

The Kenilworth Education Trust -
Respondent Number 7566

**Kenilworth School and Sixth Form
Options Appraisal - Issue as
Supporting Material
WDC Examination Statement
Matter 8 - Other Proposed Site
Allocation**

Options Appraisal Report

OAWREP/002

Issue 02 | 13 December 2016

This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 237355-00

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1 Introduction

This supporting document provides extracts from the options appraisal report which has been developed on behalf of the Kenilworth School and Sixth Form, to provide detailed advice and recommendations to enable the School's Governing Body to make informed decisions about the future location and nature of the School's buildings set in the context of the Warwickshire District Council Local Plan, which proposes a significant expansion of Kenilworth with additional new homes which will lead to the requirement for additional places at the secondary school.

The purpose of the appraisal was to identify potential options for the School, to consider appropriate development uses for the School's estate and to assess the potential capacity requirements for the school based on the demographic and growth needs in Kenilworth.

The scope of the options appraisal is to independently review and evaluate the current land and buildings that comprise the two sites owned by The Kenilworth Education Trust. The appraisal will consider options for the establishment of a school that can accommodate circa 2200 students and the necessary staff in terms of buildings and surrounding land within or neighbouring Kenilworth.

The development of the options is based on a model for the school footprint and external areas based on the Education Funding Agency (EFA) guidelines and through consultation with the School staff and Governors. Key parameters taken into account in this appraisal include:

- Overview of the local planning policies and proposed Local Development Plan for Warwickshire
- Market analysis for the options
- Existing site constraints

The outputs from this appraisal will inform a decision on a redevelopment option and approach which offers value for money and maximises the potential return on the redevelopment of the site for the Kenilworth Education Trust.

1.1 Vision 2020

The School has recently reviewed their vision for 2020 and is committed to delivering the best possible secondary education for the current and future young people of Kenilworth.

The School is currently judged "Outstanding" by Ofsted and examination results are some of the highest for a state school in the County.

Governors and senior staff are ambitious for the School to improve beyond this, to be world class and be recognised for its innovative educational provision for young people by 2020.

Mission Statement:

Kenilworth School aims to be an excellent school at the heart of the community. We motivate all of our young people to achieve more than they ever thought possible and awaken a curiosity and passion for learning so that they can play a full part as adults in shaping the society of the future.

Our students are proud of their achievements, and are encouraged to make an active contribution to school, the community and to society at large through a range of opportunities which develop leadership, flexibility, and a strong work ethic.

2 Project Objectives

The project objectives are to create an efficient and sustainable estate which supports the School in its vision for 2020 to provide high quality education in a school which inspires young people to achieve.

Key project objectives are:

- To create facilities which continue to support the outstanding achievements of its students
- To support students in working closely together
- To continue to be at the heart of the community in Kenilworth
- A school which is fit for purpose
- An efficient, flexible and sustainable estate.

A Site Working Group (SWG) was established by the School to undertake this project. The SWG appointed a team of advisors to support the development of the options appraisal, and together with some additional members of the Senior Leadership Team (SLT) formed the project team.

This project team has supported the development of the project scope and School requirements, which have been captured in a series of workshops and formed the basis of a Schedule of Accommodation, and undertook an evaluation of the short list of options.

3 Description of the existing estate

The Kenilworth School and Sixth Form was historically formed through the merger of three schools and a charitable Trust (The Kenilworth Education Trust) was formed in January 2009.

The School estate and properties were transferred from the Local Authority to The Kenilworth Education Trust in January 2009. The Trust's Terms of Reference include 'To take decisions on the purchase, funding or disposal of land and buildings on the recommendation of the Board of Governors', and it is on the recommendation of the School's Governing Body that the land and buildings can be sold.

The School currently has circa 1303 students in the main school (age 11 to 16) at Leyes Lane and a further 441 students at the sixth form on the Rouncil Lane site.

The current Kenilworth School is located on Leyes Lane and the current Sixth Form School is located on Rouncil Lane, within Kenilworth. Both sites are located within a short walking distance to the town centre, with Rouncil Lane located on the south west boundary of Kenilworth. Leyes Lane is bounded by residential properties and Rouncil Lane is bounded by a combination of residential properties and agricultural land.

