 – 20 years.
- 10.4.2 The Anderson High School Capital Project is not yet fully funded. There is an agreement in principle in place with Shetland Charitable Trust for a sale and leaseback arrangement. However, the Council did not take a decision to build the ongoing annual cost into the current and longer term budget plans. The additional cost will therefore be required to be met from savings on other established budgets, beyond the level set in the Strategic Budget Plan.
- 10.4.3 There is currently no provision in Shetland Islands Council's budget plans to meet the additional revenue costs of this project. Any additional running costs therefore would require to be added to Shetland Islands Council's currently declared deficit of £26m to meet by 2013/14.
- 10.4.4 A specific policy decision will be required to determine:
- if the Director of Children's Services will be required to meet the ongoing additional costs from savings across that service area; or
 - if Shetland Islands Council wishes to prioritise spend on the Anderson High School and seek savings from other approved budgets across the Council.

10.5 Funding Options

- 10.5.1 There are a number of options open to Shetland Islands Council for funding Capital investments of this nature. Shetland Islands Council, as mentioned, above has reaffirmed its policy commitment to remaining debt free for its general capital programme. There is, however, an acknowledgement that projects of this scale need to be considered separately. The following Table 16 summarises the capital spend requirement for each option.

TABLE 16 - Capital Cost	1 - New School and HoR £000	1 - New School & Maintain HoR £000	2 - Do Nothing £000	2 - Minor Works £000	3 - Refurbishment £000	4 - New School and HoR £000	4 - New School & Maintain HoR £000	4 - New School & Refurb HoR £000
School	53,825	52,644			26,018	45,557	45,675	45,675
Hall of Residence	9,445				10,515	9,445		10,515
Total Capital Cost	63,270	52,644			36,533	55,002	45,675	56,190
Cost Per Pupil - School	54	53			22	46	46	46
Cost Per Bed - Hall of Residence	94				105	94		105

10.5.2 The options available to Shetland Islands Council include:

Capital / Revenue Grants
 Capital Receipts
 Capital from Current Revenue
 Prudential Borrowing
 Sale and Leaseback
 Reserves

10.5.3 Capital Receipts could be generated by selling the land and buildings at the Knab Site and credited to the cost of the new build at Lower Stanley Hill. This has been taken into account in the calculations, thus reducing the total cost of Option 1 only.

10.5.4 If Shetland Islands Council had a surplus on the Revenue Account, it could apply that to fund Capital Expenditure (CFCR). That is not the case at the moment as the Revenue Account is in deficit and requires a contribution from reserves to balance it.

10.5.5 Prudential Borrowing would require a policy decision of the Council to take out a loan from an external provider, at market rates, to pay for the project over the life of the asset. That would only be applicable to Option 1 and 4; the new builds. There is no funding from the Scottish Government, at the time of writing, to support the ongoing loan and leasing costs; in that respect Shetland Islands Council would have to find the annual cost from savings from elsewhere (either within Children's Services or by targeting savings on other service areas). There is a requirement to comply with the Prudential Code, the regulatory framework for capital investment in fixed assets. There is a need to test and demonstrate compliance with: affordability, prudence and sustainability.

- 10.5.6 The Sale and Leaseback Arrangement, as previously agreed with Shetland Charitable Trust, involved Shetland Islands Council paying for the project up front, then selling the asset onto Shetland Charitable Trust and leasing it back over the life of the asset. This only applies to the new build options, not the refurbishment or maintenance options. There is no external funding support for a sale and leaseback arrangement so the ongoing running costs will need to be met from savings on other projects or services over the life of the asset (either within Children's Services or by targeting savings on other service areas). This arrangement has the added challenge of Shetland Islands Council having to meet the cashflow requirements of paying for the project up front.
- 10.5.7 Shetland Islands Council can use the Capital Fund to pay for capital assets. The value of the Capital Fund at March 2011 was £108,200,000 and the estimated value by March 2012 is £97,100,000. At the moment, the Capital Fund is fully committed over the next 5 years, at the reduced draw on Reserves of £28m over a 5 year period. The Capital Costs of Options 1, 3 and 4, without grant aid, are in excess of the agreed draw on reserves over a 5 year period. This would mean that no other capital projects were undertaken, other than the Anderson High School project, and that Shetland Islands Council would need to agree to break their recent policy decision to draw more than the sustainable level from reserves.
- 10.5.8 Shetland Islands Council can use the Repairs and Renewals Fund to fund maintenance and refurbishment works. The agreed draw on reserves has been set at £3.3m per annum. Only Option 2 would be affordable from this source.
- 10.5.9 A summary of the potential funding arrangements for each option is shown in the table below.

Alternative Funding Arrangements by Option

Option	Option 1 New School at Lower Staney Hill	Option 2 Do Nothing/ Minimum Investment	Option 3 Refurbishment/ Redevelopment	Option 4 New School at the Knab
Funding Arrangements	Capital / Revenue Grants Capital Receipts Prudential Borrowing Sale and Leaseback Capital Fund	Repairs and Renewals Fund	Capital Fund Repairs and Renewals Fund	Capital Grants Prudential Borrowing Sale and Leaseback Capital Fund

- 10.5.10 The following Table 15 shows the balance remaining on the Capital Fund (based on total fund value), should it be used to fund an option. The estimated opening balance at 1st April 2012 is £97M.

TABLE 15 - Impact of Cost on the Capital Fund	1 - New School and HoR £000	1 - New School & Maintain HoR £000	2 - Do Nothing £000	2 - Minor Works £000	3 - Refurbishment £000	4 - New School and HoR £000	4 - New School & Maintain HoR £000	4 - New School & Refurb HoR £000
Balance Remaining on Capital Fund	33,730	44,356	97,000	97,000	60,467	41,998	51,325	40,810

10.6 Implications to Other Services

- 10.6.1 This is a significant, large scale project, which cannot be accommodated by Shetland Islands Council without considerable impact on other services and budget plans.
- 10.6.2 Options 1, 3 and 4, if approved, will have significant impact on other services, from a financial perspective.
- 10.6.3 If Shetland Islands Council chooses to fund the Capital project from the Capital Fund, without grant aid, no other projects will be able to proceed for the duration of the construction period. In addition, the draw on reserves will be greater than the sustainable level, so the reserves will drop below the target policy floor and be unable to generate returns for investment in other projects across Shetland Islands Council.
- 10.6.4 If Shetland Islands Council chooses to proceed with the Refurbishment / Redevelopment proposal, Option 3, and fund it from the Repairs and Renewals Fund (estimated value at March 2011 was £63,400,000), no other maintenance projects could be funded from that source for the duration of the construction period. The estimated draw would exceed that approved sustainable draw on reserves and would require a policy change.
- 10.6.5 If prudential borrowing or sale and leaseback arrangements are approved, for the new build options, the additional annual cost would be in the region of £3.2 m - £4.2 m per annum. This would increase the current deficit on the revenue account (currently £26m) and additional savings of an equivalent amount will need to be found on an ongoing basis, from Children's Services or elsewhere.
- 10.6.6 If the Council pursues an application through the Scottish Government and Scottish Futures Trust, there are opportunities for two-thirds grant funding.

11.0 Conclusions

11.1 Option1: Fit for Purpose Community School and Hall or Residence, Lower Staney Hill

- 11.1.1 The proposed fit for purpose community school at the Lower Staney Hill would offer the least disruptive and most attractive option for the staff, pupils, parents and the community living in the Knab area, but does not represent 'value for money' when compared with the other options.
- 11.1.2 The scheme will meet the service need. The scheme is of a size which would attract a large mainland contractor.
- 11.1.3 There would be opportunities for local contractors to provide sub-contract labour. The works could be completed by 2017. This scheme, with full facilities management, would offer a 60 years designed life.

11.2 Option 2: Do Nothing, the Knab

- 11.2.1 A 'Do Nothing' option which has to be considered as part of the appraisal is not sustainable in the long term as an increase in the current scope of the maintenance works and budget would be required.
- 11.2.2 The school is currently meeting its basic functional need and could continue to do so if an appropriate programme of improvement works were put in place to address the condition of the existing buildings.
- 11.2.3 There would be on going disruption and nuisance occasioned by the works. Temporary decant accommodation would be required. The programme could be broken down into smaller works packages which would attract local interest from consultants and contractors.
- 11.2.4 Whilst the listed buildings would need to be retained it is likely that a new school / facilities would be required in 5 –15 years depending on the level of improvement works undertaken

11.3 Option 3: Refurbishment Scheme, the Knab

- 11.3.1 The major elements of the refurbishment scheme could be completed by 2018, but normal maintenance and repair works would continue beyond this date.
- 11.3.2 The scheme meets service need and addresses the current condition and shortfalls in the accommodation.
- 11.3.3 The scheme offers a like for like minimal comparison with the new build options.
- 11.3.4 A detailed and prescribed schedule of works would need to be prepared for each phase to minimise the disruption and nuisance to the school, staff, pupils and neighbouring properties.

- 11.3.5 The scheme offers value for money when compared with the new build options. The scheme is practical and achievable. There would be on going disruption and nuisance occasioned by the works. Temporary decant accommodation may be required depending on the phasing plan adopted. If larger packages were agreed, to shorten the programme, decant facilities may be required to accommodate those areas displaced by the works.
- 11.3.6 The scheme could be broken down into smaller works packages which would attract local interest from consultants and contractors.
- 11.3.7 The current families and children's services, provided in and from the Bruce Hall of Residence, would need to be accommodated elsewhere.
- 11.3.8 Shetland Island Council's Safety and Risk department believe that the proposed works are manageable by a competent contractor.
- 11.3.9 Refurbishment schemes similar to that proposed have been undertaken in mainstream public sector schools throughout the United Kingdom.
- 11.3.10 Most of the top public schools are on historic developed sites where the original accommodation has been refurbished, maintained and remodeled as the school has developed. Additional accommodation has been organically planned and built within the existing campuses and yet these schools still seem to maintain their academic performance.
- 11.3.11 Whilst the listed buildings would need to be retained and maintained regardless of use, further re-development will be required within the next 20 – 30 years.
- 11.4 Option 4: Fit for Purpose Community School, the Knab**
- 11.4.1 The scheme would have an impact on the existing school and there would be disruption and nuisance to those attending the school and the surrounding residential area. These items should be addressed by a competent contractor.
- 11.4.2 The scheme offers better value for money than Option 1 because of savings in infrastructure costs, identified risk, land purchased and build costs of a new additional support needs unit.
- 11.4.3 The scheme would meet service need.
- 11.4.4 There would be opportunities for local contractors to provide sub-contractor labour.
- 11.4.5 The works could be completed by 2015 subject to negotiation which is considerably less time than the refurbishment scheme and 2 years sooner than the new build at Lower Staney Hill.
- 11.4.6 Although this scheme is not Shetland Islands Council policy, it remains a viable and well developed option to act as a comparator to the preferred option.

11.5 Comparison

11.5.1 Option1: Fit for Purpose Community School and Hall of Residence, Lower Staney Hill

- a) The most desirable but also the most expensive option.
- b) Whilst the design life for a new build school will be 60 years the school must address and accommodate the need within this timescale for large scale replacement of services and remodelling of facilities in order that the building can maintain its fit for purpose status.
- c) New buildings do not mean 'No maintenance' or disruption. Planned facilities management will be required in the initial 30 years to maintain the security for any funding sought and for the remaining 30 years for the council to realise / benefit from the asset.
- d) The maintenance spend on the new school would be lower than that for the existing school.

11.5.2 Option 2: Do Nothing, the Knab

- a) Not a viable option in the long term as a substantial increase in the current level of maintenance would be required to address the years of under spending and help to minimise unplanned disruption due to failures and breakdowns.
- b) This is likely to be the most disruptive option. Major works would be required in the near future.

