

EAST AYRSHIRE COUNCIL

CABINET – 16 DECEMBER 2009

OPTION APPRAISAL – CROSSROADS PRIMARY SCHOOL

Joint Report by the Executive Director of Educational and Social Services and the Executive Head of Finance and Asset Management

1. INTRODUCTION

- 1.1 The purpose of this report is to advise Cabinet of the outcome of the options appraisal exercise which has been completed for Crossroads Primary School and which considers the financial and educational elements of each option.

2. BACKGROUND

- 2.1 Crossroads Primary School has a confirmed roll, as at September 2009, of 52 pupils, with 29 children attending by way of placing request. The catchment area schools for this group of pupils is as follows :-

Darvel Primary	2 pupils
Newmilns Primary	6 pupils
Galston Primary	12 pupils
Hurlford Primary	5 pupils
Mauchline Primary	4 pupils

Of the 23 catchment area children, 10 are residents of South Ayrshire.

- 2.2 The average cost of primary school education in East Ayrshire for 2008/09 is £3,800 per pupil, taking into account actual spend on staffing, property costs, educational materials, staff training and administration costs borne directly by schools. This compares to £4,651 per pupil attending Crossroads Primary.
- 2.3 The future of education provision at Crossroads Primary School was considered during the Better Schools : Better Learning consultation exercise. At its meeting of 19 March 2008 Cabinet agreed that education provision should continue at Crossroads Primary. Following this Cabinet approved a capital investment strategy which included £650,000 for the component renewal and refurbishment of the Crossroads Primary building. These works included a full upgrade of the heating system, complete re-wiring of the building, new windows, renewal of doors, an upgrade to toilet facilities, internal redecoration, and improved security systems.
- 2.4 At its meeting of 3 December 2008 Cabinet noted the on-going dialogue with Mr Wallace Hendrie in relation to the potential for developing a new build at Crossroads Primary School which made use of a bio-digester to heat the building. The report included comment that, having taken account of all

known factors, the development of the school should be considered within the confines of the Council's known school estate and capital investment strategies.

- 2.5** In May 2009 timber repairs were undertaken to an individual support post and the lower level timber panelling. Following this, in July 2009 significant timber decay was identified during a survey of the structural posts at Crossroads Primary School by the Council's Structural Engineer. It was decided that in order to avoid potential disruption to the school during term time this detailed structural inspection would be carried out during the summer holiday period. The series of surveys conducted in July 2009 raised concerns about the structural integrity of the building and it became apparent that it was necessary to temporarily relocate the school into alternative accommodation for the start of the 2009/10 academic session. A number of establishments were considered and it was decided that Bellfield Primary was the favoured option as it allowed the visiting Crossroads class structure to be accommodated intact, best met the space criterion and offered a convenient local solution.

Without a full and intrusive investigative survey it would not have been possible to previously determine the full extent of timber decay within the property.

- 2.6** Since July work has been undertaken to identify the extent of the timber decay along with the required repair works and associated cost. Independent consultants have reported that all structural posts and the external timber cladding need to be replaced and that the estimated cost of this work is £399,000. A subsequent exercise by officers from Educational and Social Services and Asset Improvement Services has considered courses of action to determine which represents best value for the Council.

3. OPTION APPRAISAL

3.1 Identification of Options

- 3.1.1** A wide range of options was considered in this appraisal exercise, including both short term and long term considerations. For example, the short term location of the school was considered in the refurbishment, refurbishment and upgrade, new build and long term relocation options. The complete list of options considered is detailed below:-

TABLE 1 : OPTION LIST

	OPTION
1	Refurbishment to existing standards with the school temporarily remaining within accommodation at Bellfield Primary School. This refurbishment would include a full upgrade of the heating system, complete re-wiring of the building, new windows, renewal of doors, an upgrade to toilet facilities, internal redecoration, and improved security systems.
2	Refurbishment and upgrade to 21 st Century educational standards with the school temporarily remaining within accommodation at Bellfield Primary School. This refurbishment would include a full upgrade of the heating system, complete re-wiring of the building, new windows, renewal of doors, an upgrade to toilet facilities, full compliance with Disability Discrimination Legislation, installation of a sprinkler system, internal redecoration, and improved security systems. This option will result in an alteration to the internal room layout of the school to accommodate these changes
3	New build school on the existing site with the school temporarily remaining within accommodation at Bellfield Primary School
4	Relocation of the school, as a separate educational establishment, within alternative accommodation at Galston Primary School. The school will temporarily remain within accommodation at Bellfield Primary School until the required capital works are completed.
5	Cessation of education provision at Crossroads Primary School with pupils transferred to Galston Primary School