Each site has combined vehicular and pedestrian accesses which are approached through residential areas, the site areas are as follows and include areas of playing fields:

- Main School at Leyes Lane = 23 acres (9.4 hectares)
- Sixth Form at Rouncil Lane = 13 acres (5.2 hectares)

The current split sites and age of the properties means that the estate does not support the School's ambitions to improve efficiency, reduce costs and reduce carbon emissions. Limiting factors include:

- Duplication of some resources
- Movement of staff between sites during the day
- Higher than average running costs

4 Capacity Modelling

The Warwick District Council Local Plan states that the housing proposals in the development plan require additional school capacity for all age groups.

The 2011 census shows that Kenilworth (Parish) has a population of 22,413 in 9,979 households.

Official Office for National Statistics (ONS) forecasts for the population of Warwick District, including Kenilworth, indicates a rise of 10% in the general population from 2015 to 2030. ONS also forecasts that school age population in the area will rise by 15% within the same timeframe.

The Local Authority's stated commitment to increase the availability of affordable housing over the same timeframe and beyond, while underpinning the demand for school places, is likely to broaden the social mix of the area served by Kenilworth School and Sixth Form. The estimates for Warwick District, including Kenilworth, imply an increased demand for state-funded secondary and sixth form education.

4.1 School demand profile

The Department for Education data shows that Kenilworth School and Sixth Form roll represents just over 25% of the combined rolls of the state-funded secondary schools in the District. The catchment area for the School has varied in the last four years ranging from 1.8 miles to 6.9 miles. The maximum catchment area was circa 2.8 miles.

An analysis of the most recent forecasts and trends for places at the School suggests that the local population of secondary school age will rise. The analysis of statistical data and the current roll and catchment

area for the School indicates that the demand for student places will increase by 14% by 2025.

The official forecast suggests a significant increase in population growth within the District and within Kenilworth in the next five to ten years. Based on the assumption that the School continues to represent 25% of the District's state schools combined roll, the demand for places is likely to grow.

The School took independent advice to develop possible demand scenarios, and in conjunction with Warwick County Council Education Department. The conclusion was that a development of a School with a capacity of 2,200 places is likely to meet the forecast population increase, as well as meeting the potential for an overall increase in demand for state-funded places due to the proposed development mix for the District.

This is in line with the Warwick County Council Education Department's analysis of requirements for school places moving forward and this options appraisal responds to Warwick County Council requirements for 2220 secondary school places capacity in Kenilworth.

5 Long list of options

Based on a requirement for a school with capacity for 2,200 places, the EFA guidance benchmark BB103 was applied to develop an initial footprint provision for a new school, sports and community facility. This initial estimate indicated a site of approximately 35 acres of land was required for a combined new school.

Alongside the overall footprint of land required, selection criteria adopted in the identification of potential sites included:

- Within walking distance of Kenilworth town centre
- Proximity to the proposed new residential development area
- Established infrastructure
- Public transport links

An initial list of potential sites was identified on this basis; however only a limited number of potential sites meet the space requirement for developing a school for 2,200 students.

Potential sites along the southern boundary of Kenilworth have been eliminated due to potential plot sizes and the noise impact of the A46 prohibiting development of a school based on guidelines for ambient noise levels. The possibility of sites alongside the east boundary of Kenilworth was considered, however sites beyond land fronting Glasshouse Lane, were not considered due to selection criteria for walking distance from the town centre and established infrastructure. Consequently, the following potential sites were considered to be of sufficient size to accommodate a combined school:

- Castle Farm
- Oak Farm
- South Crest Farm

A long list of five sites was developed based on the three sites noted above and the existing sites at Leyes Lane and Rouncil Lane. However, Rouncil Lane was a considerably smaller site. Therefore, the option to include Rouncil Lane is based on the assumption of acquisition of agricultural land adjoining the existing school. The long list of sites considered is shown on the plan in Figure 1:



Figure 1: Long list sites

Following the identification of these potential sites, each site was visited and observations captured such as access points, roads, overhead lines, boundary conditions, site topography, etc to establish the potential for development of these sites.

6 Short list of options

As part of the options appraisal, the long list of sites was assessed against a number of key historic and existing constraints which impact on the viability of potential options. In most cases, due to planning and statutory requirements, the development of a school would not be possible where these physical and environmental constraints exist.

