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1.0 Introduction

1.1 This benchmarking report has been jointly prepared by the North Territory team and hub North Scotland to provide Local Authority shareholders with useful information on how we have, as partners, responded to Scottish Governments Building Schools for the Future Secondary School funding metrics.

1.2 Currently the Secondary Schools programme forms a large part of hub North Scotland Limited's business and there are currently eight projects that are either under development or in construction for six Local Authority shareholders. This provides us with a significant database and has allowed an in-depth analysis of what is possible.

1.3 The report analyses accommodation, cost and programme benchmarking. It also provides helpful information on the lessons learnt from the programme and the savings that have been delivered.

1.4 It provides useful information on the most appropriate way to develop effective and efficient Secondary Schools and seeks to refine and provide further clarity on how to use the metrics.

1.5 To further develop our benchmarking database we would encourage you as shareholders to share similar data you may have on accommodation, cost and programming in a similar format so that we can learn from your existing approach to Secondary School design and delivery. We are keen to learn from your experiences so that we can continually improve our approach and process.

1.6 We are sure you will find this report interesting. It will either confirm what you already know or it will provide thought-provoking content and allow you to deliver more for less.

1.7 This is our first benchmarking paper and the intention is to prepare a similar report on the North Territory Primary School benchmarking

2.0 Executive Summary

2.1 As part of the Scottish Schools for the Future programme hub North Scotland Limited have been appointed to deliver £292,525,000 of Secondary Schools.

2.2 The programme takes over 9100 children out of poor condition and unsuitable accommodation.

2.3 95,000m² of school accommodation and 15,000m² of Community, Assisted Support Needs and Vocational accommodation is being constructed.

2.4 Working in collaboration, Local Authorities and hub North Scotland Limited have developed a superblock Secondary School design that has:

1. Saved around 5,000m² of accommodation on the Scottish Government metric
2. Saved on Lifecycle Maintenance and Facilities Management costs with a saving of £8,700,000
3. Delivery to £/pupil targets to the Scottish Government pilot school target

2.5 Through analysis of the hub North schools data we have developed refined accommodation and cost metrics for the North Territory as follows:

Secondary Schools	North Territory Suggested
School Capacity	m ² per child
0 — 400	14+
400 — 800	14 — 12
800 — 1200	12 — 10
1200 — 1500+	10 — 9

With reference to Section 4 below it is apparent that these refined metrics do not align completely with the Scottish Government targets.

Secondary Schools	North Territory Suggested	North Territory Suggested
School Capacity	£/m ²	£/child
0 — 400	£2,700+	£38,000+
400 — 800	£2,700 — £2,500	£38,000 — £30,000
800 — 1200	£2,500 — £2,700	£30,000 — £25,000
1200 — 1500+	£2,500 — £2,700	£25,000 — £22,000

2.0 Executive Summary

2.6 In developing the budget it is essential for Local Authorities to consider not only the construction cost but all costs associated with the development and a useful checklist is included covering costs such as off-site works and internal costs.

2.7 Pre-construction development phase programmes typically last 16 months - a fast turnaround for revenue financed projects.

2.8 Construction phase for new build on a clean site typically last 104 weeks with multi-phased projects with demolition taking between 120 – 150 weeks.

2.9 Early consultation and challenge of the use of space is essential to achieve the highest practical curriculum timetable efficiency. Accommodation that is flexible allows spaces to have multiple uses and this is desirable. This process would typically take around 3 – 6 months to develop and report on the findings should be completed prior to the start of the development phase.

2.10 Identification of site and associated option appraisals required prior to development phase. This will allow identification of abnormal costs and risks early in the process. This work should include early site investigation work, flood risk assessment, planning constraints and ground radar survey to understand if there are significant utility diversions. Local Authorities should consider deducting these from the land value if appropriate.

3.0 Secondary Schools Programme Summary

3.1 As part of the Scottish Schools for the Future programme, hub North has been appointed to deliver eight secondary school projects with a combined value of £292,525,000. Seven projects are revenue financed and one is capital funded with a date for completion of all schemes of March 2018.