11.5.3 Option 3: Refurbishment Scheme, the Knab

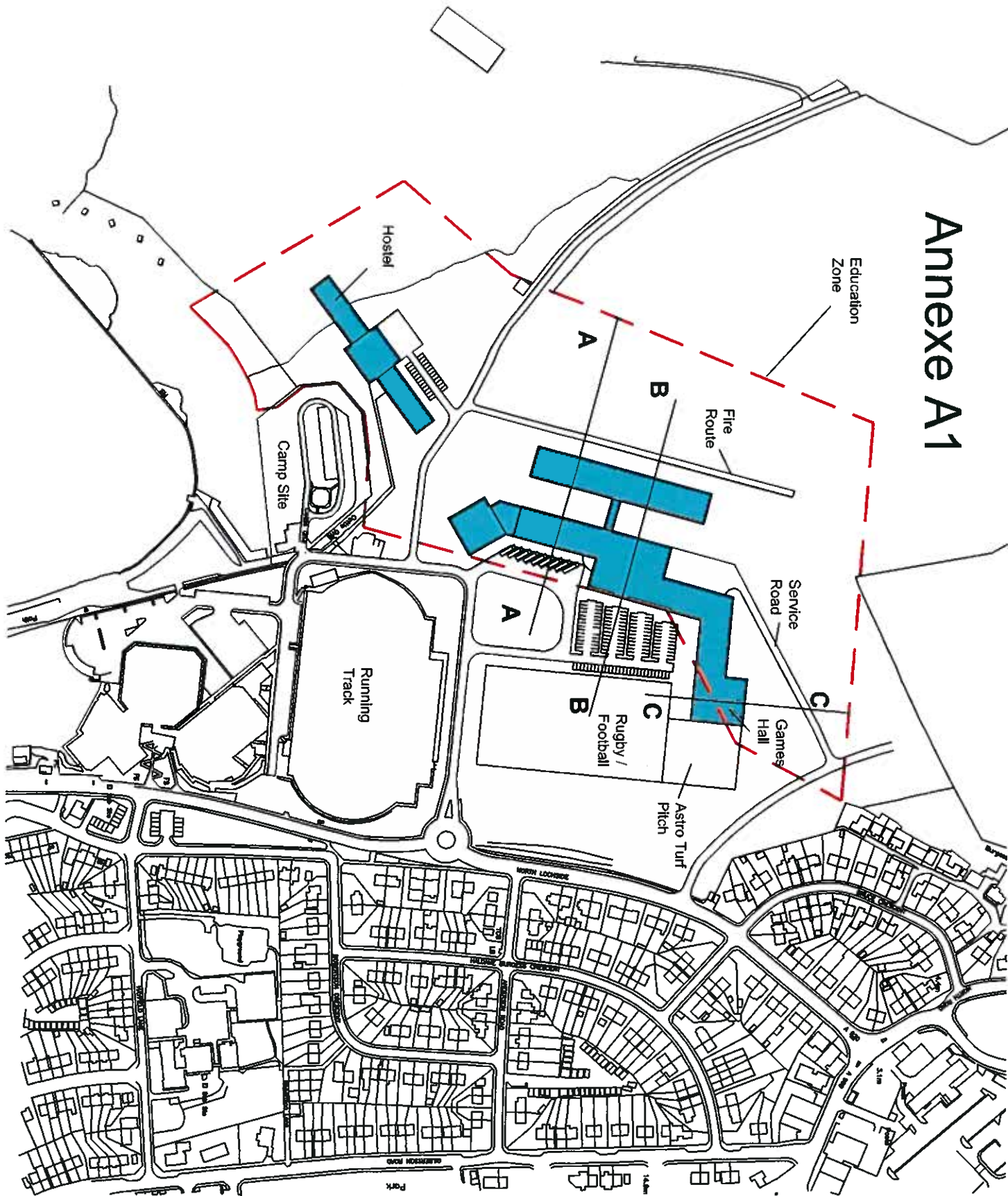
- a) The best value for money because it provides what the new build options offer at a cheaper cost.
- b) This is likely to be quite disruptive as works will be undertaken on site.

11.5.4 Option 4 – Fit for Purpose Community School, the Knab

- a) The cheapest new build option which performs better in the value for money analysis than option 1.
- b) Whilst the original scheme did not include a hall of residence, a new build or refurbishment scheme could be included.
- c) New buildings do not mean 'No maintenance' or disruption. Planned facilities management would be required in the initial 30 years to maintain the security for any funding sought and for the remaining 30 years for the council to realise / benefit from the asset.
- d) The maintenance spend on the new school would be lower than that for the existing school.
- e) The scheme would have an impact on the existing school and there would be disruption and nuisance to those attending the school and the surrounding residential area.


Annexe A


- A1 Block Plan
- A2 Site Sections
- A3 Cost Summary
- A4 Cost breakdown
- A5 Safeguarding and Constraints



Annexe A1

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		Revision		No.	Date	
New Anderson High School	Lower Staney Hill Gateway Study		Shetland Islands Council			
			Capital Programme Services Executive Services Department Greenhead House, Lerwick, Shetland, ZE1 0PY Telephone: 744140 (STD Code 01595) Fax: 744136			
		Block Plan	Job Code GCE 1304	Org.No. SK.11	Rev.	Drawn sls
			Scale 1:2500 @ A3	Date 30/08/2011	AutoCAD File	

Revision		No.	Date
New Anderson High School	Lower Staney Hill Gateway Study	 Shetland Islands Council Capital Programme Service Executive Services Department Greenhead House, Lerwick, Shetland, ZE1 0PY Telephone: 7441140 (STD Code 01595) Fax: 7441136	
		A3	
Sections	Job Code GCE 1304 Date 30-08-2011	Drg.No. SK.18 Date 30-08-2011	Rev. AutoCAD File

EXECUTIVE SUMMARY:

Annexe A3

Job Title	ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Areas	
Option 1 (Lower Staney Hill - New Build)	New secondary school - 17,400m ² and 100 bed hostel accommodation - 4,428m ² (Adjacent Site)
Option 3 (Refurbishment of Existing)	Refurbishment/Conversion, Partial Demolition and New extensions to existing school at Knab Road, Lerwick - 22,405m ²
Dates	Pricing Level Cost Base Date - 3Q 2011
Exclusions	VAT, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose fittings, furniture and equipment.

FEASIBILITY COST ANALYSIS		Cost	Cost/m2	Functional Unit Cost
Option 1 - New Build				
Secondary School (Traditional Build)				
Secondary School		£ 34,937,614.00	£ 2,007.91	
External Works		£ 7,924,841.00	£ 455.45	
See attached cost breakdown (pages 4 to 5)		£ 42,862,455.00	£ 2,463.36	£ 38,965.87
Hostel Accommodation (Traditional Build)				
Hostel Accommodation (100 Bed)		£ 7,216,949.00	£ 1,629.11	
External Works		£ 2,228,153.00	£ 502.97	
See attached cost breakdown (pages 6 to 7)		£ 9,445,102.00	£ 2,132.08	£ 94,451.02
Existing AHS Site Works & Identified Risks				
Asbestos Removal & Demolition		£ 600,000.00		
Stripping, isolating existing services, etc		£ 165,000.00		
Strip-out, making safe/secure existing listed buildings		£ 150,000.00		
Works associated with existing uncharted utilities		£ 230,000.00		
		£ 1,145,000.00		
BASE COST - OPTION 1		53,452,557.00	(incl. OH&P, professional fees)	
Potential Land Realisation Costs				
Site Infrastructure Costs		£ 3,500,000.00		
Land Realisation		-£ 4,117,000.00		
		-£ 617,000.00		
BREEAM Adjustment				
Increase from Base cost to achieve Excellent rating		1,046,151.14		
		53,881,708.14		
Stage/Design Risk Adjustment & Identified Risks				
Order of Cost Estimate/Feasibility Stage & Risk		9,388,171.00		
TOTAL FEASIBILITY COST - OPTION 1		£ 63,269,879.14		

EXECUTIVE SUMMARY:

Annexe A3

Job Title	ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Areas	
Option 1 (Lower Staney Hill - New Build)	New secondary school - 17,400m ² and 100 bed hostel accommodation - 4,428m ² (Adjacent Site)
Option 3 (Refurbishment of Existing)	Refurbishment/Conversion, Partial Demolition and New extensions to existing school at Knab Road, Lerwick - 22,405m ²
Dates	Pricing Level Cost Base Date - 3Q 2011
Exclusions	VAT, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose fittings, furniture and equipment.

FEASIBILITY COST ANALYSIS	Cost	Cost/m2	Functional Unit Cost
<u>Option 1 - Modular Alternative</u>			
Modular Accommodation			
Option 1 Feasibility Cost (as above)	£ 53,452,557.00		
Modular construction in lieu of traditional (School)	£ 3,175,331.00		
Modular construction in lieu of traditional (Hostel)	£ 655,916.00		
BASE COST - OPTION 1 (Modular)	57,283,804.00		
Potential Land Realisation Costs			
Site Infrastructure Costs	£ 3,500,000.00		
Land Realisation	-£ 4,117,000.00		
	-£ 617,000.00		
BREEAM Adjustment			
Increase from Base cost to achieve Excellent rating	1,145,676.08		
	57,812,480.08		
Stage/Design Risk Adjustment & Identified Risks			
Order of Cost Estimate/Feasibility Stage & Risk	9,781,249.00		
TOTAL FEASIBILITY COST - OPTION 1 (Modular)	£ 67,593,729.08		

OPTION 1 - LOWER STANEY HILL - NEW BUILD

Annexe A4

SUMMARY & COST BREAKDOWN:

Job Title	NEW ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Area	School - 17,400m ² (6 levels)
	Hostel - 4,428m ² (3 levels)
Location	Lower Stane Hill, Clickimin
Dates	Pricing Level Cost Base Date - 3Q 2011

Project Details	New secondary school including associated roads/parking, landscaping, services, drainage, site furniture and lighting. New hostel on adjacent site including associated roads/parking, landscaping, services, drainage, site furniture and lighting.
Site Conditions	Sloping green field site, adjacent to existing Clickimin leisure centre. Rock to be removed to form a suitable level base. Unrestricted working space and access assumed.
Client	Shetland Islands Council
Contract	Traditional
Basis of Analysis	Indicative Plans
Exclusions	VAT, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose furniture and equipment.

COST SUMMARY	TOTAL	COST/M2
School		
Building Works	£ 34,937,614.00	2007.91
External Works	£ 7,924,841.00	455.45
	£ 42,862,455.00	£2,463.36
Hostel		
Building Works	£ 7,216,949.00	1629.11
External Works	£ 2,228,153.00	502.97
	£ 9,445,102.00	£2,132.08
<u>Total Project Cost</u>	£ 52,307,557.00	£1,999.91

OPTION 1 - LOWER STANEY HILL - SCHOOL BUILDING

GIFA 17400.00 m2

ELEMENT		TOTAL	COST/M2
1	<u>SUBSTRUCTURE</u>		
1A	Substructure	£ 2,856,000.00	
		2,856,000.00	164.14
2	<u>SUPERSTRUCTURE</u>		
2A	Frame	£ 2,241,120.00	128.80
2B	Upper Floors	£ 945,000.00	54.31
2C	Roof	£ 966,000.00	55.52
2D	Stairs & Balustrading	£ 546,360.00	31.40
2E	External Walls	£ 1,186,680.00	68.20
2F	Windows & External Doors	£ 1,144,920.00	65.80
2G	Internal Walls & Partitions	£ 995,280.00	57.20
2H	Internal Doors	£ 405,420.00	23.30
		8,430,780.00	484.53
3	<u>FINISHES</u>		
3A	Wall Finish	£ 645,540.00	37.10
3B	Floor Finish	£ 1,155,360.00	66.40
3C	Ceiling Finish	£ 1,398,960.00	80.40
		3,199,860.00	183.90
4	<u>FITTINGS & FURNISHINGS</u>		
4A	Fittings	£ 2,800,000.00	
		2,800,000.00	160.92
5	<u>SERVICES</u>		
5A-G	Mechanical Installations	£ 5,133,000.00	295.00
5H-M	Electrical Installations	£ 3,706,200.00	213.00
5N	BWIC	£ 843,900.00	48.50
		9,683,100.00	556.50
	BUILDING TOTAL	26,969,740.00	1549.99
	Preliminaries (17.5%)	4,719,705.00	
	Contingency (5%)	1,584,473.00	
	Sub Total	33,273,918.00	1912.29
	Professional fees (5%)	1,663,696.00	95.61
	TOTAL ESTIMATED BUDGET COST	34,937,614.00	2007.91

OPTION 1 - LOWER STANEY HILL - SCHOOL EXTERNAL WORKS

GIFA 17400.00 m2

ELEMENT		TOTAL	COST/M2
6	<u>SITEWORKS</u>		
6A	Siteworks	£ 4,317,500.00	248.13
6B	Drainage	£ 1,800,000.00	103.45
		6,117,500.00	351.58
	EXTERNALS TOTAL	<u>6,117,500.00</u>	351.58
	Preliminaries (17.5%)	1,070,563.00	
	Contingency (5%)	359,404.00	
	Sub Total	<u>7,547,467.00</u>	433.76
	Professional fees (5%)	377,374.00	21.69
	TOTAL ESTIMATED BUDGET COST	<u>7,924,841.00</u>	455.45