These key constraints are outlined below and shown opposite:

- A large part of Kenilworth is located within the former medieval 'Kings Woods' which formed part of the woodland associated with the nearby Kenilworth Castle.
- 8 No. designated heritage assets are located within the Kenilworth area
- The proposed High Speed Rail line (HS2) is planned approximately 1km from the eastern edge of Kenilworth
- The noise impact from the A46 road which runs along the southern edge of Kenilworth
- Designated conservation area, parks and open spaces (see Figure 2)
- High flood risk zones exist in the north, north-west and south-east sections of Kenilworth (see Figure 3)

In addition to identifying these constraints, a meeting was held with the Local Authority Planning Policy Team, to gauge initial views from the planning department on the potential sites. Initial indications from the meeting suggested that sites identified to the west of Kenilworth would be less favourably considered by the planning department. Also, the areas surrounding Kenilworth Castle are likely to have significant restrictions on development in the vicinity of the Castle.



Figure 2: Heritage Sites

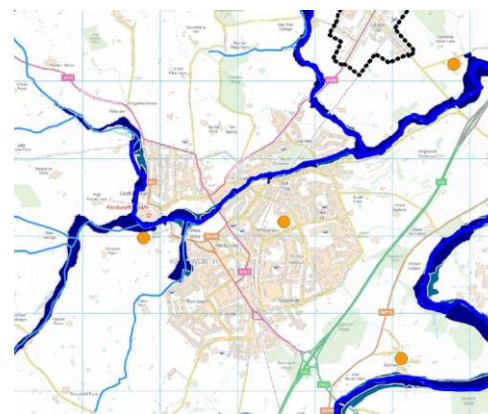


Figure 3: Flood Zones

Taking into consideration the key constraints and initial feedback from the planning department, the following options were no longer considered for the options appraisal due to the existing obstacles:

Castle Farm

- Whilst not directly within the conservation area, development is likely to be severely restricted due to the proximity to Kenilworth Castle
- The site is bounded to the north by a 'high probability' flood zone, and statutory requirements prohibit development of a school within this flood zone 3A
- Restricted access, poor visibility and suitability of local roads to the site is of concern and infrastructure improvements necessary
- Potential local wildlife site located within the site
- An established right of way path cuts through the site
- Location is remote to the planned expansion of the town and does not support the proposed Local Development Plan.

Consequently, Castle Farm is highly unlikely to be an option for development of a school and is not considered any further.

Oak Farm

- Restrictions to development height are likely due to the proximity to Kenilworth Castle
- The site is adjacent to a 'high probability' flood zone to the north of the site and a functional floodplain runs through the site. Both these constraints may potentially prohibit development of a school on this site.
- A series of potential local wildlife sites are located through the site

- Access to the site is via a residential cul-de-sac and suitability of local roads to the site is of concern, infrastructure improvements are likely to be necessary
- Public transport provision will require improvement.

Oak Farm has a number of physical and environmental obstacles which will require significant investment in order to address the obstacles in support of developing a school on this site. Consequently, Oak Farm is not considered any further as a potential option for a new school.

Based on the review of key constraints and initial feedback from the planning department, a short list of four options has been established. This short list includes an option to stay and do nothing, which forms the baseline for evaluation of the options shortlisted.

The short list options are:

- Option 0 – Do nothing
- Option 1 - South Crest Farm
- Option 2 – Leyes Lane
- Option 3 – Rouncil Lane (plus additional land)

6.1 Description of short listed sites

A high level review has been undertaken of the short listed sites to determine the key constraints and opportunities associated with each site. The initial review considered the Kenilworth area and specific aspects of each of the short listed sites and covered:

- Master planning
- Planning
- Ecology
- Archaeology
- Acoustics
- Geotechnics
- Transport Planning
- Land valuation

In addition, educational modelling, schedule of accommodation, engineering and sustainable opportunities were also developed to inform the options appraisal.

6.1.1 Option 0 – Do nothing

This option retains the existing School sites at Leyes Lane and Rouncil Lane, and the school continues to deliver educational services across a split site. Both sites are situated within residential areas; Leyes Lane is bounded by residential properties along three boundaries and frontage onto Leyes Lane. Rouncil Lane is bounded by residential properties on three sides and an agricultural field to the rear of the school.