3.2 The programme includes:

Project	Local Authority	Value
Inverness Royal Academy (Capital)	The Highland Council	£35,399,000
Wick Campus (3 – 18)	The Highland Council	£48,499,000
Anderson High School	Shetland Islands Council	£55,750,000
Elgin High School	The Moray Council	£27,991,000
Alford Campus (3 – 18)	Aberdeenshire Council	£32,393,000
South of the City	Aberdeen City Council	£35,826,000
Oban High School	Argyll and Bute Council	£34,863,000
Campbeltown Grammar	Argyll and Bute Council	£21,804,000
	Total	£292,525,000

3.3 The Wick Campus and Alford Campus projects were designed to RIBA stage D by the Local Authorities prior to being transferred into the hub North Territory programme. The other six projects have been developed by hub North from first principles including the development of the design brief.

3.4 The programme delivers the following scope:

Project	Role	GIFA m ²
Inverness Royal Academy	1,500 pupils	16,329m ²
Wick Campus (3 – 18)	1,255 pupils	17,596m ²
Anderson High School	1,180 pupils	15,991m ²
Elgin High School	1,000 pupils	10,378m ²
Alford Campus (3 – 18)	1,020 pupils	14,017m ²
South of the City	1,350 pupils	14,461m ²
Oban High School	1,300 pupils	13,776m ²
Campbeltown Grammar	500 pupils	7,318m ²
Total	9,105 pupils	109,866m²

4.0 Scottish Government Targets

4.1 Scottish Government (SG) award funding for secondary schools on the basis of the following metrics:

Secondary Schools			
School Capacity	m ² per child	£ per m ²	£ per m ²
		2nd Q 2011	2nd Q 2015
0 — 400	13	£1,900	£2,224
400 — 800	12		
800 — 1200	11		
1200+	10		

4.2 The metric was developed at £1,900/m² which equates to £22,123/pupil at 2nd Q 2011 prices, which is £25,893/pupil at 2nd Q 2015 prices.

4.3 The above targets are very challenging and the North Territory has responded positively to the combined m²/pupil and £/m² metrics and £/pupil metrics.