3.1.2 Full details of the consideration of these options are listed in Appendix 1. It should be noted that the capital investment costs listed in this report are indicative, based on the information known at this stage. These figures could be subject to change depending on the final design and specification and input from Planning, Building Standards and other statutory authorities. Revenue costs and savings identified in the report are also best estimates based on the available information at this time.

3.1.3 For assessment purposes options 1 would maintain the existing internal layout of the current school building and would provide a refurbishment with no betterment of the existing facilities.

3.1.4 Option 2 would result in an upgrade to the internal layout of the existing building to meet the requirements of 21st Century curriculum delivery. This would include the inclusion of disabled facilities and full access, the creation of a library and ICT area. As result of these upgrades it may be necessary to reduce the pupil capacity of school.

3.1.5 Option 3 would create a new build school on the existing school site. This would create a modern school to meet the future pupil numbers from the catchment area. A new building would be designed to meet current and future

learning and teaching requirements, incorporating the use of ICT. The building would also be energy efficient and fully accessible.

3.1.6 Option 4 would see the existing building demolished and the school re-located, as a separate educational establishment, to alternative accommodation within Galston Primary School. Sufficient space capacity can be configured to accommodate the school as a distinct establishment, although this will require reconfiguration of the present school layout.

3.1.7 Option 5 would result in the closure of Crossroads Primary and the demolition of the existing building. Pupils would be transferred to Galston Primary School.

3.1.8 In appraising options 1 - 3 officers also considered the temporary location of the school. This work evaluated the current arrangements at Bellfield Primary, the re-location to another establishment within the Loudoun Learning Community and the re-location of the school to its existing site within modular buildings.

The proposal to re-locate the school temporarily to another establishment was discounted on the grounds that arrangements at Bellfield were now in place and that to move the school again would disrupt the learning and teaching process.

A relocation to modular accommodation was rejected on access concerns, on health and safety issues of staff and pupils being in close proximity to a building site and cost grounds. The costs of modular accommodation for options 1 – 3 are detailed below :-

- Option 1 £426,000 (estimated construction time 16 months)
- Option 2 £453,000 (estimated construction time 20 months)
- Option 3 £453,000 (estimated construction time 20 months)

3.1.9 The Scottish Government have outlined their aspirations for the future school estate in “Building Better Schools: Investing in Scotland Future”, which was published in September 2009. These are:

- All children and young people will be educated in, and community users will use, schools that are 'fit for purpose' in terms of condition, suitability and sufficiency;
- Schools are well-designed, accessible, inclusive learning environments that inspire and drive new thinking and change and which support the delivery of high quality educational experiences through *Curriculum for Excellence*;
- Schools are integral parts of the communities they serve, with pupils making use of community facilities and communities accessing school facilities;
- Schools accommodate and provide a range of services, activities and facilities that make a difference to people's health and well being, to sustaining economic growth and to the strength and vibrancy of communities;
- A sustainable school estate whose design, construction and operation is environmentally and energy efficient; contributes directly to delivering the year-on-year reductions in greenhouse gas emissions introduced by the

Climate Change (Scotland) Act 2009, which is resilient to the impact of climate change and which leads by example in matters of environmental performance;

- A school estate that is efficiently run and that delivers maximises value for money;
- A school estate which is flexible and responsive - both to changes in demand for school places and to learners' and teachers' requirements and wishes, and where the beneficial impact of change is maximised by thorough consultation and engagement with users and stakeholders.

3.2 Option Appraisal Methodology

3.2.1 Decision making in local authorities is becoming increasingly complex. As the rate of change increases and the number of options widens, decisions based on intuition and historical reference have less credibility. A more analytical, objective and defensible decision making process is needed. The methodology used on this options appraisal exercise is consistent with that applied to the previous exercise carried out for the Patna Primary/St Xavier's Primary.