OPTION 1 - LOWER STANEY HILL - HOSTEL BUILDING

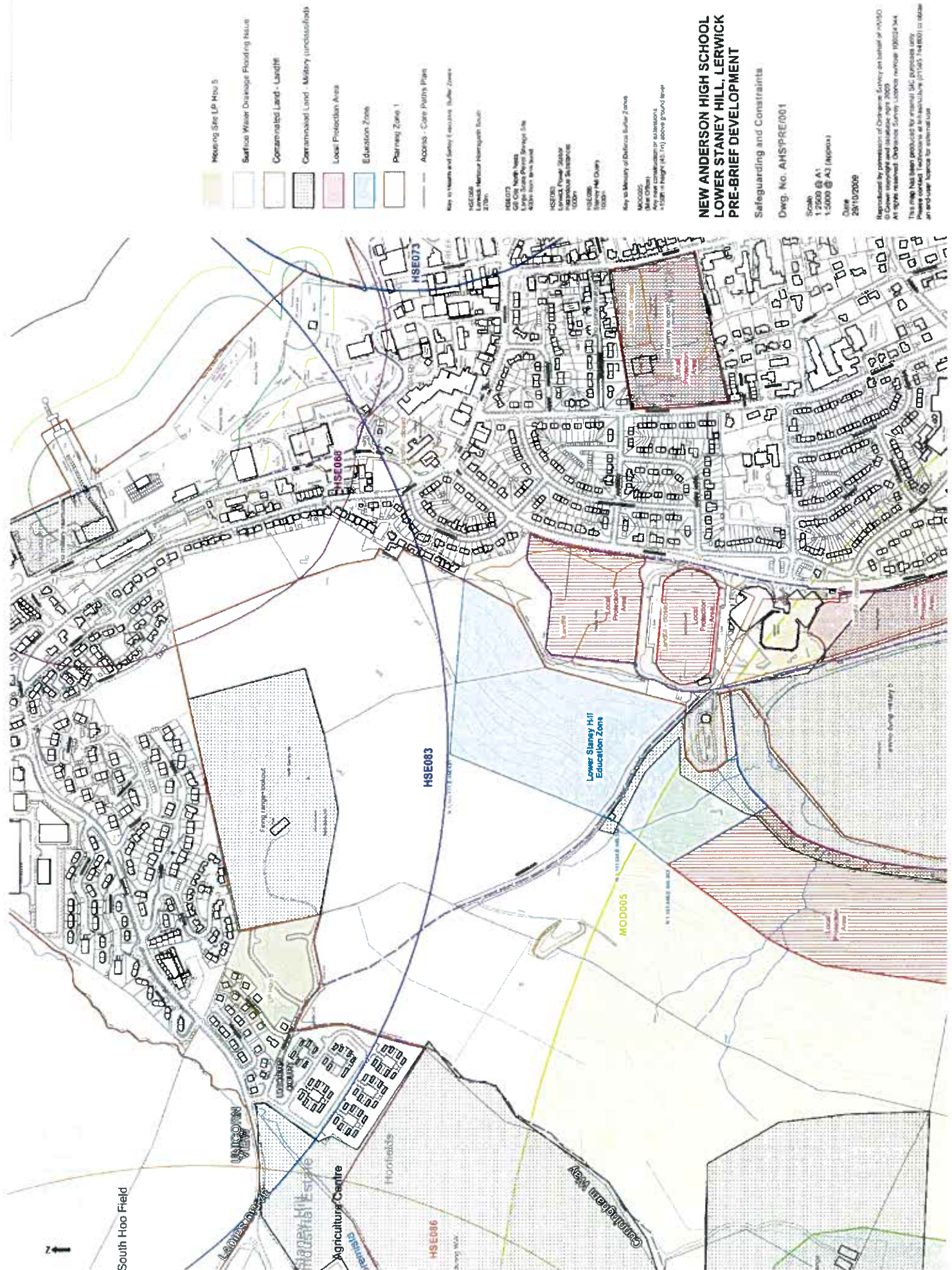
GIFA 4430.00 m2

ELEMENT		TOTAL	COST/M2
1	<u>SUBSTRUCTURE</u>		
1A	Substructure	£ 760,000.00	
		760,000.00	171.56
2	<u>SUPERSTRUCTURE</u>		
2A	Frame	£ 531,600.00	120.00
2B	Upper Floors	£ 167,250.00	37.75
2C	Roof	£ 230,000.00	51.92
2D	Stairs & Balustrading	£ 110,000.00	24.83
2E	External Walls	£ 505,000.00	114.00
2F	Windows & External Doors	£ 338,000.00	76.30
2G	Internal Walls & Partitions	£ 274,700.00	62.01
2H	Internal Doors	£ 228,100.00	51.49
		2,384,650.00	538.30
3	<u>FINISHES</u>		
3A	Wall Finish	£ 203,800.00	46.00
3B	Floor Finish	£ 190,000.00	42.89
3C	Ceiling Finish	£ 115,000.00	25.96
		508,800.00	114.85
4	<u>FITTINGS & FURNISHINGS</u>		
4A	Fittings	£ 250,000.00	
		250,000.00	56.43
5	<u>SERVICES</u>		
5A-C	Sanitaryware Installations	£ 280,000.00	63.21
5D-G	Mechanical Installations	£ 661,000.00	149.21
5H-M	Electrical Installations	£ 582,600.00	131.51
5J	Lift Installations	£ 120,000.00	27.09
5N	BWIC	£ 24,000.00	5.42
		1,667,600.00	376.43
	BUILDING TOTAL	5,571,050.00	1257.57
	Preliminaries (17.5%)	974,934.00	
	Contingency (5%)	327,300.00	
	Sub Total	6,873,284.00	1551.53
	Professional fees (5%)	343,665.00	77.58
	TOTAL ESTIMATED BUDGET COST	7,216,949.00	1629.11

OPTION 1 - LOWER STANEY HILL - HOSTEL EXTERNAL WORKS

GIFA 4430.00 m2

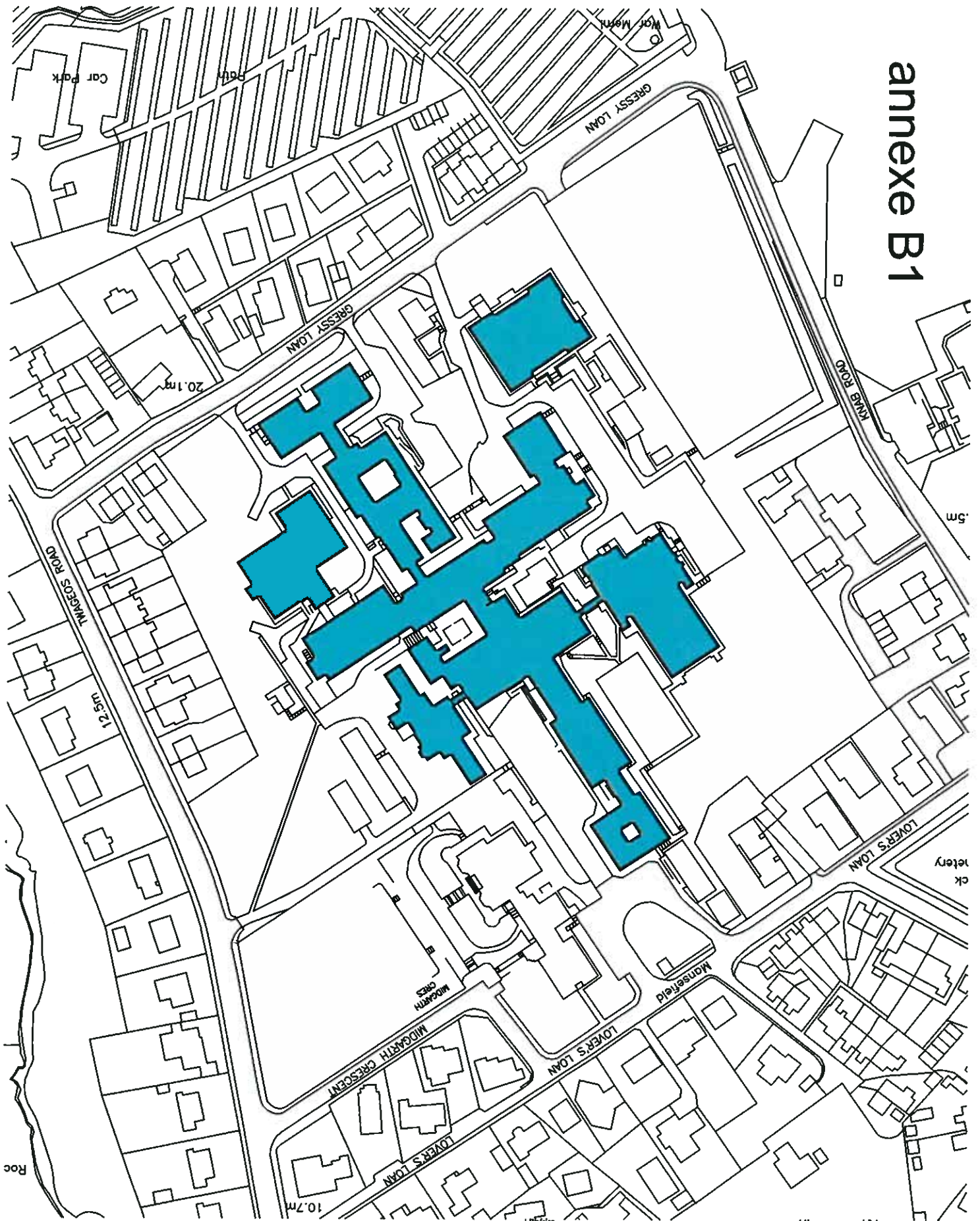
ELEMENT		TOTAL	COST/M2
6	<u>SITEWORKS</u>		
6A	Siteworks	£ 1,320,000.00	297.97
6B	Drainage	£ 400,000.00	90.29
		1,720,000.00	388.26
	EXTERNALS TOTAL	<u>1,720,000.00</u>	388.26
	Preliminaries (17.5%)	301,000.00	
	Contingency (5%)	101,050.00	
	Sub Total	<u>2,122,050.00</u>	479.02
	Professional fees (5%)	106,103.00	23.95
	TOTAL ESTIMATED BUDGET COST	<u>2,228,153.00</u>	502.97




Annexe B Do Nothing

B1 Block Plan

annexe B1



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New Anderson High School	Gateway Study Base Scheme The Knab		Shetland Islands Council Capital Programme Service Executive Services Department Greenhead Base, Lerwick, Shetland, ZE1 0PY Telephone: 744140 (STD Code 01595) Fax: 744136				A3
			Existing Block Plan	Job Code GCE 1304 Scale 1:1250 @ A3	Org.No. Date	Rev. AutoCAD File	

Annexe C

C1 Block Plan


C2 Cost Summary

C3 Cost Breakdown

- PH I
- PH II
- PH III
- PH IV non - teach refurbishment + library
- Rolling programme of refurbishment / adaptation
- Future Expansion



Annexe C1

Revision		No.	Date														
New Anderson High School	Gateway Study Base Scheme The Knab	<div><div>Shetland Islands Council Capital Programme Service Executive Services Department Greenhead House, Lerwick, Shetland, ZE1 0PY Telephone: 7441140 (STD Code 01595) Fax: 7441136</div><div>A3</div></div>															
		<table><tr><td>Job Code</td><td>Org.No.</td><td>Rev.</td><td>Drawn als</td></tr><tr><td>GCE 1304</td><td>SK.08</td><td></td><td></td></tr><tr><td>Scale</td><td>Date</td><td colspan="2">AutoCAD File</td></tr><tr><td>1:1250 @ A3</td><td>08.03.2011</td><td colspan="2"></td></tr></table>		Job Code	Org.No.	Rev.	Drawn als	GCE 1304	SK.08			Scale	Date	AutoCAD File		1:1250 @ A3	08.03.2011
Job Code	Org.No.	Rev.	Drawn als														
GCE 1304	SK.08																
Scale	Date	AutoCAD File															
1:1250 @ A3	08.03.2011																
Proposed Refurbishment																	

EXECUTIVE SUMMARY:

Annexe C2

Job Title	ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Areas	
Option 1 (Lower Staney Hill - New Build)	New secondary school - 17,400m ² and 100 bed hostel accommodation - 4,428m ² (Adjacent Site)
Option 3 (Refurbishment of Existing)	Refurbishment/Conversion, Partial Demolition and New extensions to existing school at Knab Road, Lerwick - 22,405m ²
Dates	Pricing Level Cost Base Date - 3Q 2011
Exclusions	VAT, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose fittings, furniture and equipment.