5.0 Secondary Schools Accommodation Benchmarking

5.1 The North Territory secondary schools programme is delivering the following accommodation:

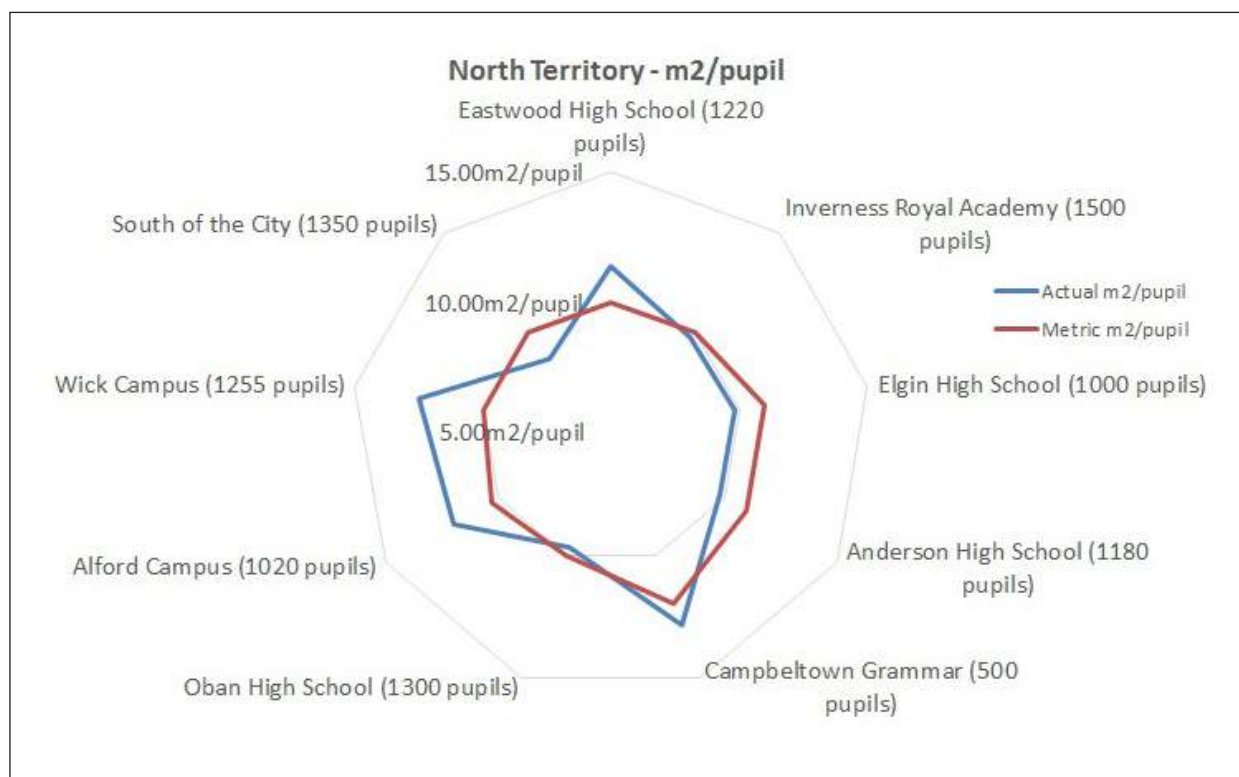
Project	Role	GIFA m ²	Like for Like (LFL) Accommodation	GIFA m ² excl LFL
Inverness Royal Academy	1,500 pupils	16,329m ²	(1,724m ²)	14,605m ²
Wick Campus (3 – 18)	1,255 pupils	17,596m ²	(1,953m ²)	15,643m ²
Anderson High School	1,180 pupils	15,991m ²	(4,431m ²)	11,560m ²
Elgin High School	1,000 pupils	10,378m ²	(585m ²)	9,793m ²
Alford Campus (3 – 18)	1,020 pupils	14,017m ²	(1,808m ²)	12,209m ²
South of the City	1,350 pupils	14,461m ²	(2,778m ²)	11,683m ²
Oban High School	1,300 pupils	13,776m ²	(1,215m ²)	12,561m ²
Campbeltown Grammar	500 pupils	7,318m ²	(888m ²)	6,430m ²
Total	9,105 pupils	109,866m²	(15,382m²)	94,484m²

5.2 From the above table it is evident that the programme has delivered significant additional accommodation and this will make a positive impact on local communities. Examples include:

1. 100 bed Halls of Residencies at Anderson High School
2. Vocational accommodation at South of the City, Oban High School and Campbeltown Grammar
3. Gaelic medium accommodation at Inverness Royal Academy
4. Assisted Support Needs accommodation within all projects
5. Community accommodation including wet sports facilities within the Wick Campus, Alford Campus and South of the City projects
6. Piping Centres at Oban High School and Campbeltown Grammar

5.0 Secondary Schools Accommodation Benchmarking

5.3 The GIFA m2 excluding Like for Like funded accommodation noted within item 5.1 equates to the following:



Spider Graph 1

5.4 It is evident from spider graph 1 that significant efficiencies have been delivered within the projects developed by hub North Scotland in comparison with the projects designed outwith the hub process. Savings on accommodation of up to 14% on metric have been achieved by councils and hub North working closely and collaboratively by;