3.2.2 Option appraisal therefore defines and assesses different potential options to achieve required outputs or outcomes. It assists in making decisions on an informed and transparent basis and provides a consistent, systematic approach to decision-making.

3.2.3 A weighting and scoring approach has therefore been adopted for the assessment of the options relative to the future of Crossroads Primary School. Weighting and scoring enables a consistent comparison of unvalued costs and benefits. The basic approach involves assigning weights to the project assessment criteria, based on their relative importance, and then scoring each option in terms of how well it performs against those weighted objectives.

3.2.4 The weighted scores are then totalled and the options ranked. The option appraisal methodology adopted for this assessment therefore comprises two elements; financial, and non-financial assessment. Due to the sensitive nature of the project each of the elements of the assessment have been given an equal weighting of 50%.

3.3 Financial Assessment (Weighting 50%)

3.3.1 As part of the option appraisal exercise the Finance and Asset Management Service has assessed the costs relating to each of the options under consideration. The following financial information has therefore been collated for each option :-

- Initial capital expenditure; and
- Whole life capital and revenue costs, including an assessment of potential revenue savings;

3.3.2 It should be noted that the whole life costs included within the financial assessment model relates to the costs associated with running the current Crossroads have been taken as a baseline position. As a result the financial

assessment only takes cognisance of those additional costs or savings expected as a result of the option relative to this baseline position.

3.3.3 The NPV assessment for each option has therefore been transposed into a points score with the lowest NPV receiving 100, and all other options receiving points based on their proximity to the lowest. For example, Option 5 has NPV of £202,107, Option 1 has NPV of £1,180,253, and Option 2 has NPV of £1,868,034. Option 5 therefore scores 100 as the lowest NPV, Option 1 scores 17.12 (£202,107 divided by £1,180,253 multiplied by 100 points) and Option 2 scores 10.82 (£202,107 divided by £1,868,034 multiplied by 100 points). Appendix 2 provides detail of the NPV cost and the relative score for each option.

3.4 Non-financial (Weighting 50%)

3.4.1 It is important to assess each option relative to important non-financial criteria such as availability of site, site suitability, traffic impact and educational business factors. The scores for each element are detailed in Appendix 3. Further comment on each of criterion used is provided in the following paragraphs.

3.4.2 Scoring under the site availability criterion is assessed on whether land is already in Council ownership and specifically within the Education property portfolio

3.4.3 The site suitability criterion takes account of access to the site, whether the size of the site is suitable for each of the options and considers the planning, building standards and DDA issues implications of each option.

3.4.4 The site suitability criterion takes account of access to the site, whether the size of the site is suitable for each of the options and considers the planning implications of each option.

3.4.5 Educational business factors takes into account whether each option would :-

- deliver suitability for the delivery of 21st Century learning and teaching;
- provide sustainability and reduce the Council's carbon footprint;
- meet the 4 objectives set out within the School Estate Management Plan of reducing surplus space, providing modern educational facilities; address access issues and promote community use;
- mitigate risk such as on-going repair costs; and
- stakeholder sensitivity which includes likely community, staff and pupil reaction to each option.

4 PREFERRED OPTION BASED ON OPTION APPRAISAL

4.1 Table 2 (below) details the weighted financial and non-financial scores for each of the 5 options.

TABLE 2 : OPTION APPRAISAL SCORING

Option	Financial Assessment (NPV) (£)	Weighted Financial Assessment Score	Weighted Non-Financial Assessment	Total Score
1	1,180,253	8.56	36.00	44.56
2	1,868,034	5.41	41.50	46.91
3	2,487,044	4.06	45.50	49.56
4	2,384,122	4.24	38.50	42.74
5	202,107	50.00	44.00	94.00

Note : Total score is calculated by taking 50% of Finance score and 50% of Non-financial score as per the agreed equal weighting approach.