FEASIBILITY COST ANALYSIS	Cost	Cost/m2	Functional Unit Cost
<u>Option 3 - Refurbishment/Conversion</u> Phase 1 - Bruce Building, New Gymnasium & Astro Phase 2 - Janet Courtney, New Entrance & Externals Phase 3 - Demolition & New Hall/Social Phase 4 - Non-Teaching Refurbishment Phase 5 - Planned Maintenance Works See attached cost breakdown (pages 8 to 13) BASE COST - OPTION 3 BREEAM Adjustment Increase from Base cost to achieve Excellent rating Stage/Design Risk Adjustment Order of Cost Estimate/Feasibility Stage (10%) TOTAL FEASIBILITY COST - OPTION 3	£ 10,514,716.00 £ 13,833,285.00 £ 3,825,707.00 £ 1,435,203.00 £ 2,951,487.00 32,560,398.00 (incl. OH&P, professional fees) 651,207.96 33,211,605.96 3,321,161.00 £ 36,532,766.96		
<u>Option 3 - Modular Alternative</u> Modular Accommodation to Hostel Option 2 - Feasibility Cost (as above) Modular construction in lieu of traditional (New extension only) BASE COST - OPTION 3 (Modular) BREEAM Adjustment Increase from Base cost to achieve Excellent rating Stage/Design Risk Adjustment Order of Cost Estimate/Feasibility Stage (10%)	£ 32,560,398.00 £ 665,625.00 33,226,023.00 (incl. OH&P, professional fees) 664,520.46 33,890,543.46 3,389,055.00		

EXECUTIVE SUMMARY:

Annexe C2

Job Title	ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Areas	
Option 1 (Lower Staney Hill - New Build)	New secondary school - 17,400m ² and 100 bed hostel accommodation - 4,428m ² (Adjacent Site)
Option 3 (Refurbishment of Existing)	Refurbishment/Conversion, Partial Demolition and New extensions to existing school at Khab Road, Lerwick - 22,405m ²
Dates	Pricing Level Cost Base Date - 3Q 2011
Exclusions	VAT, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose fittings, furniture and equipment.

FEASIBILITY COST ANALYSIS	Cost	Cost/m2	Functional Unit Cost
TOTAL FEASIBILITY COST - OPTION 3	<u>£ 37,279,598.46</u>		

OPTION 3 - REFUBISHMENT OF EXISTING SCHOOL

Annexe C3

SUMMARY & COST BREAKDOWN:

Job Title	EXISTING ANDERSON HIGH SCHOOL, LERWICK
Gross Floor Area	Existing Refurbishment/Conversion - 17,035 m ²
	New Building/Extensions - 5,370 m ²
Location	Knab Road, Lerwick
Dates	Pricing Level Cost Base Date - 3Q 2011

Project Details	Existing secondary school and associated accommodation refurbishment and conversion with new gymnasium & hall. Partial demolition.
Site Conditions	Existing school
Client	Shetland Islands Council
Contract	TBC
Basis of Analysis	Indicative Plans
Exclusions	VAT, Land purchase costs, Finance charges, Legal costs, Planning & Building Warrant fees, Planning consultant, Geotechnical investigations, Topographic survey, Noise climate survey, Inflation, Loose furniture and equipment.

COST SUMMARY	PHASE SPLIT	PHASE TOTAL	COST/M2
Refurbishment of existing School			
<u>Phase 1</u>			
Bruce Building Refurb and Extension	9,550,579.73		2,247.20
New Gym and Fitness	867,116.27		2,252.25
New Astro pitch	97,020.00		
	£ 10,514,716.00		
<u>Phase 2</u>			
Janet Courtney Conversion/Refurbishment	7,875,598.59		1,761.88
Formation of new Main Entrance	1,106,686.36		2,329.87
External Works	4,851,000.05		
	£ 13,833,285.00		
<u>Phase 3</u>			
Demolition, New Hall/Social	3,825,707.00		2,833.86
	£ 3,825,707.00		
<u>Phase 4</u>			
Non-Teach Refurbishment	1,435,203.00		1,157.42
	£ 1,435,203.00		
<u>Phase 5</u>			
Planned Maintenance Works	2,951,487.00		288.37
	£ 2,951,487.00		
<u>Total Project Cost</u>		£ 32,560,398.00	£ 1,453.26

OPTION 3 - EXISTING SCHOOL REFURB (PHASE 1)

GIFA 4635.00 m2

WORKS	TOTAL	COST/M2	%
1 BRUCE BUILDING			
1.1 Asbestos removal	£ 27,000.00	5.83	
1.2 Demolish existing extension	£ 70,000.00	15.10	
1.3 Refurbishment of existing building (1,250m ²)	£ 1,468,750.00	316.88	
1.4 New residential accommodation (3,000m ²)	£ 5,325,000.00	1148.87	
	6,890,750.00	1486.68	91%
2 GYM BUILDING			
2.1 New build gymnasium & fitness (385m ²)	£ 625,625.00	134.98	
	625,625.00	134.98	8%
3 ASTRO PITCH			
3.1 New astro pitch	£ 70,000.00		
	70,000.00	15.10	1%
BUILDING TOTAL	7,586,375.00	1636.76	
Preliminaries (20%)	1,517,275.00		
Contingency (10%)	910,365.00		
Sub Total	10,014,015.00	2160.52	
Professional fees (5%)	500,701.00	108.03	
TOTAL ESTIMATED BUDGET COST	10,514,716.00	2268.55	

OPTION 3 - EXISTING SCHOOL REFURB (PHASE 2)

GIFA 4945.00 m2

ELEMENT	TOTAL	COST/M2	%
1 <u>Conversion of Janet Courtney</u>			
1.1 Removal of asbestos	£ 35,000.00	7.08	
1.2 Convert Residential to Teaching (3,350m ²)	£ 4,103,750.00	829.88	
1.3 New build extensions to Teaching (350m ²)	£ 638,750.00	129.17	
1.4 Convert to Teacher Accommodation (770m ²)	£ 904,750.00	182.96	
	5,682,250.00	1149.09	57%
2 <u>Formation of New Main Entrance</u>			
2.1 New extension forming new entrance (285m ²)	£ 520,125.00	105.18	
2.2 Convert existing for new entrance (190m ²)	£ 278,350.00	56.29	
	798,475.00	161.47	8%
3 <u>Externals</u>			
3.1 Car Parking/Bus, Access Rd, Drainage, etc	£ 3,500,000.00		
	3,500,000.00	707.79	35%
BUILDING TOTAL	9,980,725.00	2018.35	
Preliminaries (20%)	1,996,145.00		
Contingency (10%)	1,197,687.00		
Sub Total	13,174,557.00	2664.22	
Professional fees (5%)	658,728.00	133.21	
TOTAL ESTIMATED BUDGET COST	13,833,285.00	2797.43	

OPTION 3 - EXISTING SCHOOL REFURB (PHASE 3)

GIFA	1350.00	m2
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ELEMENT		TOTAL	COST/M2
1	<u>New Hall/Social Space</u>		
1.1	Asbestos removal	£ 16,000.00	11.85
1.2	Demolish existing blocks	£ 78,000.00	57.78
1.3	New build Hall (1,350m ²)	£ 2,666,250.00	1975.00
		2,760,250.00	2044.63
	BUILDING TOTAL	<u>2,760,250.00</u>	2044.63
	Preliminaries (20%)	552,050.00	
	Contingency (10%)	331,230.00	
	Sub Total	<u>3,643,530.00</u>	2698.91
	Professional fees (5%)	182,177.00	134.95
	TOTAL ESTIMATED BUDGET COST	<u>3,825,707.00</u>	2833.86

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OPTION 3 - EXISTING SCHOOL REFURB (PHASE 4)

GIFA	1240.00	m2
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ELEMENT		TOTAL	COST/M2
1	<u>Non Teach Refurbishment</u>		
1.1	Asbestos removal	£ 12,500.00	10.08
1.2	Refurbishment of existing (1,240m ²)	£ 1,023,000.00	825.00
		1,035,500.00	835.08
	BUILDING TOTAL	<u>1,035,500.00</u>	835.08
	Preliminaries (20%)	207,100.00	
	Contingency (10%)	124,260.00	
	Sub Total	<u>1,366,860.00</u>	1102.31
	Professional fees (5%)	68,343.00	55.12
	TOTAL ESTIMATED BUDGET COST	<u>1,435,203.00</u>	1157.42

OPTION 3 - EXISTING SCHOOL REFURB (PHASE 5)

GIFA 10235.00 m2

ELEMENT		TOTAL	COST/M2
1	<u>Planned Maintenance Works</u>		
1.1	Asbestos Removal	£ 82,500.00	8.06
1.2	Main Teaching Block (5,800m ²)	£ 1,160,000.00	113.34
1.3	Anderson Building (1,220m ²)	£ 244,000.00	23.84
1.4	Existing Gym Building (1,250m ²)	£ 250,000.00	24.43
1.5	ASN Building (965m ²)	£ 193,000.00	18.86
1.6	Tech. Building (1,000m ²)	£ 200,000.00	19.54
	<i>Note: Costs based upon £200/m² at present for minor replacements/sundry repairs only</i>	2,129,500.00	208.06
	BUILDING TOTAL	2,129,500.00	208.06
	Preliminaries (20%)	425,900.00	
	Contingency (10%)	255,540.00	
	Sub Total	2,810,940.00	274.64
	Professional fees (5%)	140,547.00	13.73
	TOTAL ESTIMATED BUDGET COST	2,951,487.00	288.37

Annexe D

D1 Plan

D2 Cost Summary



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Annexe D1

OVERALL PROPOSAL

NOTE
THIS DRAWING IS ONE OF A SERIES AND
SHOULD BE READ IN ASSOCIATION WITH
THE OTHER DRAWINGS IN THAT SERIES
THE CONTRACTOR'S PROGRAMME AND
THE STRATEGIC PHASING REPORT

PROJECT			
New Anderson High School			
DRAWING			
Phasing Drawing Overall Proposal			
DRAWING NO.			
2008-15			
DATE			
2008-15			
DRAWING NO.			
2008-15			
DATE			
2008-15			
DRAWING NO.			
2008-15			
DATE			
2008-15			

RPP
ARCHITECT

ESTIMATED COSTS IN RE-ACTIVATING O'HARE McGOVERN CONTRACT:

Annexe D2

Job Title	ANDERSON HIGH SCHOOL, LERWICK
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Re-activation of original contract	
Target Cost Contract as at June 2009	£ 40,808,086.00
Add - Allowance for inflationary increases <i>(based on RPI indices incl. allowance upto Jan 2012)</i>	£ 5,509,091.61
	£ 46,317,177.61

Annexe E1

ACCOMMODATION SCHEDULE 2009

Accommodation Schedule

Department	Room	Floor Area (sqm)
English		
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom (English)	60
General teaching	Classroom GP/PSE	49
General Teaching	Seminar Room - English	17
Non-Teaching Spaces	Faculty Base - English	42

Mathematics		
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General teaching	Classroom (Mathematics)	60
General Teaching	Seminar Room - Maths	17
Non-Teaching Spaces	Faculty Base - Maths	42

Humanities		
General teaching	Classroom (Humanities : History)	60
General teaching	Classroom (Humanities : History)	60
General teaching	Classroom (Humanities : Geography)	60
General teaching	Classroom (Humanities : Geography)	60
General teaching	Classroom (Humanities : Geography)	60
General teaching	Classroom (Humanities : Modern Studies)	60
General teaching	Classroom (Humanities : Modern Studies)	60
General teaching	Classroom (Humanities : RMPS)	60
General teaching	Classroom (Humanities : RMPS)	60
General Teaching	Seminar Room - Humanities	17
Non-Teaching Spaces	Faculty Base - Humanities	42

Sciences - Chemistry		
Science	Science Laboratory (Chemistry)	77
Science	Science Laboratory (Chemistry)	77
Science	Science Laboratory (Chemistry)	77
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Physics		
Science	Science Laboratory (Physics)	77
Science	Science Laboratory (Physics)	77
Science	Science Laboratory (Physics)	77
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Biology		
Science	Science Laboratory (Biology)	77
Science	Science Laboratory (Biology)	77
Science	Science Laboratory (Biology)	77
Non-Timetabled Spaces	Greenhouse	12
Storage	Science Prep/Storage	42
Science	Science Laboratory (AH)	53