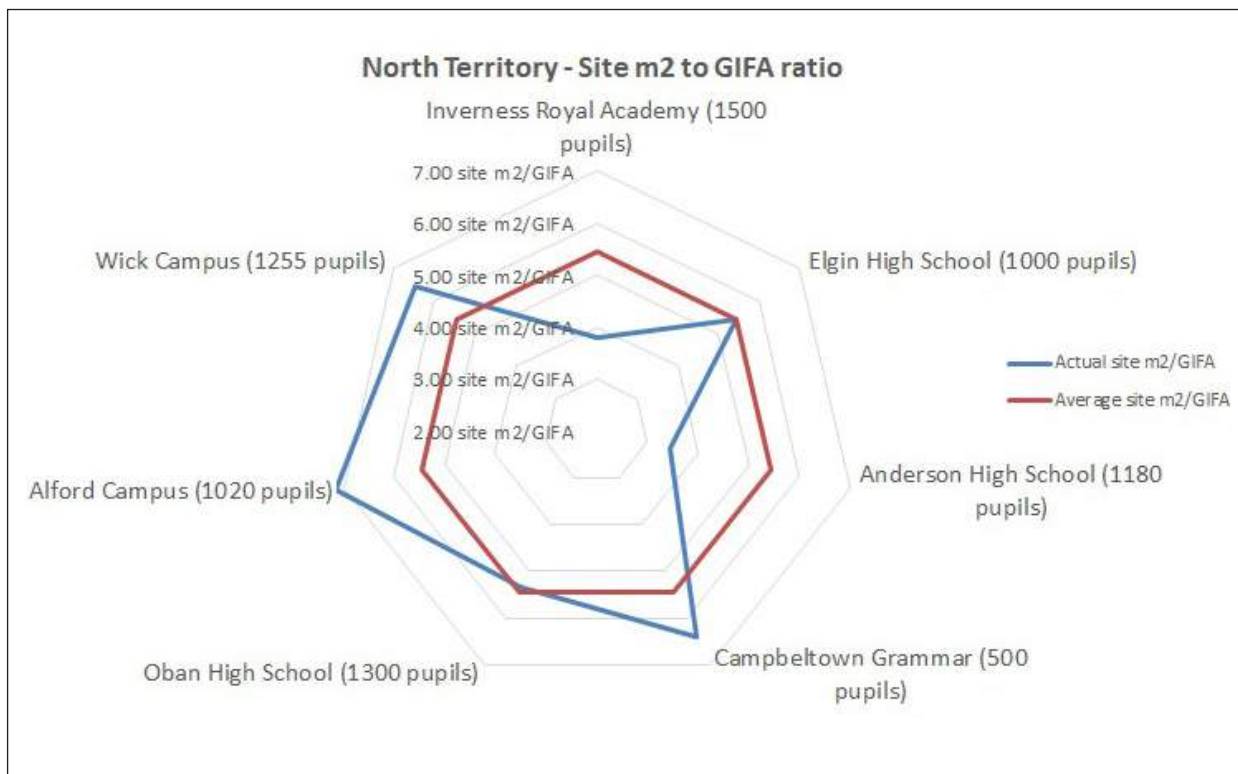
1. Adopting SFT's pilot multi storey super block design approach
2. Early consultation and challenging the use of space
3. Creating accommodation that is flexible
4. Timetabling at up to 90% efficiency

These accommodation savings have resulted in an efficiency reduction in space of 4,843m² in comparison with Scottish Government's accommodation metric. This has saved £11,000,000 in capital and £4,000,000 in lifecycle maintenance and facilities management costs.

5.0 Secondary Schools Accommodation Benchmarking

5.5 Campbeltown Grammar is the only hub developed project that is over the Scottish Government's benchmark and this is due to the school having a capacity of only 500 pupils which is a challenging school role to deliver within the metric available. The council and hub North have pushed the boundaries on the Campbeltown project and have managed to develop a very efficient design at 12.86m²/pupil in comparison to the Scottish Government metrics of 12.00m²/pupil. One of the main challenges on a project of this size is that teaching spaces cannot be timetabled as efficiently as a 1200 school.

Local Authority designed schools, Wick Campus and Alford Campus have not achieved the Scottish Government accommodation metric for a number of reasons and these are explored within the following graphs.