- 4.2** It can be seen from the above table that the cessation of educational provision at Crossroads Primary School (Option 5) achieves the highest overall score, in addition to the highest score for financial and the second highest score for non-financial elements.
- 4.3** The following financial assumptions have been made for Option 5. The capital costs of demolishing the existing building have been estimated at £89,000. Estimated pupil transportation costs of £15,000 per annum for pupils entitled to receive free school transport have been included within revenue costs as have on-going maintenance costs at receiving schools of £15,000 for the period 2015/16 to 2019/20, increasing by £5,000 for every 5 years thereafter. In addition the potential loss of GAE relating to small rural schools has been incorporated as a cost of Option 5. Offset against these additional costs are the revenue savings from reduced teacher entitlement as the formulae used to allocate teaching staff includes a fixed element for each school, which for Crossroads equates to 1.5FTE, ancillary staff costs and property running costs.
- 4.4** On non-financial grounds Option 5 does not represent any site issues as pupil can easily be accommodated within Galston Primary School. This is a modern new build facility and there would be no planning or roads implications. Galston Primary School provides state of the art educational facilities, and incorporates many innovative green technologies to reduce the Council's carbon footprint. Also included in the scoring was an assessment of stakeholder perception. This took into account the likely staff, parental and wider community feeling towards each option, and with recent experience Option 5 was scored the lowest in this particular factor. Option 5 scored second highest on non financial terms as it would result in pupils being educated in a modern facility which has been designed for learning and teaching in the 21st Century.
- 4.5** If Cabinet agree to the recommendations set out in section 11 of this report a public consultation exercise will require to be undertaken for all options. It would only be if Cabinet chose option 1 as its preferred course of action that

no consultation exercise would be necessary as this represents the continuation of the status quo for Crossroads Primary School. At a meeting with parents on 5 August 2009 it was explained that a Cabinet decision to pursue any other course of action other than the refurbishment of the school building would require public consultation.

- 4.6** The need for public consultation would ensure compliance with the Education (Publications and Consultation etc) (Scotland) Regulation 1981 and Amendment Regulation 1987, 1988, 1989 and 2007. In addition the consultation would also comply with the requirements of the School (Consultation) (Scotland) Bill which is currently proceeding through the Scottish Parliament and is expected to become legislation early in 2010.

5 LEGAL / POLICY IMPLICATIONS

- 5.1** If Cabinet agree to adopt Option 5 as its preferred choice a consultative document will require to be prepared which sets out all of the options available and the Council's preferred option. Any consultative document and associated report would require Cabinet approval prior to being issued for public consultation.

6 FINANCIAL IMPLICATIONS

- 6.1** The Net Present Value financial implications of each option are listed in Table 2 above. The costs include any capital investment requirement for each option, and any additional revenue costs or savings beyond that currently budgeted which may be generated by each option.

- 6.2** The capital investment programme would require to be rescheduled should Cabinet agree to consult on the future of education provision at Crossroads Primary and subsequently agree to proceed with Option 5 following the public consultation. It is recommended that the £650,000 be retained within the Loudoun Learning Community and specifically used to refurbish the PE Department at Loudoun Academy. This spend would improve the conditions within the PE Department and promote wider community use of the facilities.

7. HUMAN RESOURCE IMPLICATIONS

- 7.1** At this stage there are no human resources issues. If, following a public consultation exercise, Cabinet were to agree to the cessation of education provision at Crossroads Primary School then the human resources implications would require to be dealt with in accordance with the relevant Council Policies and Procedures.

8. COMMUNITY PLAN IMPLICATIONS

- 8.1** If Cabinet agree to the recommended option it will result in pupil being taught in a modern school which makes full use of ICT to deliver the curriculum. It meets the Scottish Government aspirations in terms of the learning environment and also maximises best value. These factors will assist the

Council in meeting the promoting lifelong learning aspects of the Community Plan.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1** The associated risks of each option have been factored into the overall scores. Option 5 best meets Council educational strategy to address the 4 objectives set out in the School Estate Management Plan and also represent best value in financial terms.

10. CONCLUSIONS

- 10.1** It is recognised that the Crossroads community have invested considerable time and effort in persuading officers and Elected Members of their wish to return to the Crossroads site. The community and emotional attachment to the school building is understood and an attempt has been made within the option scoring to take this into account. However, this does not offset the required capital costs to refurbish or rebuild the school or the other non-financial factors. The options appraisal exercise has clearly demonstrated that the proposal to cease educational provision at Crossroads Primary and transfer the pupils to Galston primary School delivers best value overall for the Council and will ensure an equal outcome in terms of educational objectives.