Key attributes of this option include:

- Some alignment with the School's 2020 Vision
- Some facilities are not fit for purpose
- Several buildings are nearing their end of design life
- Facilities are a mixture of 1, 2 and 3 storey separate buildings
- Facilities are poorly insulated
- Higher than average carbon emissions
- High energy use, with ageing mechanical and electrical plant
- Investment needed to replace the Sixth Form buildings in the near future
- 3 accesses exist to Leyes Lane
- Single and restricted access to Rouncil Lane
- Poor segregation of pedestrians, vehicles and service deliveries
- Limited growth potential based on the existing footprint layout
- Education timetable continues across 2 sites with movement of staff between lessons
- Facilities support, reception, admin services required on both sites
- Limited access and integration of the sixth form students into the main school
- Current restricted parking remains
- Investment in improved drainage works is necessary to make use of the external green spaces as sports fields.
- Does not align with the Warwick District Council Local Development Plan

6.1.2 Option 1 – South Crest Farm

This option moves both the main school and sixth form to a new purpose built facility on the eastern edge of the town on Glasshouse Lane.

The site is approximately 45 acres with a 15metre level change across the site from the junction of Crew Lane and Glasshouse Lane towards the south-east boundary.

The site comprises a residential building and farm buildings accessed from Glasshouse Lane, via the single access to the site on Glasshouse Lane. A further residential building with mature trees and gardens is located to the northern corner of the site and has a separate access from Crew Lane.

The site perimeter is surrounded by mature trees, and is currently in agricultural use, with a large and potentially deep pond located in the centre of the site. The site has a number of ecological features and is considered to be potentially ecologically sensitive in one or two areas – such as surrounding the pond.

Key attributes of this option include:

- Alignment with the School's 2020 Vision is achievable
- Proximity to the A46 has a noise impact on the development of the southern end of the site for educational use
- The proposed HS2 is within 1 km of the site
- Green belt land is lost
- Enabling works will be required, including demolition of existing buildings and potential replanting of some trees
- Earthworks will be required to create level platforms for sports facilities
- Large pond requires re-location and/or protection
- Improved access from Glasshouse Lane is required
- The proposed housing expansion may support road improvements in the vicinity
- Improved lighting, pavements and reduced speed required along Glasshouse Lane
- New internal roads are required
- Improved public transport provision may be required outside the site
- Improved, new and increased capacity utilities required
- Existing overhead power line requires diversion/removal
- Good proximity to the centre of Kenilworth
- Site offers flexibility in developing a purpose built facility
- External sports facility provision is viable
- Sustainable and efficient solutions are viable
- Reduced carbon emissions possible
- Renewable energy solutions can be built into the design
- Minimal disruption to the existing school
- Minimal disruption to neighbours and community
- Future expansion and flexibility possible
- Single site provision possible
- Aligns with the WDC Local Development Plan

6.1.3 Option 2 – Leyes Lane

This option develops the 23 acre Leyes Lane site whilst the School continues to deliver educational services at Leyes Lane and Rouncil Lane.

Key attributes of this option include:

- Alignment with the School's 2020 Vision
- Current access from Leyes Lane is improved to segregate flows
- Enabling works will be required to divert major below ground drainage
- Good transport links retained
- Good access to the town centre is retained
- Infrastructure and capacity of roads, parking, access etc will need to be improved
- Increased utilities capacity required
- Investment in improved drainage works is necessary to make use of the external green spaces as sports fields.
- Tree Preservation Orders in place on some trees
- Mature trees on the boundary may be impacted
- Optimal building layouts are difficult to achieve
- Limited flexibility in developing a purpose built facility
- Community sports centre is retained
- All weather surface is replaced in a new location
- Sustainable and efficient solutions are viable
- Reduced carbon emissions possible
- Renewable energy solutions can be built into the design
- Single site provision possible
- 3 No. accesses into the site utilised to separate deliveries
- Lengthy phased development of new buildings
- Some improvement in parking provision possible
- Some disruption to the School
- Disruption to neighbours and community
- Future expansion is possible but constrained
- Flexibility is limited
- Limited growth potential based on the existing footprint layout
- Potentially longer timeframe to deliver a new facility
- External sports facilities are limited on the existing footprint, multi storey facilities are potentially viable but costly
- Green belt space will need to be re-allocated
- Does not align with the WDC Local Development Plan
- Legal advice to address existing covenants on the land to be concluded

6.1.4 Option 3 – Rouncil Lane

This option develops the 13 acre Rouncil Lane site plus the assumption that additional neighbouring land is made available.