Sciences - Shared		
Science	Science Laboratory (Biology/Physics/Chemistry)	77
Non-Teaching Spaces	Faculty Base - Science	42

Modern Languages		
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom (Languages)	60
General teaching	Classroom GP/PSE	60
General Teaching	Seminar Room - MFL	17
Non-Teaching Spaces	Faculty Base - MFL	39

Business Studies		
General teaching	Classroom (Business Studies)	60
General teaching	Classroom (Business Studies)	60
Practical Teaching	Computer Studies (Business Studies)	68
Practical Teaching	Computer Studies (Business Studies)	68
Non-Teaching Spaces	Faculty Base - ICT	39

ICT		
Practical Teaching	Computer Studies (ICT)	68
Practical Teaching	Computer Studies (ICT)	68
Practical Teaching	Computer Studies (ICT)	68
General Teaching	Seminar Room - ICT	17

Technology		
Practical Teaching	CDT - Craft (wood/metal)	116
Practical Teaching	CDT - Craft (wood)	87
Practical Teaching	CDT - Craft (metal)	87
Practical Teaching	CDT - Non Craft (Drawing/Design)	78
Practical Teaching	CDT - Non Craft (Drawing/Technology)	78
Practical Teaching	CDT - Non Craft (Drawing/Technology)	78
Non-Teaching Spaces	Faculty Base - CDT	34
Storage	Wood Store (CDT)	49
Storage	Craft Store	35
Storage	Non Craft Store	23

Art and Design		
Practical Teaching	Art and Design (3D)	112
Practical Teaching	Art and Design (2D)	87
Practical Teaching	Art and Design (2D)	87
Practical Teaching	Art and Design (2D)	87
Non-timetabled space	Art and Design resource area	42
Non-timetabled space	Kiln	10
General Teaching	Seminar Room - A&D	17
Non-Teaching Spaces	Faculty Base - A&D	34
Storage	Art & Design Store	31

Music		
Practical Teaching	Music	69
Practical Teaching	Music	69
Practical Teaching	Music	69
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	15
Non-timetabled space	Music Group Room	57
Non-timetabled space	Music Group Room	57
Non-Teaching Spaces	Faculty Base - Music	25
Storage	Music Store	29
Storage	Music (Large Instrument store) pupils	39

Home Economics		
Practical Teaching	Home Economics	84
Practical Teaching	Home Economics	84
Practical Teaching	Home Economics	84
Practical Teaching	Vocational Training	29
Non-Teaching Spaces	Faculty Base - HE	29
Storage	Home Economics Store	42

ASN		
Non-timetabled space	ASN General	29
Non-timetabled space	ASN General	29
Non-timetabled space	ASN General	58
Non-timetabled space	ASN General/Life Skills	58
Non-timetabled space	ASN/Learning Support	29
Non-timetabled space	ASN/Learning Support	29
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support small	10
Non-timetabled space	ASN/Learning Support large	19
Non-timetabled space	ASN/Learning Support large	19

Pupil Support		
Non-Teaching Spaces	Guidance Office	58
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Guidance / Interview Rooms	12
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour	29
Non-Teaching Spaces	Pupil Support / Behaviour Office	12

Physical Education		
General teaching	Classroom (PE)	60
PE	Games Hall(s)	1048
PE	Gymnasium (19X10)	190
Non-Teaching Spaces	Fitness Suite	87
Non-Teaching Spaces	Faculty Base - PE	34
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Non-Teaching Spaces	Changing PE	26
Storage	Games Hall Store	78
Storage	Gymnasium Store	39

Public/ Spectator Toilets	Included elsewhere	
Staff Toilet / Changing	Included elsewhere	
Disabled Toilets / Changing	Included elsewhere	

Whole School		
Non-timetabled space	Library (inc. Librarians office)	252
	Stage (fixed)/Drama	106
Assembly / Social Space	Main Hall/Social/Dining areas	1000
Non-timetabled space	Recording/control room	15
Non-Teaching Spaces	Changing Drama	31
Non-Teaching Spaces	Changing Drama	31
Storage	Drama Store	19
Storage	Assembly/Social Space store (furniture)	34
Non-Teaching Spaces	Meeting Room	49
Non-Teaching Spaces	Staffroom	97
Non-Teaching Spaces	Medical Suite	29
Non-Teaching Spaces	Kitchen	160
Non-Teaching Spaces	Toilets (Pupils, staff, visitors)	174
Non-Teaching Spaces	Disabled Toilets	41
Non-Teaching Spaces	Hub / Server	10
Non-Teaching Spaces	Plant Rooms	668
Non-Teaching Spaces	Exam Office & Store	19
Storage	Exam Desk Store (near Games Hall)	24
Storage	Exam Desk Store (near Main Hall)	10
Storage	Cleaners' office, central and local stores	20
Storage	General Classroom Storage across the school	98

SMT		
Non-Teaching Spaces	Head Teacher	24
Non-Teaching Spaces	Depute Head Teacher	19
Non-Teaching Spaces	Depute Head Teacher	19
Non-Teaching Spaces	Depute Head Teacher	19

Janitorial		
Non-Teaching Spaces	Janitor	19
Storage	Janitor (Workshop and Office)	29
Storage	Garage for tractor, quad,outdoor sports	19

Administration		
Non-Teaching Spaces	Admin / Repro	107
Storage	Admin / Repro store	19

Science Technician Service		
Non-Teaching Spaces	Technicians (store)	87
Non-Teaching Spaces	Technicians (Chemicals prep and store)	63
Non-Teaching Spaces	Technicians (workshop and office)	24

IT Technician Service		
Non-Teaching Spaces	ICT Technician Workshop	32
Storage	ICT Technician Store	16

Circulation and Cores (Level -2)		544
Circulation and Cores (Level -1)		985
Circulation and Cores (Level 0)		1085
Circulation and Cores (Level 1)		947
Circulation and Cores (Level 2)		573
Circulation - PE Department	Included elsewhere	

Total Room Area	11343
Circulation and Cores	4134
* Misc. Circulation and Partitions - (Approx 5%)	900
Total Floor Area	16377

Additional Support Needs Unit 1023

Grand Total – Floor Area 17400

* This total will be subject to change as the development of the design progresses.

		Anderson High School	Nicolson Institute	Kirkwall Grammer School	
Total Number of Teachers		79	75.8	74	
Department	Accommodation	No. of rooms and area in sq m	No. of rooms and area in sq m	No. of rooms and area in sq m	
English					
Subject Teaching Staff		8	9.4 (inc. media Studies)	9	
			(teachers shared between subjects)		
General teaching	Classrm (English)	8 rms @ 60	9 rms @ 60 (some rms shared with Mod Langs and Media studies)	5 rms @ 62	
General teaching	Classrm (English) Double classroom			1 rm @ 124	
General teaching	Classrm GP/PSE	1 rm @ 49			
General Teaching	Seminar rm - English	1 rm @ 17		1 rm @ 40	
Non-Teaching Spaces	Faculty Base - English	1 rm @ 42	1 rm @ 40	1 rm @ 35	
Non-Teaching Spaces	English - Store (Off - Corridor Store)		1 rm @ 30	1 rm @ 25	
Non-Teaching Spaces	English / Media Store		1 rm @ 10		
Mathematics					
Subject Teaching Staff		8	8	8	
General teaching	Classrm (Mathematics)	8 rms @ 60	8 rms @ 60	8 rms @ 62	
General Teaching	Seminar rm - Maths	1 rm @ 17		1 rm @ 29	
Non-Teaching Spaces	Faculty Base - Maths	1 rm @ 42	1 rm @ 45	1 rm @ 40	
Non-Teaching Spaces	Mathematics - Store (Off - Corridor Store)		1 rm @ 25		
Humanities					
Subject Teaching Staff - Social Subjects		7	6	7	
Subject Teaching Staff - RME		2	3	2	
General teaching	Classrm (Humanities : History)	9 rms @ 60	11 rms @ 60 (some rms shared with gaelic)	9 rms @ 62	
General Teaching	Seminar rm - Humanities	1 rm @ 17			
Non-Teaching Spaces	Faculty Base - Humanities	1 rm @ 42	1 rm @ 45	1 rm @ 40	
Non-Teaching Spaces	RME - Store (Off - Corridor Store)		1 rm @ 30	1 rm @ 25	
Sciences					
Subject Teaching Staff		10	10.2	12	
Science	Science Laboratory	10 rms @ 77	10 rms @ 70	9 rms @ 75	
Science	Science Laboratory (AH)	3 rms @ 53	1 rm @ 30	1 rm @ 30	
Non-Teaching Spaces	Faculty Base - Science	1 rm @ 42	1 rm @ 50	1 rm @ 45	
Storage	Science Prep/Storage	3 rms @ 42			
	Chemical Store		1 rm @ 10	1 rm @ 10	
	Science General Store - Chemistry		1 rm @ 26	1 rm @ 30	
Science Technician etc.					
Non-Teaching Spaces	Technicians (store)	1 rm @ 87		1 rm @ 12	
Non-Teaching Spaces	Technicians (Chemicals prep and store)	1 rm @ 63	1 rm @ 70	1 rm @ 40	
Non-Teaching Spaces	Technicians (workshop and office)	1 rm @ 24		1 rm @ 36	
Non-Timetabled Spaces	Greenhouse	1 rm @ 12	1 rm @ 22		
Modern Languages					
Subject Teaching Staff		5	4	4	
General teaching	Classrm (Languages)	5 rms @ 60	4 rms @ 60spm	4 rms @ 70	
General teaching	Classrm GP/PSE	1 rm @ 60			
General Teaching	Seminar rm - MFL	1 rm @ 17			
Non-Teaching Spaces	Faculty Base - MFL	1 rm @ 39	1 rm @ 25	1 rm @ 20	
General Teaching	Oral prep rm		1 rm @ 11		
Non-Teaching Spaces	store - (off corridor store)		1 rm @ 15	1 rm 20	
Business Studies/ICT					
Subject Teaching Staff		6	6	5	
General teaching	Classrm (Business Studies)	2 rms @ 60		2 rms @ 70	
Practical Teaching	Computer Studies (Business Studies)	5 rms @ 68	6 rms @ 70	2 rms @ 70	
Non-Teaching Spaces	Faculty Base - ICT	1 rm @ 39	1 rm @ 30	1 rm @ 20	
General Teaching	Seminar rm - ICT	1 rm @ 17			
Non - Teaching Spaces	Store		1 rm @ 20	1 rm @ 10	
Non - Teaching Spaces	Store			1 rm @ 10	
Technology					
Subject Teaching Staff		4	4.8	7 (includes Home Ec)	
Practical Teaching	CDT - Craft (wood/metal)	1 rm @ 116		2 rms @ 95	
Practical Teaching	CDT - Craft (wood)	2 rms @ 87			
Teaching	CDT - Non Craft (Drawing/Design)	3 rms @ 78		3 rms @ 70	
Non-Teaching Spaces	Faculty Base - CDT	1 rm @ 34		1 rm @ 35	
Storage	Wood Store (CDT)	Various rms 107		Various rms 75	
Storage	Preparation rm			1 rm @ 45	
Art and Design					
Subject Teaching Staff		4	3.1	4	
Practical Teaching	Art and Design (3D)	1 rm @ 112			
Practical Teaching	Art and Design (2D)	3 rms @ 87	4 rms @ 70	4 rms @ 85	
Non-timetabled space	Art and Design resource area	1 rm @ 42			
Non-timetabled space	Kiln	1 rm @ 10	1 rm @ 13	1 rm @ 10	
General Teaching	Seminar rm - A&D	1 rm @ 17	1 rm @ 40		