11 RECOMMENDATIONS

- 11.1** Cabinet is asked to :-

- (i) Note the outcome of the option appraisal exercise;
- (ii) Agree to adopt option 5 as its preferred choice, subject to the outcome of formal public consultation;
- (iii) Remit the Executive Director of Educational and Social Services to prepare a consultative document on the future provision of education for the pupils of Crossroads Primary, incorporating all of the options listed in Table 1 of paragraph 3.1.1 of this report, for the purpose of submitting the document to a future Cabinet meeting for approval; and
- (iv) Otherwise note the contents of this report.

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EC/JW
9 December 2009

BACKGROUND PAPERS

Cabinet Report – Project 2 Crossroads Primary School – 19 March 2008 (Agenda Item 2.2E)

Cabinet Report - Crossroads Primary School – 3 December 2008 (Agenda Item 2E)

Building Better Schools : Investing in Scotland's Future (Scottish Government Publication)

IMPLEMENTATION OFFICER EUAN COUPERWHITE, HEAD OF RESOURCES

APPENDIX 1

IDENTIFIED OPTIONS

Option 1 :	
Description	Refurbishment to existing standards with the school temporarily remaining within accommodation at Bellfield Primary School
Advantages	<ul style="list-style-type: none"> • There are no staffing issues as the school is maintained at all times as a separate educational entity; • There would be no further disruption to learning and teaching as staff and pupil would remain in their present accommodation until refurbishment works are completed; • Staff and pupils would return to a building and location that they are familiar with; • Refurbishment Works are likely to take less time than Options 4 – 9
Disadvantages	<ul style="list-style-type: none"> • The school is located throughout Bellfield and further consideration would need to be given to consolidating the school into one area within Bellfield for the next 12 months; • This option will not bring the building up to the Council's aspirations for curriculum delivery in the 21st Century; • The building would not meet energy efficiency standards

Option 2 :	
Description	Refurbishment and upgrade to 21 st Century educational standards with the school temporarily remaining within accommodation at Bellfield Primary School
Advantages	<ul style="list-style-type: none"> • There are no staffing issues as the school is maintained at all times as a separate educational entity; • There would be no further disruption to learning and teaching as staff and pupil would remain in their present accommodation until refurbishment works are completed; • Staff and pupils would return to a building and location that they are familiar with; • Staff and pupils would return to a building that is better than the facility they left in August 2009; • The building would meet DDA requirements
Disadvantages	<ul style="list-style-type: none"> • The school is located throughout Bellfield and further consideration would need to be given to consolidating the school into one area within Bellfield for the next 12 months; • This option will not fully meet the Council's aspirations for curriculum delivery in the 21st Century; • The building would not fully meet energy efficiency standards; • The capacity of the school would need to be reduced to generate space for improved facilities

Option 3 :	
Description	New build school on the existing site with the school temporarily remaining within accommodation at Bellfield Primary School
Advantages	<ul style="list-style-type: none"> • There are no staffing issues as the school is maintained at all times as a separate educational entity; • There would be no further disruption to learning and teaching as staff and pupil would remain in their present accommodation until refurbishment works are completed; • Staff and pupils would return to a location that they are familiar with; • Staff and pupils would return to a building that is modern and designed to meet 21st Century curricular needs; • The building would fully meet DDA requirements; • The building would incorporate energy efficiency measures
Disadvantages	<ul style="list-style-type: none"> • The school is located throughout Bellfield and further consideration would need to be given to consolidating the school into one area within Bellfield for the next 12 months; • The capacity of the school would be reduced to generate space for improved facilities and meet the needs of the catchment area; • The timescale of a new build project may be longer than for other options; • The new build proposal is the most expensive option