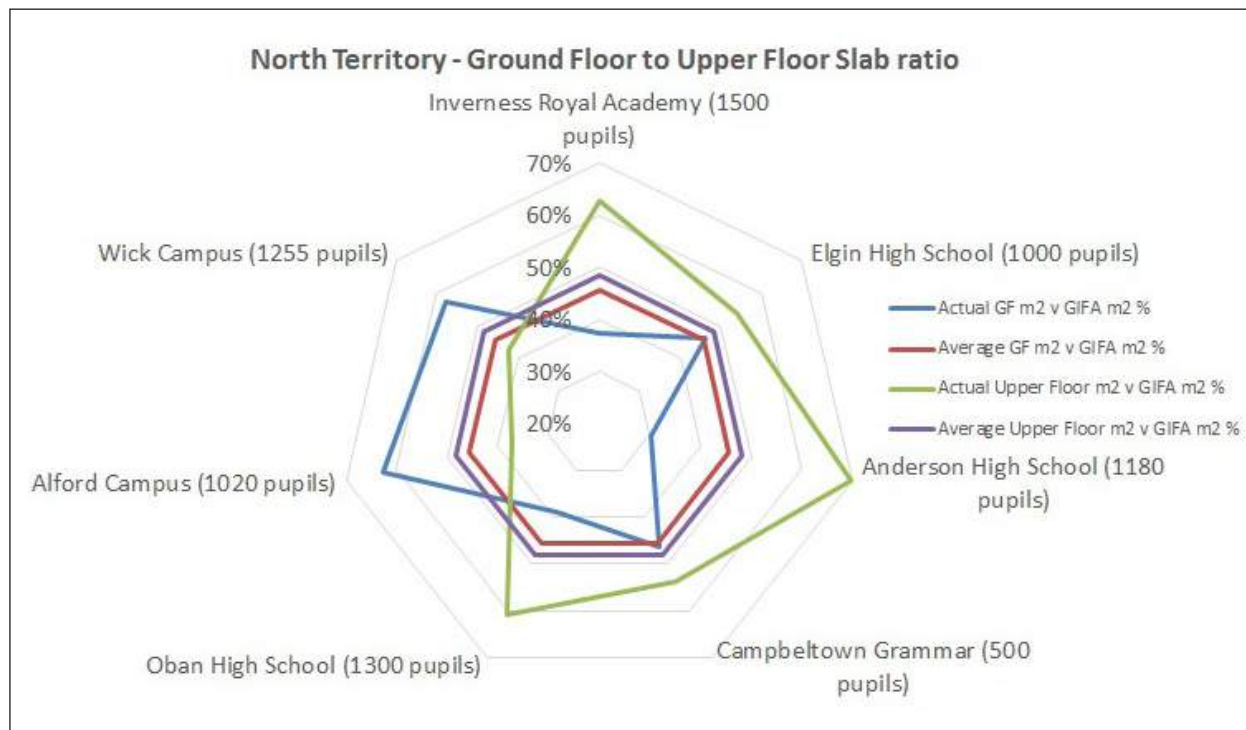


Spider Graph 2

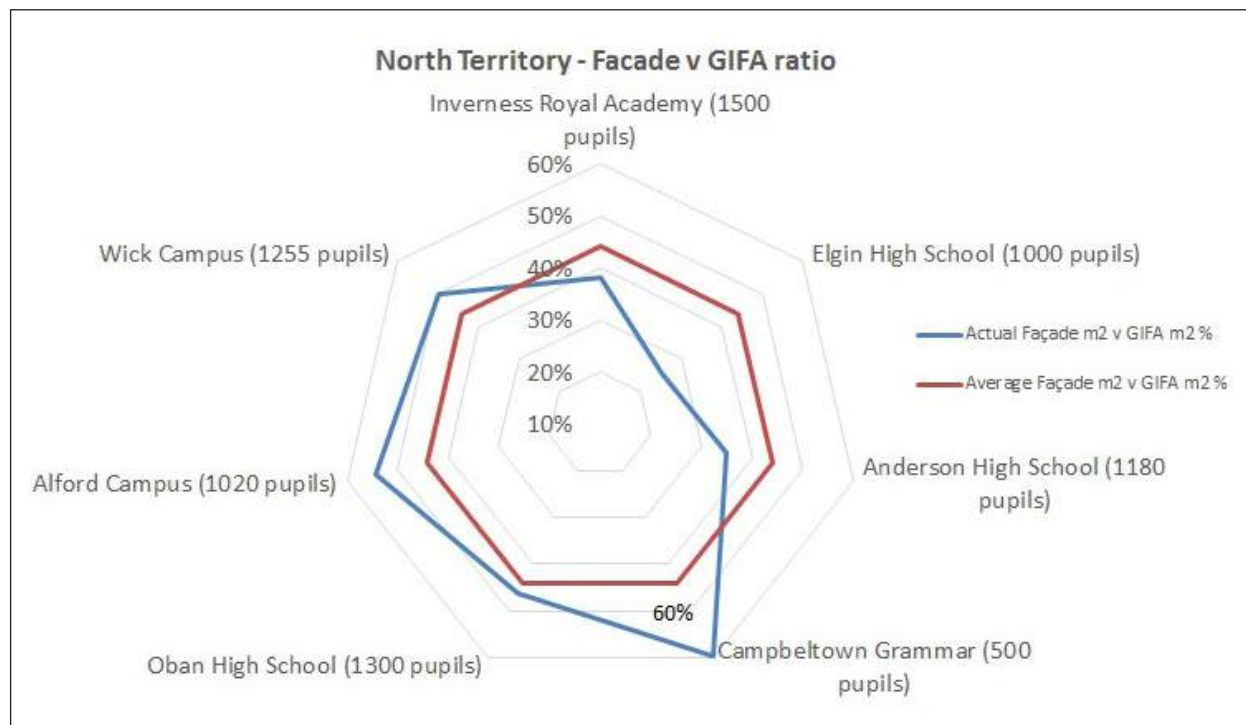
5.6 It is very important to select a site that has enough space to develop all the facilities that the project requires. One of the benefits of the superblock design used on the North Territory designed projects is that it allows the project to maximise the site area by constructing over more than three storeys in comparison with two storey construction on the Wick and Alford projects. The Wick project is further constrained by having to develop the existing site in phases. The Alford site was transferred to the council through a section 75 and the site has a number of significant constraints, the main one being topography.