Non-Teaching Spaces	Faculty Base - A&D	1 rm @ 34	1 rm @ 21	1 rm @ 20	
Storage	Art & Design Store	1 rm @ 31	1 rm @ 40	1 rm @ 20	
Practical Teaching	Dark rm			1 rm @ 10	
Non-timetabled space	Library			1 rm @ 10	
Music					
Subject Teaching Staff		2	2	2	
Practical Teaching	Music	3 rms @ 69	2 rms @ 70	3 rms @ 65	
Practical Teaching	Music		1 rm @ 50		
Instrumental Practice rms	Music Group rm	4 rms @ 15	5 rms @ 10	6 rms @ 10	
Non-timetabled space	Music Group rm	2 rms @ 57	1 rm @ 20	6 rms @ 7	
Non-Teaching Spaces	Faculty Base - Music	1 rm @ 25	1 rm @ 20	1 rm @ 25	
Storage	Music Store	1 rms @ 29	1 rm @ 15	2 rms @ 10	
Storage	Music (Large Instrument store) pupils	1 rm @ 39	1 rm @ 25	1 rm @ 25	
Subject Teaching Staff - Media					
Practical Teaching	Music Media / Recording Studio		20	20	
Home Economics					
Subject Teaching Staff		3	3	(includes technology)	
Practical Teaching	Home Economics	3 rms @ 84	2 rms @ 90	2 rms @ 80	
Practical Teaching	Home Economics		1 rm @ 100		
Practical Teaching	Vocational Training	1 rm @ 29			
Non-Teaching Spaces	Faculty Base - HE	1 rm @ 29	1 rm @ 25		
Storage	Home Economics Store	1 rm @ 42			
Practical Teaching	Home Economics Fabric Classrms		1 rm @ 80		
Practical Teaching	Home Economics Theory rm		1 rm @ 40	1 rm @ 65	
Practical Teaching	Home Economics Food Preparation rm		1 rm @ 20	3 rms = 25	
Storage	Various Storage		5 rms = 30	1 rm @ 10	
Storage	Home Economics Laundry		1 rm @ 5	1 rm @ 5	
Storage	Food class - Presentation Area			1 rm @ 15	
ASN					
Subject Teaching Staff		10	6.5	0	
Non-timetabled space	ASN General	4 rms @ 29	1 rm @ 30	2 rms @ 35	
Non-timetabled space	ASN General	2 rms @ 58		1 rm @ 30	
Non-timetabled space	ASN General/Life Skills	1 rm @ 58		2 rms @ 20	
Non-timetabled space	ASN/Learning Support small	4 rms @ 10		2 rms @ 6	
Non-timetabled space	ASN/Learning Support large	2 rms @ 19			
Non-timetabled space	ASD Support			1 rm @ 20	
Non-timetabled space	Craft+adapted Home Economics			1 rm @ 30	
Non-timetabled space	SEBN (social, emotional, behavioural needs) support			1 rm @ 30	
Non-timetabled space	SEBN classrm small			2 rms @ 8	
Non-timetabled space	Sensory rm		1 rm @ 10	1 rm @ 10	
Non-timetabled space	Physio rm			1 rm @ 22	
Non-timetabled space	Staff base		1 rrom @ 60		
Non-timetabled space	General Store		1 rm @ 10		
Pupil Support					
Subject Teaching Staff	Pupil Support	5	0	7	
Non-Teaching Spaces	Guidance Office	1 rm @ 58	1 rm @ 30	1 rm @ 60	
Non-Teaching Spaces	Guidance / Interview rms	3 rms @ 12	3 rms @ 10, 7.5, 5	3 rm @ 10	
Non-Teaching Spaces	Pupil Support / Behaviour	3 rms @ 29	3 rms @ 40	2 rms @ 25, 15	
Non-Teaching Spaces	Pupil Support / Behaviour		3 rms @ 20		
Non-Teaching Spaces	Pupil Support / Behaviour Office	1 rm @ 12		1 rm @ 12	
Non-Teaching Spaces	Pupil Support - Quiet rm		1 rm @ 10		
Storage	Various storage			Various rms = 40sqm	
Non-Teaching Spaces	Curriculum Support Base			1 rm @ 35	
Non-Teaching Spaces	Social worker office			1 rm @ 10	
Physical Education					
Subject Teaching Staff	Physical Education	5	5	4	
General teaching	Classrm (PE)	1 rm @ 60	1 rm @ 60	1 rm @ 60	
PE	Games Hall(s)	1 rm @ 1048		1 rm @ 476	
PE	Gymnasium	1 rm @ 190	2 rms @ 266	1 rm @ 216	
Non-Teaching Spaces	Fitness Suite	1 rm @ 87		1 rm @ 80	
Non-Teaching Spaces	Faculty Base - PE	1 rm @ 34	1 rm @ 45	1 rm @ 20	
Non-Teaching Spaces	Changing PE	6 rms @ 26	4 rms @ 24	6 rms @ 44	
Storage	Games Hall Store	1 rm @ 78	1 rm @ 27.7	1 rm @ 71	
Storage	Gymnasium Store	1 rm @ 39	1 rm @ 26	1 rm @ 22	
PE	Dance Studio			1 rm @ 166	
PE	Multi Purpose Space			1 rm @ 125	
Whole School					
Non-timetabled space	Library (inc. Librarians office)	1 rm @ 252	1 rm @ 212	1 rm @ 320	
Non-timetabled space	Stage (fixed)/Drama	1 rm @ 106	1 rm @ 300	1 rm @ 400	
Assembly / Social Space	Main Hall/Social/Dining areas	1 rm @ 1000	1 rm @ 400	1 rm @ 252	
Assembly / Social Space	Social Space General		1 rm @ 120		
Assembly / Social Space	6th Year social space / Library		1 rm @ 100		
Subject Teaching Staff	Drama			3	
Non-Teaching Spaces	Changing Drama	2 rms @ 31	2 rms @ 12.5	2 rms @ 15	
Storage	Drama Store	1 rm @ 19	1 rm @ 35	4 rms @ 8, 10, 10, 15	
Practical Teaching	Drama Studio			1 rm @ 70	
Practical Teaching	Drama Classrm			1 rm @ 70	
Storage	Arts Theatre Store			1 rm @ 70	
	General				
Non-Teaching Spaces	Meeting rm	1 rm @ 49		1 rm @ 45	
Non-Teaching Spaces	Staffrm	1 rm @ 97	1 rm @ 91	1 rm @ 100	
Non-Teaching Spaces	Medical Areas	1 rm @ 29	4 rms = 55	4 rms = 43	

Non-Teaching Spaces	Kitchen	160	110	100	
SMT					
Non-Teaching Spaces	Head Teacher	24	25	25	
Non-Teaching Spaces	Depute Head Teacher	<u>3rms@19</u>	<u>3rms@15</u>	3rms @ 15	
Non-Teaching Spaces	Depute Head Teacher		21		
Non-Teaching Spaces	Business Manager		15	15	
Non-Teaching Spaces	visiting services office		10		
Non-Teaching Spaces	kitchen		6		
Janitorial					
Non-Teaching Spaces	Janitor	19	15		
Storage	Janitor (Workshop and Office)	29		36	
Administration					
Non-Teaching Spaces	Admin / Repro	107	70	60	
Storage	Admin / Repro store	19	25		
Non-Teaching Spaces	ICT Technician Workshop	32	24	36	
Storage	ICT Technician Store	16	23	12	
	Total Floor Area	10,084	8,374	8,854	

AHS NEW BUILD ON LOWER STANEY HILL SITE WITH NEW BUILD HALL OF RESIDENCE

Discounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS NEW BUILD ON LOWER STANEY HILL SITE WITH NEW BUILD HALL OF RESIDENCE

Year	Discount Factor	Capital Cash Flow	Lease	Rates	Adamsons Rep & Maint	TOTAL Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000	£000
0	1.000								
1	0.946	20,551					20,551	19,434	19,434
2	0.894	32,295					32,295	28,879	48,313
3	0.846	5,872			25	25	5,897	4,986	53,299
4	0.800	-54,168	4,150	437	25	4,612	-49,556	-39,625	13,674
5	0.756		4,150	437	25	4,612	4,612	3,487	17,161
6	0.715		4,150	437	25	4,612	4,612	3,298	20,459
7	0.676		4,150	437	349	4,936	4,936	3,337	23,796
8	0.639		4,150	437	25	4,612	4,612	2,949	26,745
9	0.605		4,150	437	25	4,612	4,612	2,788	29,533
10	0.572		4,150	437	25	4,612	4,612	2,637	32,170
11	0.541		4,150	437	25	4,612	4,612	2,493	34,664
12	0.511		4,150	437	349	4,936	4,936	2,523	37,187
13	0.483		4,150	437	25	4,612	4,612	2,230	39,417
14	0.457		4,150	437	25	4,612	4,612	2,108	41,525
15	0.432		4,150	437	25	4,612	4,612	1,994	43,519
16	0.409		4,150	437	25	4,612	4,612	1,885	45,405
17	0.387		4,150	437	6,768	11,355	11,355	4,390	49,794
18	0.366		4,150	437	3,393	7,980	7,980	2,917	52,711
19	0.346		4,150	437	25	4,612	4,612	1,594	54,306
20	0.327		4,150	437	25	4,612	4,612	1,508	55,813
21	0.309		4,150	437	25	4,612	4,612	1,426	57,239
22	0.292		4,150	437	349	4,936	4,936	1,443	58,682
23	0.276		4,150	437	25	4,612	4,612	1,275	59,956
24	0.261		4,150	437	25	4,612	4,612	1,205	61,162
25	0.247		4,150	437	25	4,612	4,612	1,140	62,302
26	0.234		4,150	437	25	4,612	4,612	1,078	63,380
27	0.221	10,461	4,150	437	25	4,612	15,073	3,331	66,711
28	0.209		4,150	437	25	4,612	4,612	964	67,675
29	0.198		4,150	437	25	4,612	4,612	912	68,587
30	0.187		4,150	437	25	4,612	4,612	862	69,449
31	0.177		4,150	437	25	4,612	4,612	815	70,264
32	0.167	19,245	4,150	437	25	4,612	23,857	3,987	74,251
33	0.158		4,150	437	25	4,612	4,612	729	74,980
34	0.149			437	3,393	3,830	3,830	572	75,552
35	0.141			437	25	462	462	65	75,617
36	0.134			437	25	462	462	62	75,679
37	0.126			437	349	786	786	99	75,778
38	0.119			437	25	462	462	55	75,833
39	0.113			437	25	462	462	52	75,886
40	0.107			437	25	462	462	49	75,935
41	0.101			437	25	462	462	47	75,982
42	0.096			437	3,912	4,349	4,349	415	76,397
43	0.090			437	25	462	462	42	76,439
44	0.085			437	25	462	462	39	76,478
45	0.081			437	25	462	462	37	76,516
46	0.076			437	25	462	462	35	76,551
47	0.072			437	7,306	7,743	7,743	559	77,110
48	0.068			437	25	462	462	32	77,142
49	0.065			437	25	462	462	30	77,172
50	0.061			437	3,393	3,830	3,830	234	77,406
51	0.058			437	25	462	462	27	77,433
52	0.055	10,461		437	25	462	10,923	597	78,029
53	0.052			437	25	462	462	24	78,053
54	0.049			437	25	462	462	23	78,076
55	0.046			437	25	462	462	21	78,097
56	0.044			437	25	462	462	20	78,117
57	0.041			437	349	786	786	32	78,150
58	0.039			437	25	462	462	18	78,168
59	0.037			437	25	462	462	17	78,185
60	0.035			437	25	462	462	16	78,201
		44,718	124,500	24,909	31,085	180,494	225,212	78,201	

Average Annual Maintenance

518,076

AHS NEW BUILD ON LOWER STANEY HILL SITE WITH MAINTAINED HALL OF RESIDENCE

Discounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS NEW BUILD ON LOWER STANEY HILL SITE MAINTAINED HALL OF RESIDENCE