This option assumes that approximately 25 acres of agricultural land can be purchased adjacent to the existing school site, to create a new 33 acre site for a new combined school.

The school continues to deliver educational services at Leyes Lane and the potential to continue at Rouncil Lane alongside construction works.

Key attributes of this option include:

- Alignment with the School's 2020 Vision
- Current access from Rouncil Lane is inadequate
- Enabling works will be required to divert overhead electrical supply
- Neighbouring sites require significant re-grading to create level platforms for sports facilities
- Southern edge of the neighbouring sites form part of the flood plains
- Poor public transport links
- Good proximity to the town centre
- Routes to the core of the proposed expansion of the town are not established
- Increased utilities capacity required
- Investment in improved drainage works is necessary to make use of the external green spaces as sports fields.
- Purpose built facility is possible
- Sustainable and efficient solutions are viable

- Reduced carbon emissions possible
- Renewable energy solutions can be built into the design
- Single site provision possible
- Significant access issues and further access provision will be necessary
- Purchase of a second area of land to facilitate access from the north will become necessary
- Some improvement in parking provision possible
- Some disruption to the existing School
- Disruption to neighbours and community due to access through residential areas
- Negative noise impact from the new School
- Future expansion is possible
- Limitations on flexibility due to irregular shape of the site
- Potentially longer timeframe to deliver a new facility due to phased working alongside the existing Sixth Form School
- Green belt space will need to be re-allocated
- Does not align with the WDC Local Development Plan
- Legal advice required on existing covenants on the land which may pose some restriction on the development of the site

7 Options appraisal

The development of the options appraisal has followed the process outlined opposite. In order to capture the project objectives and key benefits criteria, a number of workshops and meetings were held with the Site Working Group and the Senior Leadership Team.

The input from the school representatives informed the School's requirements and the development of the overall school footprint, both of which aligned strongly with the School's 2020 Vision.

The School's requirements have been interpreted into an initial schedule of accommodation. The following is a summary of these key requirements:

- School's requirements
 - Quality of provision and facilities
 - Continuity of school activity and minimising build impact
 - Attractiveness for recruitment of staff and students
 - School capacity provision
 - Vehicular and pedestrian segregation
 - Future expansion provision
 - School sports and outdoor provision
 - Parking provision

7.1 Benefits criteria

With an initial short list of options identified and the development of the schedule of accommodation. Key benefits criteria were identified through a series of workshops and a review of the overall education strategy. These benefits were developed in line with the School's 2020 Vision and the project objectives.

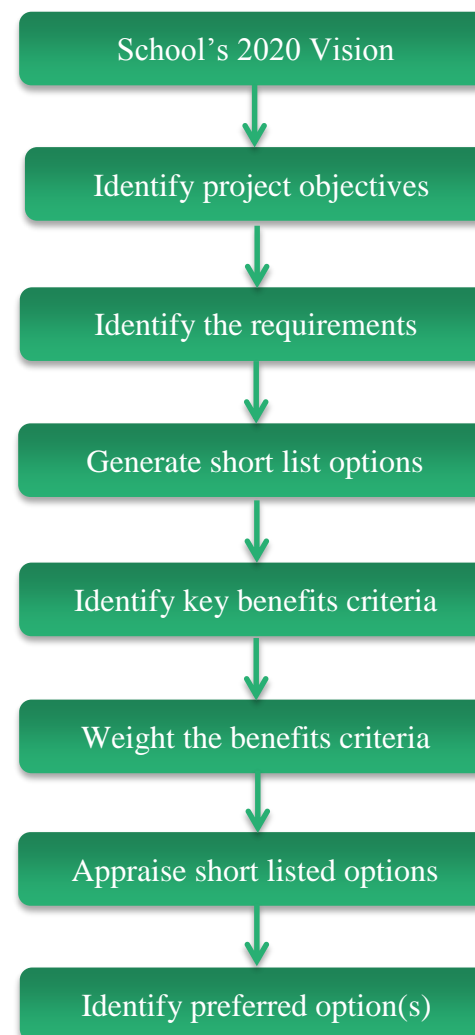


Figure 4: Options appraisal process

To support the assessment of the potential options for the future School provision, key benefits criteria were agreed under three broad headings:

- School's requirements
- Context
- Development principles

In addition to the 'School's Requirements', the assessment of the options takes into consideration the overall context setting of the potential options. The 'Context' criteria form the basis for the case for this project and are set in the context of the Warwickshire District Council Local Plan proposals:

- Context
 - Support WDC Local Plan planning requirements
 - Transport provision
 - Open space provision
 - Demographic profile

The assessment of the options must also take into consideration the overall setting of the potential options. As part of the initial review of the development principles and through desk based studies, the following criteria have been identified to support the assessment of the potential options:

- Development principles
 - Minimised impact on neighbours and community
 - Community benefits
 - Access to the site
 - Environmental
 - Sustainability opportunities
 - Service diversions
 - Utility provision

7.2 Benefits weighting

With any capital investment project, the realisation of the anticipated benefits must be planned for, measured and managed to ensure they are achieved. The development of initial weightings for the anticipated benefits are outlined below in Table 1: Key Benefits Criteria:

Table 1: Key Benefits Criteria

| Key Benefits Criteria | | Weighting |
|------------------------|---|-----------|
| School's Requirement | Quality of provision and facilities | 1 |
| | Continuity of school activity and minimising build impact | 1 |
| | Attractiveness for recruitment of staff and students | 2 |
| | School capacity provision | 2 |
| | Vehicular and pedestrian segregation | 5 |
| | Future expansion provision | 6 |
| | School sports and outdoor provision | 7 |
| | Parking provision | 7 |
| Context | Supports WDC LDP Planning | 3 |
| | Transport provision | 5 |
| | Open space provision | 6 |
| | Demographic profile | 6 |
| Development Principles | Minimised impact on neighbours and community | 4 |
| | Community benefits | 5 |
| | Access to the site | 5 |
| | Environmental | 5 |
| | Sustainability opportunities | 5 |
| | Service diversions | 8 |
| | Utility provision | 9 |

7.3 Constraints and opportunities

Each of the potential options for the future school provision are located across the Kenilworth area. These will involve obtaining planning consents for development. Therefore, key constraints and opportunities have been identified to assess the potential for obtaining planning consent for each of the options as follows:

- Constraints and opportunities
 - Archaeological
 - Site utilities provision
 - Flood risk
 - Earthworks and Ground water
 - Transport Assessment
 - Noise Assessment
 - Carbon reduction opportunities
 - Retaining existing structures
 - Tree Preservations orders

These criteria are identified to support the assessment of each of the short listed options in terms of achieving planning consent and form part of the key benefits criteria.

7.4 Initial findings

The key benefits, constraints and opportunities identified across the short listed sites have been grouped together and considered as the 'key attributes' for each site. An initial assessment of each of the options across these key attributes was undertaken by the technical advisory team.

The initial assessment indicates that Option 0 – Do nothing does not align with the project objectives and would not deliver the School's requirements for fit for purpose facilities.

Options 1 and 2 demonstrate better alignment with key attributes and were developed further into masterplan layouts as well as forming part of the evaluation.

The assessment also indicates that Option 3 – Rouncil Lane has good alignment with many of the attributes considered important to the School. However, this option requires measures to be put in place to address better alignment across areas such as access, disruption to neighbours and transport infrastructure to be considered further. Option 3 – Rouncil Lane was developed further and formed part of the evaluation noting some of the alignment concerns to be addressed.

Based on this initial assessment, Option 0 – Do nothing is not developed further.

8 Detailed options evaluation

The options appraisal was undertaken on the basis of the following key parameters:

- Initial assessment of the future space requirements in the form of a Schedule of Accommodation
- Non-financial assessment of the site options
- Financial appraisal and affordability analysis
- Risk assessment of each of the site options

8.1 Non-financial appraisal

A non-financial evaluation was developed to help the project team to assess and compare the advantages and disadvantages of each option.