The Anderson High School project needs to be disregarded in this analysis as it benefits from being located next to existing fit for purpose sports pitches.

5.0 Secondary Schools Accommodation Benchmarking



Spider Graph 3



Spider Graph 4

5.0 Secondary Schools Accommodation Benchmarking

5.7 Spider Graph 3 and 4 reinforce the benefits of multi-storey superblock construction. The projects with a greater proportion of accommodation on the upper floors are significantly more efficient than those with a large ground floor footprint as they benefit from efficiencies in the following basic construction elements:

1. Foundations
2. Ground floor construction
3. Frame
4. Façade
5. Roof
6. Site Works

5.8 On the basis of the benchmarking from the North Territory our analysis suggests that Local Authorities should plan on the basis of the following accommodation metrics:

Secondary Schools	North Territory Suggested
School Capacity	m ² per child
0 — 400	14+
400 — 800	14 — 12
800 — 1200	12 — 10
1200 — 1500+	10 — 9

5.9 These metrics are challenging but deliverable and rely on:

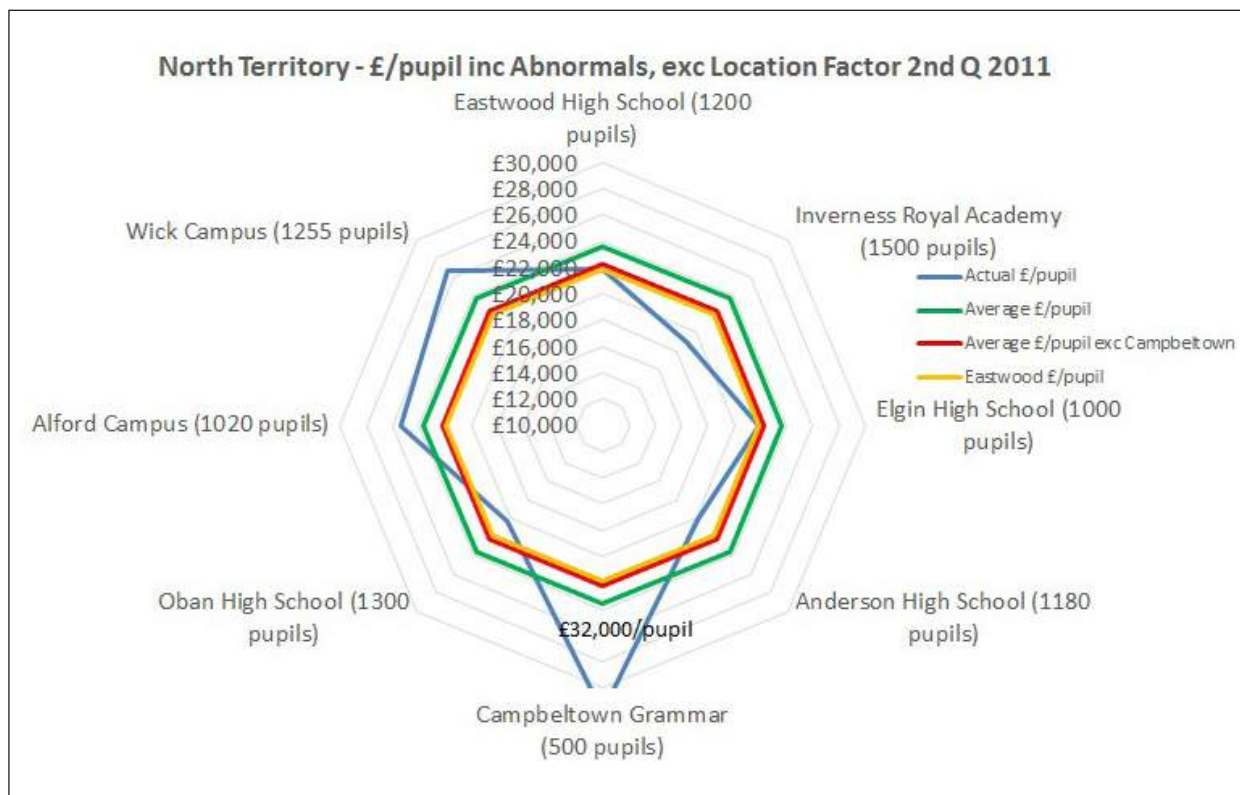
1. Adopting Scottish Futures Trust pilot multi storey super block design approach
2. Early consultation and challenging the use of space
3. Creating accommodation that is flexible
4. Timetabling at up to 90% efficiency – challenging on projects under 600 capacity

6.0 Secondary Schools Cost Benchmarking

6.1 The total territory programme value is **£292,525,000**. Deflated to 2nd Q2 2011 prices (SFT funding base date), this equates to the following:

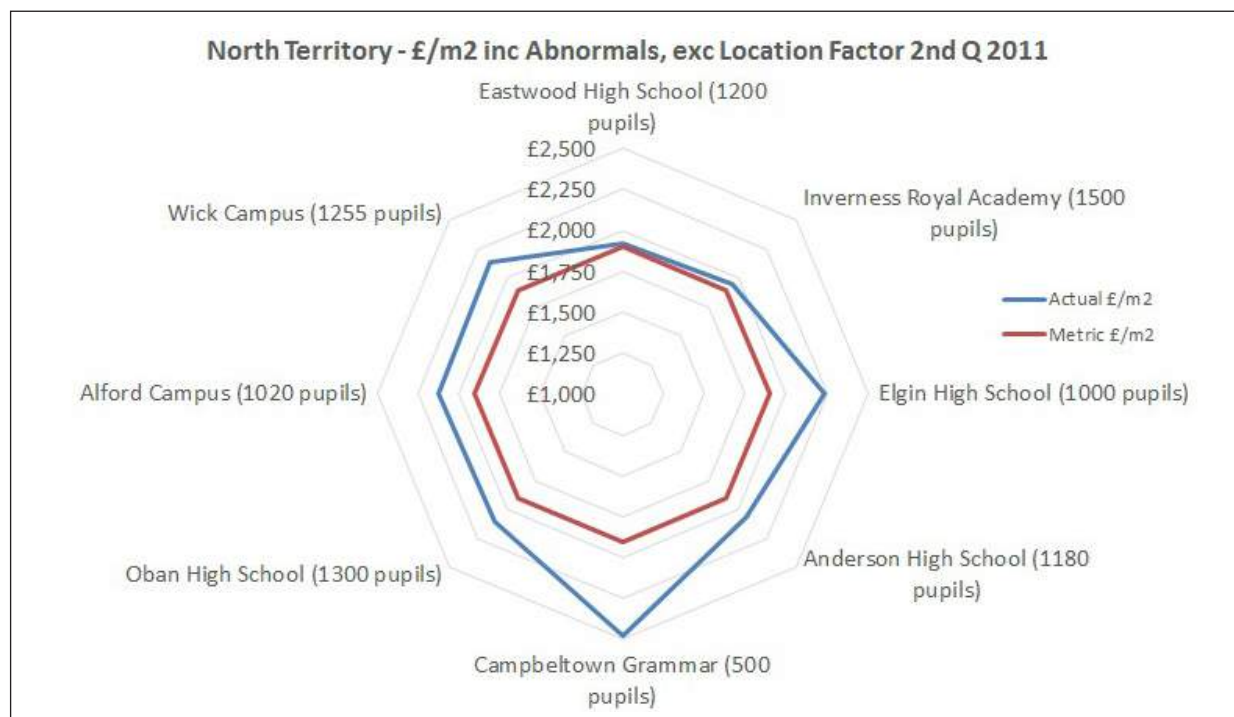
Project	Role	Total Q2 2011	£/m ²
Inverness Royal Academy	1,500 pupils	£31,829,000	£1,949
Wick Campus (3 – 18)	1,255 pupils	£37,645,000	£2,139
Anderson High School	1,180 pupils	£27,162,000	£2,168
Elgin High School	1,000 pupils	£23,227,000	£2,238
Alford Campus (3 – 18)	1,020 pupils	£29,805,000	£2,126
South of the City	1,350 pupils	TBC	TBC
Oban High School	1,300 pupils	£28,894,000	£2,097
Campbeltown Grammar	500 pupils	£18,128,000	£2,477
Total	9,105 pupils	£196,690,000	