Year	Discount Factor	Capital Cash Flow	Lease	Rates	Rep & Maint	TOTAL Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000	£000
0	1.000								
1	0.946	16,832			1,366	1,366	18,199	17,209	17,209
2	0.894	26,451			1,366	1,366	27,817	24,875	42,084
3	0.846	4,809			1,366	1,366	6,176	5,222	47,306
4	0.800	-43,542	3,400	437	1,366	5,203	-38,339	-30,656	16,650
5	0.756		3,400	437	1,366	5,203	5,203	3,934	20,584
6	0.715		3,400	437	166	4,003	4,003	2,862	23,447
7	0.676		3,400	437	425	4,262	4,262	2,882	26,329
8	0.639		3,400	437	166	4,003	4,003	2,560	28,888
9	0.605		3,400	437	166	4,003	4,003	2,420	31,309
10	0.572		3,400	437	166	4,003	4,003	2,289	33,598
11	0.541		3,400	437	166	4,003	4,003	2,164	35,762
12	0.511		3,400	437	425	4,262	4,262	2,179	37,941
13	0.483		3,400	437	166	4,003	4,003	1,935	39,877
14	0.457		3,400	437	166	4,003	4,003	1,830	41,707
15	0.432		3,400	437	166	4,003	4,003	1,731	43,437
16	0.409		3,400	437	166	4,003	4,003	1,637	45,074
17	0.387		3,400	437	5,615	9,452	9,452	3,654	48,728
18	0.366		3,400	437	3,199	7,036	7,036	2,572	51,300
19	0.346		3,400	437	166	4,003	4,003	1,384	52,684
20	0.327		3,400	437	166	4,003	4,003	1,309	53,993
21	0.309		3,400	437	166	4,003	4,003	1,237	55,230
22	0.292		3,400	437	425	4,262	4,262	1,246	56,476
23	0.276		3,400	437	166	4,003	4,003	1,107	57,582
24	0.261		3,400	437	166	4,003	4,003	1,046	58,629
25	0.247		3,400	437	166	4,003	4,003	989	59,618
26	0.234		3,400	437	166	4,003	4,003	936	60,554
27	0.221	9,085	3,400	437	166	4,003	13,089	2,893	63,447
28	0.209		3,400	437	166	4,003	4,003	837	64,284
29	0.198		3,400	437	166	4,003	4,003	791	65,075
30	0.187	9,500	3,400	437	125	3,962	13,462	2,516	67,591
31	0.177		3,400	437	125	3,962	3,962	700	68,291
32	0.167	15,481	3,400	437	125	3,962	19,443	3,249	71,540
33	0.158		3,400	437	125	3,962	3,962	626	72,166
34	0.149			437	3,158	3,595	3,595	537	72,704
35	0.141			437	125	562	562	79	72,783
36	0.134			437	125	562	562	75	72,858
37	0.126			437	384	821	821	104	72,962
38	0.119			437	125	562	562	67	73,029
39	0.113			437	125	562	562	64	73,093
40	0.107			437	125	562	562	60	73,153
41	0.101			437	125	562	562	57	73,209
42	0.096			437	3,305	3,742	3,742	358	73,567
43	0.090			437	125	562	562	51	73,618
44	0.085			437	125	562	562	48	73,666
45	0.081			437	125	562	562	45	73,711
46	0.076			437	125	562	562	43	73,754
47	0.072			437	6,004	6,441	6,441	465	74,219
48	0.068			437	125	562	562	38	74,258
49	0.065			437	125	562	562	36	74,294
50	0.061			437	3,158	3,595	3,595	220	74,514
51	0.058			437	125	562	562	32	74,546
52	0.055	9,085		437	125	562	9,647	527	75,073
53	0.052			437	125	562	562	29	75,102
54	0.049			437	125	562	562	27	75,130
55	0.046			437	125	562	562	26	75,156
56	0.044			437	125	562	562	25	75,180
57	0.041			437	384	821	821	34	75,214
58	0.039			437	125	562	562	22	75,236
59	0.037			437	125	562	562	21	75,257
60	0.035			437	125	562	562	20	75,276
		47,703	102,000	24,909	39,600	166,509	214,212	75,276	

Average Annual Maintenance

660,001

AHS MAINTAIN CURRENT SCHOOL AND HALL OF RESIDENCE - DO NOTHING ADDITIONAL

Discounted Cash Flow

Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS MAINTAIN CURRENT SCHOOL AND HALL OF RESIDENCE - DO NOTHING ADDITIONAL

Year	Discount Factor	Capital Cash Flow	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000
0	1.000							
1	0.946		259	1,463	1,722	1,722	1,628	1,628
2	0.894		259	1,463	1,722	1,722	1,540	3,168
3	0.846		259	1,463	1,722	1,722	1,456	4,624
4	0.800		259	1,463	1,722	1,722	1,377	6,000
5	0.756		259	1,463	1,722	1,722	1,302	7,302
6	0.715		259	263	522	522	373	7,675
7	0.676		259	263	522	522	353	8,028
8	0.639		259	263	522	522	334	8,362
9	0.605		259	263	522	522	315	8,677
10	0.572		259	263	522	522	298	8,975
11	0.541		259	263	522	522	282	9,257
12	0.511		259	263	522	522	267	9,524
13	0.483		259	263	522	522	252	9,776
14	0.457		259	263	522	522	239	10,015
15	0.432		259	263	522	522	226	10,240
16	0.409		259	263	522	522	213	10,454
17	0.387		259	263	522	522	202	10,655
18	0.366		259	263	522	522	191	10,846
19	0.346		259	263	522	522	180	11,026
20	0.327		259	263	522	522	171	11,197
			5,176	11,258	16,435	16,435	11,197	

Average Annual Maintenance

562,921

CANNOT CARRY OUT FULL 60 YEAR NPV APPRAISAL AS SCHOOL DOES NOT HAVE AN ESTIMATED LIFE BEYOND 20 YEARS.

AHS MAINTAIN CURRENT SCHOOL AND HALL OF RESIDENCE, AND MAKE PROVISION FOR REPLACEMENT

Discounted Cash Flow

Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS MAINTAIN CURRENT SCHOOL AND HALL OF RESIDENCE AND MAKE PROVISION FOR REPLACEMENT

Year	Discount Factor	Capital Cash Flow	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000
0	1.000							
1	0.946		259	2,463	2,722	2,722	2,574	2,574
2	0.894		259	2,463	2,722	2,722	2,434	5,008
3	0.846		259	2,463	2,722	2,722	2,302	7,309
4	0.800		259	2,463	2,722	2,722	2,176	9,486
5	0.756		259	2,463	2,722	2,722	2,058	11,544
6	0.715		259	263	522	522	373	11,917
7	0.676		259	263	522	522	353	12,270
8	0.639		259	263	522	522	334	12,603
9	0.605		259	263	522	522	315	12,919
10	0.572		259	263	522	522	298	13,217
11	0.541		259	263	522	522	282	13,499
12	0.511		259	263	522	522	267	13,766
13	0.483		259	263	522	522	252	14,018
14	0.457		259	263	522	522	239	14,257
15	0.432		259	263	522	522	226	14,482
16	0.409		259	263	522	522	213	14,696
17	0.387		259	263	522	522	202	14,897
18	0.366		259	263	522	522	191	15,088
19	0.346		259	263	522	522	180	15,269
20	0.327	42,000	259	166	425	42,425	13,868	29,136
21	0.309		259	166	425	425	131	29,268
22	0.292		259	166	425	425	124	29,392
23	0.276		259	166	425	425	117	29,509
24	0.261		259	166	425	425	111	29,620
25	0.247		259	166	425	425	105	29,725
26	0.234		259	166	425	425	99	29,825
27	0.221		259	166	425	425	94	29,919
28	0.209		259	166	425	425	89	30,007
29	0.198		259	166	425	425	84	30,091
30	0.187	9,500	259	125	384	9,884	1,847	31,939
31	0.177		259	125	384	384	68	32,006
32	0.167		259	125	384	384	64	32,071
33	0.158		259	125	384	384	61	32,131
34	0.149		259	125	384	384	57	32,189
35	0.141		259	125	384	384	54	32,243
36	0.134		259	125	384	384	51	32,294
37	0.126		259	4,884	5,142	5,142	650	32,944
38	0.119		259	2,775	3,034	3,034	363	33,306
39	0.113		259	125	384	384	43	33,350
40	0.107		259	125	384	384	41	33,391
41	0.101		259	125	384	384	39	33,430
42	0.096		259	125	384	384	37	33,466
43	0.090		259	125	384	384	35	33,501
44	0.085		259	125	384	384	33	33,534
45	0.081		259	125	384	384	31	33,565
46	0.076		259	125	384	384	29	33,594
47	0.072	7,934	259	125	384	8,318	601	34,195
48	0.068		259	125	384	384	26	34,221
49	0.065		259	125	384	384	25	34,246
50	0.061		259	125	384	384	23	34,269
51	0.058		259	125	384	384	22	34,292
52	0.055	13,520	259	125	384	13,904	760	35,051
53	0.052		259	125	384	384	20	35,071
54	0.049		259	2,775	3,034	3,034	148	35,219
55	0.046		259	125	384	384	18	35,237
56	0.044		259	125	384	384	17	35,254
57	0.041		259	125	384	384	16	35,270
58	0.039		259	125	384	384	15	35,285
59	0.037		259	125	384	384	14	35,299
60	0.035		259	125	384	384	13	35,312
		72,954	15,529	31,591	47,120	120,073	35,312	

Average Annual Maintenance

526,517

AHS Option 2b

AHS REFURBISH CURRENT BUILDING

Discounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS REFURBISH CURRENT BUILDING

Year	Discount Factor	Capital Cash Flow	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000
0	1.000							
1	0.946	6,263	384	225	609	6,872	6,499	6,499
2	0.894	12,612	384	225	609	13,221	11,822	18,321
3	0.846	12,252	384	225	609	12,861	10,875	29,196
4	0.800	5,405	384	225	609	6,014	4,809	34,005
5	0.756		384	225	609	609	460	34,465
6	0.715		384	225	609	609	435	34,901
7	0.676		384	724	1,108	1,108	749	35,650
8	0.639		384	225	609	609	389	36,039
9	0.605		384	225	609	609	368	36,408
10	0.572		384	225	609	609	348	36,756
11	0.541		384	225	609	609	329	37,085
12	0.511		384	724	1,108	1,108	566	37,652
13	0.483		384	225	609	609	294	37,946
14	0.457		384	225	609	609	278	38,224
15	0.432		384	225	609	609	263	38,488
16	0.409		384	225	609	609	249	38,737
17	0.387		384	5,888	6,272	6,272	2,425	41,161
18	0.366		384	1,258	1,642	1,642	600	41,761
19	0.346		384	225	609	609	211	41,972
20	0.327		384	225	609	609	199	42,171
21	0.309		384	225	609	609	188	42,359
22	0.292		384	724	1,108	1,108	324	42,683
23	0.276		384	225	609	609	168	42,851
24	0.261		384	225	609	609	159	43,011
25	0.247		384	225	609	609	151	43,161
26	0.234		384	225	609	609	142	43,303
27	0.221	6,067	384	6,067	6,451	12,518	2,767	46,070
28	0.209		384	225	609	609	127	46,197
29	0.198		384	225	609	609	120	46,318
30	0.187		384	225	609	609	114	46,432
31	0.177		384	225	609	609	108	46,539
32	0.167	14,790	384	225	609	15,399	2,573	49,113
33	0.158		384	225	609	609	96	49,209
34	0.149		384	1,258	1,642	1,642	245	49,454
35	0.141		384	225	609	609	86	49,540
36	0.134		384	225	609	609	81	49,622
37	0.126		384	724	1,108	1,108	140	49,762
38	0.119		384	225	609	609	73	49,835
39	0.113		384	225	609	609	69	49,903
40	0.107		384	225	609	609	65	49,968
41	0.101		384	225	609	609	62	50,030
42	0.096		384	5,041	5,425	5,425	518	50,548
43	0.090		384	225	609	609	55	50,603
44	0.085		384	225	609	609	52	50,655
45	0.081		384	225	609	609	49	50,705
46	0.076		384	225	609	609	47	50,751
47	0.072		384	6,186	6,570	6,570	475	51,226
48	0.068		384	225	609	609	42	51,267
49	0.065		384	225	609	609	39	51,307
50	0.061		384	1,258	1,642	1,642	100	51,407
51	0.058		384	225	609	609	35	51,442
52	0.055		384	6,067	6,451	6,451	352	51,795
53	0.052		384	225	609	609	31	51,826
54	0.049		384	225	609	609	30	51,856
55	0.046		384	225	609	609	28	51,884
56	0.044		384	225	609	609	27	51,911
57	0.041		384	749	1,133	1,133	47	51,957
58	0.039		384	225	609	609	24	51,981
59	0.037		384	225	609	609	22	52,004
60	0.035		384	225	609	609	21	52,025
		57,389	23,040	47,242	70,282	127,672	52,025	

Average Annual Maintenance

787,370

AHS NEW BUILD SCHOOL AND HALL OF RESIDENCE ON KNAB SITE

Discounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS NEW BUILD SCHOOL AND HALL OF RESIDENCE ON KNAB SITE