Option 4 :	
Description	Relocation of the school to alternative accommodation within the Loudoun Learning Community with the school temporarily remaining within accommodation at Bellfield Primary School
Advantages	<ul style="list-style-type: none"> • There are no staffing issues as the school is maintained at all times as a separate educational entity; • The school would be within its own Learning Community during the construction works; • Upon completion of any refurbishment works to the final location staff and pupils would return to a location which is within their current Learning Community; • Staff and pupils would return to a building that is modern and designed to meet 21st Century curricular needs; • There may be shared educational benefits of the two schools working co-operatively on educational matters; • The building would fully meet DDA requirements; • The building would incorporate energy efficiency measures
Disadvantages	<ul style="list-style-type: none"> • Alternative accommodation would need to be identified and consultation with the communities of both schools undertaken;

	<ul style="list-style-type: none"> • The school would be moved to alternative accommodation which may cause disruption to learning and teaching; • The capacity of the school would be reduced to generate space for improved facilities and meet the needs of the catchment area; • There may be a perceived loss of identity for Crossroads Primary as it will not be located in a separate building within its own catchment area; • There may be additional transport costs to bring children to the new school location
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Option 5 :	
Description	Cessation of education provision at Crossroads Primary School with pupils transferred to Galston Primary School
Advantages	<ul style="list-style-type: none"> • Pupils could be accommodated within surplus capacity of Galston Primary School; • There would be no planning or roads issues; • The building fully meets DDA requirements; • The building incorporate energy efficiency measures; • Pupils would integrate with larger numbers of children which may ease the transition to Loudoun Academy; • This is option is the most cost effective
Disadvantages	<ul style="list-style-type: none"> • Loss of Crossroads Primary School as an educational establishment; • Staffing issues for teachers and ancillary staff; • The impact of this proposal on the Crossroads community

OPTION APPRAISAL - FINANCIAL ASSESSMENT

Options	NPV	
	Option NPV	Score
Option 1 - Repair and Refurbish Existing School (Pupils remain at Bellfield PS during works)	£ 1,180,253	17.12
Option 2 - Repair and Upgrade Existing School (Pupils remain at Bellfield PS during works)	£ 1,868,034	10.82
Option 3 - New Build School on Existing Site (Pupils remain at Bellfield PS during works)	£ 2,487,044	8.13
Option 4 - Close and Demolish Existing and relocate as a School to Galston Primary	£ 2,384,122	8.48
Option 5 - Cease Education at Current Site and Relocate Pupils to Alternative Schools	£ 202,107	100.00

Full details on the cost calculation of each option are detailed in the tables below :-

Details on assumptions supporting the NPV calculation for each option are set out below :-