The evaluation was undertaken for the following options:

- Option 0 – Do Nothing (Baseline case)
- Option 1 – South Crest Farm
- Option 2 – Leyes Lane
- Option 3 – Rouncil Lane

Option 0 – Do nothing scenario is used as the baseline for comparison purposes only and Option 3 – Rouncil Lane is kept as a potential alternative option.

8.2 Non-financial evaluation scoring

Based on the benefits criteria identified in section 7, each of the short listed options was scored and captured on an evaluation template during the non-financial appraisal as summarised below:

Table 2: Non-financial evaluation ranking summary

| | Option 0 – Do Nothing | Option 1 – South Crest Farm | Option 2 – Leyes Lane | Option 3 – Rouncil Lane |
|---------|----------------------------------|--|----------------------------------|--|
| Ranking | 4 | 1 | 2 | 2 |

The non-financial evaluation scoring exercise concluded that Option 1 – South Crest Farm scored the highest and best aligns with the benefits criteria identified in section 7 of this report. Option 1 scores much higher than the next highest scoring options 2 and 3, which suggests Option 1 has strong alignment with the school's aspirations.

Option 0 was the baseline option for comparison purposes and scores low in comparison to the options which involve an intervention.

8.3 Detailed site layouts

8.3.1 Option 1 – South Crest Farm

The masterplan for this option is based on a schedule of accommodation of approximately 17,000 square metres for the building footprint and comprises the following elements:

- Overall site area of 43 acres, with approximately 32 acres of development area
- Facilities can be developed as a single building or a series of buildings across a split level site
- 4 no. rugby and 2 no. football pitches
- Running track
- 6 no. tennis courts
- An astro turf positioned within the running track (slightly reduced size to Leyes Lane)
- 160 car park spaces and drop off (some capacity to increase)
- Separate service vehicles area
- Informal soft and hard landscaped play areas
- Space for additional tennis court
- Terraced topography across the site
- Single access



Figure 4: Initial masterplan for Option 1 – South Crest Farm

8.3.2 Option 2 – Leyes Lane

The masterplan for this option is based on a schedule of accommodation of approximately 17,000 square metres for the building footprint and comprises the following elements:

- Overall site area of 23 acres
- 4 no. rugby (3 no. at U17-U18, 1 no. at U15-U16)
- 2 no. football pitches
- 5 no. tennis courts
- An astro turf (same size as originally but in a new location)
- Existing sports centre is retained
- 92 car park spaces and limited drop off (overflow potential)
- Separate service vehicles entrance possible
- Informal soft and hard landscaped play areas compromised
- Multiple access points
- Phased development of a new facility onto the playing fields
- Demolition of several school buildings is required to commence new build
- Temporary accommodation may be necessary
- Orchard area is not retained



Figure 5: Initial masterplan for Option 2 – Leyes Lane

8.3.3 Option 3 – Rouncil Lane

The masterplan for this option is based on a schedule of accommodation of approximately 17,000 square metres for the building footprint and comprises the following elements:

- Overall site area of 38 acres (additional 25 acres purchased from neighbouring agricultural land)
- Facilities can be developed as a single building or a series of buildings across a split level site
- 4 no. rugby and 2 no. football pitches
- Running track
- 6 no. tennis courts
- An astro turf positioned within the running track (slightly reduced size to Leyes Lane)
- 160 car park spaces and drop off (some capacity to increase)
- Partially separated service vehicles area
- Informal soft and hard landscaped play areas
- Irregular space for additional outdoor areas possible
- Terraced topography to the rugby and football pitch areas of the site
- Existing access may be used for pedestrian access
- New access from Rouncil Lane subject to the purchase of additional land to create a new entrance point



Figure 6: Initial masterplan for Option 3 – Rouncil Lane

9 Risk management strategy

An important aspect of determining the preferred option is to assess the potential risks associated with each of the short listed options.

An initial risk assessment has been carried out by the technical advisory team following the principles of:

- Risk identification – developing a risk register covering all risks associated with the project
- Risk assessment – assessing each short listed option against the risks identified in the risk register in terms of both impact and probability, to determine the overall level of risk exposure of each option
- Risk management – developing a risk management plan for the preferred option to manage the identified risks

Development of the risk management plan for the preferred option will be based on the Monte Carlo approach, and include identifying who is responsible for managing the risk and what contingency or mitigation measures are to be put in place.