Year	Discount Factor	Capital Cash Flow	Lease	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000	£000
0	1.000								
1	0.946	19,251					19,251	18,204	18,204
2	0.894	30,251					30,251	27,051	45,255
3	0.846	5,500		414	60	474	5,974	5,052	50,307
4	0.800	-55,003	3,890	414	60	4,364	-50,639	-40,491	9,816
5	0.756		3,890	414	60	4,364	4,364	3,300	13,116
6	0.715		3,890	414	60	4,364	4,364	3,120	16,236
7	0.676		3,890	414	579	4,883	4,883	3,302	19,538
8	0.639		3,890	414	60	4,364	4,364	2,790	22,328
9	0.605		3,890	414	60	4,364	4,364	2,639	24,966
10	0.572		3,890	414	60	4,364	4,364	2,495	27,462
11	0.541		3,890	414	60	4,364	4,364	2,359	29,821
12	0.511		3,890	414	579	4,883	4,883	2,497	32,317
13	0.483		3,890	414	60	4,364	4,364	2,110	34,427
14	0.457		3,890	414	60	4,364	4,364	1,995	36,422
15	0.432		3,890	414	60	4,364	4,364	1,887	38,309
16	0.409		3,890	414	60	4,364	4,364	1,784	40,093
17	0.387		3,890	414	6,676	10,980	10,980	4,245	44,337
18	0.366		3,890	414	2,962	7,266	7,266	2,656	46,994
19	0.346		3,890	414	60	4,364	4,364	1,509	48,502
20	0.327		3,890	414	60	4,364	4,364	1,427	49,929
21	0.309		3,890	414	60	4,364	4,364	1,349	51,278
22	0.292		3,890	414	579	4,883	4,883	1,427	52,705
23	0.276		3,890	414	60	4,364	4,364	1,206	53,911
24	0.261		3,890	414	60	4,364	4,364	1,141	55,052
25	0.247		3,890	414	60	4,364	4,364	1,079	56,131
26	0.234		3,890	414	60	4,364	4,364	1,020	57,151
27	0.221	10,712	3,890	414	60	4,364	15,076	3,332	60,483
28	0.209		3,890	414	60	4,364	4,364	912	61,395
29	0.198		3,890	414	60	4,364	4,364	862	62,257
30	0.187		3,890	414	60	4,364	4,364	816	63,073
31	0.177		3,890	414	60	4,364	4,364	771	63,844
32	0.167	17,224	3,890	414	60	4,364	21,588	3,608	67,452
33	0.158		3,890	414	60	4,364	4,364	690	68,141
34	0.149			414	2,962	3,376	3,376	505	68,646
35	0.141			414	60	474	474	67	68,713
36	0.134			414	60	474	474	63	68,776
37	0.126			414	579	993	993	125	68,902
38	0.119			414	60	474	474	57	68,958
39	0.113			414	60	474	474	54	69,012
40	0.107			414	60	474	474	51	69,063
41	0.101			414	60	474	474	48	69,111
42	0.096			414	3,882	4,296	4,296	411	69,521
43	0.090			414	60	474	474	43	69,564
44	0.085			414	60	474	474	40	69,604
45	0.081			414	60	474	474	38	69,643
46	0.076			414	60	474	474	36	69,679
47	0.072			414	7,123	7,537	7,537	545	70,223
48	0.068			414	60	474	474	32	70,256
49	0.065			414	60	474	474	31	70,286
50	0.061			414	2,962	3,376	3,376	206	70,493
51	0.058			414	60	474	474	27	70,520
52	0.055	10,712		414	60	474	11,186	611	71,131
53	0.052			414	60	474	474	24	71,156
54	0.049			414	60	474	474	23	71,179
55	0.046			414	60	474	474	22	71,201
56	0.044			414	60	474	474	21	71,221
57	0.041			414	579	993	993	41	71,262
58	0.039			414	60	474	474	19	71,281
59	0.037			414	60	474	474	18	71,298
60	0.035			414	60	474	474	17	71,315
		38,648	116,700	24,012	32,283	172,995	211,643	71,315	

Average Annual Maintenance

538

AHS NEW BUILD ON KNAB SITE WITH MAINTAINED HALL OF RESIDENCEDiscounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS NEW BUILD ON KNAB SITE WITH MAINTAINED HALL OF RESIDENCE

Year	Discount Factor	Capital Cash Flow	Lease	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000	£000
0	1.000								
1	0.946	15,986			1,200	1,200	17,186	16,252	16,252
2	0.894	25,121			1,200	1,200	26,321	23,537	39,788
3	0.846	4,568		414	1,401	1,815	6,383	5,397	45,186
4	0.800	-45,675	3,225	414	1,401	5,040	-40,635	-32,492	12,694
5	0.756		3,225	414	1,401	5,040	5,040	3,811	16,505
6	0.715		3,225	414	201	3,840	3,840	2,746	19,251
7	0.676		3,225	414	546	4,185	4,185	2,829	22,080
8	0.639		3,225	414	201	3,840	3,840	2,455	24,536
9	0.605		3,225	414	201	3,840	3,840	2,322	26,858
10	0.572		3,225	414	201	3,840	3,840	2,196	29,053
11	0.541		3,225	414	201	3,840	3,840	2,076	31,129
12	0.511		3,225	414	546	4,185	4,185	2,139	33,269
13	0.483		3,225	414	201	3,840	3,840	1,857	35,126
14	0.457		3,225	414	201	3,840	3,840	1,756	36,881
15	0.432		3,225	414	201	3,840	3,840	1,660	38,541
16	0.409		3,225	414	201	3,840	3,840	1,570	40,111
17	0.387		3,225	414	5,552	9,191	9,191	3,553	43,664
18	0.366		3,225	414	2,765	6,404	6,404	2,341	46,005
19	0.346		3,225	414	201	3,840	3,840	1,328	47,333
20	0.327		3,225	414	201	3,840	3,840	1,255	48,588
21	0.309		3,225	414	201	3,840	3,840	1,187	49,775
22	0.292		3,225	414	546	4,185	4,185	1,223	50,999
23	0.276		3,225	414	201	3,840	3,840	1,061	52,060
24	0.261		3,225	414	201	3,840	3,840	1,004	53,064
25	0.247		3,225	414	201	3,840	3,840	949	54,013
26	0.234		3,225	414	201	3,840	3,840	898	54,911
27	0.221	9,232	3,225	414	201	3,840	13,073	2,889	57,800
28	0.209		3,225	414	201	3,840	3,840	803	58,603
29	0.198		3,225	414	201	3,840	3,840	759	59,362
30	0.187	9,500	3,225	414	160	3,799	13,299	2,485	61,847
31	0.177		3,225	414	160	3,799	3,799	671	62,518
32	0.167	14,088	3,225	414	160	3,799	17,887	2,989	65,508
33	0.158		3,225	414	160	3,799	3,799	600	66,108
34	0.149			414	2,724	3,138	3,138	469	66,577
35	0.141			414	160	574	574	81	66,658
36	0.134			414	160	574	574	77	66,735
37	0.126			414	646	1,060	1,060	134	66,869
38	0.119			414	160	574	574	69	66,937
39	0.113			414	160	574	574	65	67,002
40	0.107			414	160	574	574	61	67,064
41	0.101			414	160	574	574	58	67,122
42	0.096			414	3,141	3,555	3,555	340	67,461
43	0.090			414	160	574	574	52	67,513
44	0.085			414	160	574	574	49	67,562
45	0.081			414	160	574	574	46	67,608
46	0.076			414	160	574	574	44	67,652
47	0.072			414	5,884	6,298	6,298	455	68,107
48	0.068			414	160	574	574	39	68,147
49	0.065			414	160	574	574	37	68,184
50	0.061			414	2,724	3,138	3,138	192	68,375
51	0.058			414	160	574	574	33	68,409
52	0.055	9,232		414	160	574	9,806	536	68,944
53	0.052			414	160	574	574	30	68,974
54	0.049			414	160	574	574	28	69,002
55	0.046			414	160	574	574	27	69,028
56	0.044			414	160	574	574	25	69,053
57	0.041			414	646	1,060	1,060	44	69,097
58	0.039			414	160	574	574	22	69,120
59	0.037			414	160	574	574	21	69,141
60	0.035			414	160	574	574	20	69,161
		42,053	96,750	24,012	40,148	160,910	202,963	69,161	

Average Annual Maintenance

669

AHS NEW BUILD SCHOOL AND REFURBISHED HALL OF RESIDENCE ON KNAB SITE

Discounted Cash Flow
Discount Rate (%)

5.75 Long Run Rate of Return

NPV : AHS NEW BUILD SCHOOL AND REFURBISHED HALL OF RESIDENCE ON KNAB SITE

Year	Discount Factor	Capital Cash Flow	Lease	Rates	Rep & Maint	Revenue Cash Flow	Cash Flow	Discounted Cash Flow	Cumulative Discounted Cash Flow
		£000	£000	£000	£000	£000	£000	£000	£000
0	1.000								
1	0.946	19,251					19,251	18,204	18,204
2	0.894	30,251					30,251	27,051	45,255
3	0.846	5,500		414	60	474	5,974	5,052	50,307
4	0.800	-35,160	3,225	414	60	3,699	-31,461	-25,157	25,150
5	0.756		3,225	414	60	3,699	3,699	2,797	27,947
6	0.715		3,225	414	60	3,699	3,699	2,645	30,592
7	0.676		3,225	414	579	4,218	4,218	2,852	33,444
8	0.639		3,225	414	60	3,699	3,699	2,365	35,809
9	0.605		3,225	414	60	3,699	3,699	2,236	38,046
10	0.572		3,225	414	60	3,699	3,699	2,115	40,161
11	0.541		3,225	414	60	3,699	3,699	2,000	42,161
12	0.511		3,225	414	579	4,218	4,218	2,157	44,317
13	0.483		3,225	414	60	3,699	3,699	1,788	46,105
14	0.457		3,225	414	60	3,699	3,699	1,691	47,796
15	0.432		3,225	414	60	3,699	3,699	1,599	49,396
16	0.409		3,225	414	60	3,699	3,699	1,512	50,908
17	0.387		3,225	414	6,676	10,315	10,315	3,987	54,895
18	0.366		3,225	414	2,962	6,601	6,601	2,413	57,308
19	0.346		3,225	414	60	3,699	3,699	1,279	58,587
20	0.327		3,225	414	60	3,699	3,699	1,209	59,796
21	0.309		3,225	414	60	3,699	3,699	1,143	60,939
22	0.292		3,225	414	579	4,218	4,218	1,233	62,172
23	0.276		3,225	414	60	3,699	3,699	1,022	63,195
24	0.261		3,225	414	60	3,699	3,699	967	64,162
25	0.247		3,225	414	60	3,699	3,699	914	65,076
26	0.234		3,225	414	60	3,699	3,699	865	65,941
27	0.221	10,712	3,225	414	60	3,699	14,411	3,185	69,126
28	0.209		3,225	414	60	3,699	3,699	773	69,899
29	0.198		3,225	414	60	3,699	3,699	731	70,630
30	0.187		3,225	414	60	3,699	3,699	691	71,321
31	0.177		3,225	414	60	3,699	3,699	654	71,975
32	0.167	17,224	3,225	414	60	3,699	20,923	3,497	75,472
33	0.158		3,225	414	60	3,699	3,699	585	76,056
34	0.149			414	2,962	3,376	3,376	505	76,561
35	0.141			414	60	474	474	67	76,628
36	0.134			414	60	474	474	63	76,691
37	0.126			414	60	474	474	60	76,751
38	0.119			414	60	474	474	57	76,807
39	0.113			414	60	474	474	54	76,861
40	0.107			414	60	474	474	51	76,912
41	0.101			414	60	474	474	48	76,960
42	0.096			414	3,882	4,296	4,296	411	77,370
43	0.090			414	60	474	474	43	77,413
44	0.085			414	60	474	474	40	77,453
45	0.081			414	60	474	474	38	77,492
46	0.076			414	60	474	474	36	77,528
47	0.072			414	7,123	7,537	7,537	545	78,072
48	0.068			414	60	474	474	32	78,105
49	0.065			414	60	474	474	31	78,135
50	0.061			414	2,962	3,376	3,376	206	78,342
51	0.058			414	60	474	474	27	78,369
52	0.055	10,712		414	60	474	11,186	611	78,980
53	0.052			414	60	474	474	24	79,005
54	0.049			414	60	474	474	23	79,028
55	0.046			414	60	474	474	22	79,050
56	0.044			414	60	474	474	21	79,070
57	0.041			414	579	993	993	41	79,111
58	0.039			414	60	474	474	19	79,130
59	0.037			414	60	474	474	18	79,147
60	0.035			414	60	474	474	17	79,164
		58,490	96,750	24,012	31,764	152,526	211,017	79,164	

Average Annual Maintenance

529