Option 1	Capital Investment - based on a basic repair and refurbishment (no betterment) at a present day cost of £1.030m inc professional fees estimated to commence August 2010 and to complete 12 months later. Revenue Impact - Additional revenue costs include transport costs to transfer pupils to Bellfield Primary School (annual cost £0.041m) assuming a start of January 2010 and ending in July 2011 on completion of works. Revenue savings assumed to be utility costs and rates (empty property relief) for existing property only; no assumed saving on employee costs or supplies and services. Maintenance assumed at an average of £0.030m to cover the first 5 years, increasing by £0.005m every 5 years thereafter.
Option 2	Capital Investment - based on a repair and upgrade programme (to a "21st Century" educational standard) at a present day cost of £1.726m inc professional fees estimated to commence August 2010 and to complete 15 months later. Revenue Impact - Additional revenue costs include transport costs to transfer pupils to Bellfield Primary School (annual cost £0.041m) assuming a start of January 2010 and ending in November 2011 on completion of works. Revenue savings assumed to be utility costs and rates (empty property relief) for existing property only; no assumed saving on employee costs or supplies and services. Maintenance assumed at an average of £0.025m to cover the first 5 years, increasing by £0.005m every 5 years thereafter.
Option 3	Capital Investment - based on a complete new build of the school (providing a floor area of 630m ²) at a present day cost of £2.334m inc professional fees estimated to commence December 2010 and to complete 18 months later. Revenue Impact - Additional revenue costs include transport costs to transfer pupils to Bellfield Primary School (annual cost £0.041m) assuming a start of January 2010 and ending in June 2013 on completion of works. Revenue savings assumed to be utility costs and rates (empty property relief) for existing property only; no assumed saving on employee costs or supplies and services. Maintenance assumed at an average of £0.025m to cover the first 5 years, increasing by £0.005m every 5 years thereafter.
Option 4	Capital Investment - based on the demolition of the existing school at a present day cost of £0.086m, including an estimate to provide a separate entrance at the alternative school at a present day cost of £0.089m. Revenue Impact - Additional revenue costs include transport costs to transfer pupils to alternative school (annual cost £0.041m) assuming a start of January 2010; decreasing to an estimated £0.015m per annum thereafter. Additionality for maintenance costs at an alternative school of £0.015m to cover the first 5 years, increasing by £0.005m every 5 years thereafter has been assumed. Recurring revenue savings (on a diminishing basis) assumed in relation to utility costs and rates (full charge) for existing property only; no assumed savings on employee costs or supplies and services. Model also takes account of potential reduction in GAE of £0.139m due to adjustment for rurality assumed to equate to an 84% reduction overall in AEF by 2011.
Option 5	Capital Investment - based on the demolition of the existing school at a present day cost of £0.086m. Revenue Impact - Additional revenue costs include transport costs to transfer pupils to alternative school (annual cost £0.041m) assuming a start of January 2010; decreasing to £0.015m per annum thereafter. Additionality for maintenance costs at an alternative school of £0.015m to cover the first 5 years, increasing by £0.005m every 5 years thereafter has been assumed. Recurring revenue savings (on a diminishing basis) assumed in relation to employee costs (1.5 FTE) and administrative support, school fixed costs, catering, janitorial / cleaning, utility costs and rates (full charge) for existing property. Model also takes account of potential reduction in GAE of £0.139m due to adjustment for rurality assumed to equate to an 84% reduction overall in AEF by 2011.

APPENDIX 3

OPTION APPRAISAL – NON FINANCIAL SCORING

Options	Site Availability	Site Suitability			Traffic Impact			Education Business Considerations					Total Score
		Access	Planning	Size	Car	Bus	Pedestrian	Suitability	Sustainability	Educational Objectives	Risk Avoidance	Stakeholder Sensitivity	
Option 1	5	10	8	10	2	2	3	6	5	6	7	8	72
Option 2	5	10	6	10	4	4	4	9	8	8	6	9	83
Option 3	5	10	6	10	5	5	5	10	10	10	5	10	91
Option 4	5	10	10	10	5	5	5	6	6	6	6	3	77
Option 5	5	10	10	10	5	5	5	9	9	10	9	1	88
Max Score	5	10	10	10	5	5	5	10	10	10	10	10	

Heading	1	2	3	4	5	6	7	8	9	10
Site Availability	Not available	Potential site issues			Available	N/A	N/A	N/A	N/A	N/A
Access	Access unavailable	Major access concerns			Potential access concerns		Minor access concerns			No access issues
Planning (Planning/Building control/DDA)	Non compliant	Major concerns envisaged			Potential issues		Minor concerns envisaged			Fully compliant
Size	Does not satisfy requirements	May not satisfy requirements			Potential issues		May satisfy requirements			Satisfies requirements
Car	Does not satisfy requirements	Potential issues			Satisfies requirements	N/A	N/A	N/A	N/A	N/A
Bus	Does not satisfy requirements	Potential issues			Satisfies requirements	N/A	N/A	N/A	N/A	N/A
Pedestrian	Does not satisfy requirements	Potential issues			Satisfies requirements	N/A	N/A	N/A	N/A	N/A
Suitability	Unsuitable	Unlikely to be suitable			Possibly suitable		Likely to be suitable			Fully suitable
Sustainability	Does not meet criteria	Unlikely to meet criteria			May meet criteria		Likely to meet criteria			Meets criteria
Educational Objectives	Does not meet objectives	Major concerns envisaged			Potential issues		Minor concerns envisaged			Meets objectives
Risk	Unacceptable risk	High risk			Medium risk		Low risk			No risk
Stakeholder Sensitivity	Least acceptable	Unlikely to be acceptable			May be acceptable		Likely to be acceptable			Most acceptable