9.1 Risk register of options

An initial risk register has been developed based on the following categories of risk:

- Commercial
- Reputational
- Operational
- Planning

- Engineering design
- Transport
- Flood Risk
- Ecology
- Archaeology
- Ground conditions
- Acoustics

9.2 Summary and risk ranking

As part of the evaluation an initial risk assessment of the impact and probability of each risk occurring for each of the short listed options was developed.

The short listed options were ranked in terms of levels of risk and the lowest risk option identified as follows.

Table 3: Options risk ranking summary

| | Option 0 | Option 1 | Option 2 | Option 3 |
|--------------|----------|----------|----------|----------|
| Risk ranking | 1 | 2 | 3 | 4 |

A detailed risk management strategy for managing the risks associated with the preferred option will be developed as part of the next steps.

10 Procurement strategy

This section provides an outline of the various procurement routes the School may choose to adopt once a preferred option is selected and the project proceeds to the next stage of development.

A procurement strategy should set out the principal project details, constraints, drivers, priorities and opportunities. Current market conditions should also be considered and procurement routes identified which offer an optimum procurement strategy to the School.

Agreement and selection of a procurement strategy is required before a tendering process commences to allow the preparation of a coordinated suite of procurement documentation to a future project timeframe. This is particularly important if the project must be procured in accordance with EU procurement directives and the Public Contract Regulations 2006.

10.1 Specific constraints

Upon selection of a preferred site, a number of specific constraints should be considered in selection of a procurement approach, these constraints will vary for each option but typically include:

- Impact on the School activity
- Programme
- Budget/ Best value for money
- Quality
- Health & Safety

10.2 Procurement routes

The selection of a procurement route should be based on the route which offers the best combination in respect to the School's priorities which may include:

- Cost certainty
- Best value
- Programme
- Control of design / design quality
- Future flexibility

A number of procurement routes may be available to the School. Some of these routes include:

- Priority Schools Building Programme (PSBP)
- Traditional tender
- Design and build tender

11 Financial Information – Has been removed for commercial reasons

12 Outline Timeframe

An initial programme has been developed based on handover of a new school building by July 2020 and is built on a new site away from school activity.

| Month | Jan 17 | Apr 17 | July 17 | Oct 17 | Jan 18 | Apr 18 | July 18 | Oct 18 | Jan 19 | Apr 19 | July 19 | Oct 19 | Jan 20 | Apr 20 | July 20 |
|------------------------------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|
| Develop brief | | | | | | | | | | | | | | | |
| Purchase land | | | | | | | | | | | | | | | |
| Develop planning application | | | | | | | | | | | | | | | |
| Develop disposal strategy | | | | | | | | | | | | | | | |
| Planning decision | | | | | | | | | | | | | | | |
| Develop tender documentation | | | | | | | | | | | | | | | |
| Tender period | | | | | | | | | | | | | | | |
| Design | | | | | | | | | | | | | | | |
| Construction | | | | | | | | | | | | | | | |
| Handover | | | | | | | | | | | | | | | |
| Fitout/Move in | | | | | | | | | | | | | | | |

13 Evaluation Summary

A summary of the overall rankings for each of the short listed options is provided in Table 4.

Option 0 was not developed further and was no longer considered as part of the valuation.

The analysis showed that Option 1 was the highest ranked option and the preferred option.

Table 4: Options appraisal ranking summary

| | Option 0 | Option 1 | Option 2 | Option 3 |
|------------------------|-----------------|------------------|-----------------|-------------------------------------|
| | Do nothing | South Crest Farm | Leyes Lane | Rouncil Lane (plus additional land) |
| Non-financial | 4 | 1 | 2 | 2 |
| Risk | 1 | 2 | 3 | 4 |
| Financial | - | 1 | 3 | 2 |
| Overall Ranking | - | 1 | 2 | 2 |

14 Next steps

The following next steps are suggested as part of the development of a preferred option for the School:

- Engage with WDC and WCC to establish support to each of the short listed options 1, 2 and 3
- Agree project timeframe
- Engage with EFA to determine support and funding route
- Engage with key stakeholders within the school to gauge support for each of the shortlisted options
- Engage with external key stakeholders
- Engage advisors to support initial negotiations with land owners
- Develop a preferred option for planning purposes in line with the Local Plan