Notes and assumptions on the Non-financial Scoring can be found below :-

Option 1	<p>1) Site Availability: Site already in Education ownership, no issues. 2) Site Suitability: Access is readily available, potential Planning involvement but considered to be minor, Size of site is acceptable for refurbished school building maintaining present footprint works being carried out. 3) Traffic Impact: Concerns over existing car parking and bus drop off facilities-considered to be inadequate, Pedestrian access is limited to access road and path at side of school site. 4) Education Business Considerations: Suitability of refurbished school does not fully met Educational requirements for 21st century learning and teaching, no sustainable measures in place to improve energy efficiency to acceptable standards but would enable the Council to meet future national targets on maximum class size numbers, would not fully meet Education objectives in terms of improving learning and teaching environment, providing accessible facilities, improving community facilities and addressing surplus capacity issues, low risk factor as lower build costs and short timescale, risk of repairs higher than other refurb / build options due to continuing Education in a substandard facility, high sensitivity due to parents concerns with returning to school site as quickly as possible, however does not address required improvements to the building.</p>
Option 2	<p>1) Site Availability: Site already in Education ownership, no issues. 2) Site Suitability: concerns raised by Roads Dept relating to vehicular access from adjacent road links (A76 and A719), Size of site is acceptable for upgraded school building maintaining present footprint works being carried out. 3) Traffic Impact: Concerns over existing car parking and bus drop off facilities-could be addressed as part of upgrade works, pedestrian access could also be upgraded. 4) Business Continuity: Suitability of upgraded school would meet Educational requirements for 21st century learning and teaching, appropriate sustainable measures would also be considered to improve energy efficiency to acceptable standards and ensure that the building would meet national class size standards, would not fully meet Education objectives in terms of improving community facilities and addressing surplus capacity issues, would meet access requirements for all, moderate risk factor due to build higher capital investment and time to complete, sensitivity based on parents concerns with returning to school site as quickly as possible.</p>
Option 3	<p>1) Site Availability: Site already in Education ownership, no issues. 2) Site Suitability: concerns raised by Roads Dept relating to vehicular access from adjacent road links (A76 and A719) would be addressed as part of a new build scheme, Size of site is acceptable for upgraded school building maintaining present footprint works being carried out. 3) Traffic Impact: Concerns over existing car parking and bus drop off facilities would be addressed as part of new build scheme, pedestrian access would also be upgraded. 4) Business Continuity: Suitability of new build school would meet Educational requirements for 21st century learning and teaching, appropriate sustainable measures would also be included to improve energy efficiency to acceptable standards, would also strive to meet Education objectives in terms of improving community facilities, would address surplus capacity issues as the school would be built for the number of existing and future catchment pupils, higher risk factor relating to more complicated build, new build costs and timescale, sensitivity based on producing a fully functioning new build school.</p>
Option 4	<p>1) Site Availability: Site already in Education ownership, no issues. 2) Site Suitability: No issues with access, planning or site size as school would be relocated. 3) Traffic Impact: No issues with traffic impact as school would be relocated. 4) Business Continuity: Relocation would provide a modern environment to meet Educational requirements for 21st century learning and teaching, however this would impact on the present layout of Galston primary School and would not provide a similar size of environment for either school, it may also reduce the ability for the Council to meet national targets on reducing the maximum class sizes, sustainable measures would be those already in place at chosen location, would not fully meet Education objectives in terms of improving community facilities, would address surplus capacity issues, minimal risk as accommodation already exists and overall associated repair costs are reduced, sensitivity based on parent's concerns over their children attending a school other than Crossroads but taking consideration of the fact that the school would maintain its Crossroads identity.</p>
Option 5	<p>1) Site Availability: Site already in Education ownership, no issues. 2) Site Suitability: No issues with access, planning or site size as school would cease to exist as Crossroads Primary. 3) Traffic Impact: No issues with traffic impact as school would cease to exist as Crossroads Primary. 4) Business Continuity: Satisfies Education requirements in terms of addressing surplus capacity issues, may impact on the ability of the Council to reduce class sizes in future years if Crossroads pupil are incorporated into Galston Primary, negligible risk factor relates to removal of repair costs for maintaining asset, sensitivity based on views expressed by parents relating to closure of school.</p>