6.2 The data noted within item 6.1 equates to the following:



Spider Graph 5

6.0 Secondary Schools Cost Benchmarking



Spider Graph 6

6.3 It is clear from spider graphs 5 and 6 that achieving the funding metric is challenging. All hub North Scotland designed schools with the exception of Campbeltown are achieving the £/pupil target. Through the development of the Campbeltown project design it has become apparent that Campbeltown has a significant economies of scale cost challenge.

6.4 The hub North Scotland designed schools on a £/pupil basis are achieving the Eastwood £/pupil metric and given that the North Territory projects include significant abnormal costs this is a positive outcome. A worked example of this is as follows:

Elgin High School	£	£/m ²	£/pupil
Total Cost of Project 2nd Q 2015 (10,383m ² & 1000 pupils)	£28,000,000	£2,697	£28,000
Deduct Like for Like funded accommodation 585m ²	(£1,600,000)	N/A	£1,600
Abnormals outwith funding metric			
1. 21,000m ³ of excavation of unsuitable soils inc peat	(£1,100,000)	(£106)	(£1,100)
2. Services Diversions	(£400,000)	(£39)	(£400)
3. Enhanced drainage requirements by SEPA	(£125,000)	(£12)	(£125)
4. Roundabout infrastructure	(£250,000)	(£24)	(£250)
Total excl abnormals and like for like accommodation outwith metric	£24,525,000	£2,503	£24,525
Metric		£2,224	£25,893
Variance		+£279	(£1,368)

6.0 Secondary Schools Cost Benchmarking

6.5 The funding metric includes an allowance for abnormal costs, however, the projects within the North Territory programme include a significant level of abnormal costs and this has resulted in all projects not achieving the £/m² metric. Examples include:

1. Significant volumes of peat excavation and removal off site
2. Gas membrane due to contamination
3. Significant volumes of unsuitable soils to be excavated and removed off site
4. Drainage enhancements requested by SEPA
5. Service diversions
6. Insufficient capacity within the utility network to enable the most cost effective energy solution to be selected
7. Bus parking and car parking significantly greater in projects outwith the Central Belt
8. Complex phasing
9. Topography with site levels not allowing efficient development of the site

6.6 The above abnormal costs are becoming more common place on projects and are putting significant pressure on council budgets. One of the principle constraints when considering a new school is that there is a limited number of sites to choose from as the school needs to service a particular catchment area and most sites are either in council ownership and undeveloped for a reason or offered by developers through section 75 contribution and are sub-optimal for development. This limitation is resulting in sites being selected for location rather than lowest developable cost.

6.0 Secondary Schools Cost Benchmarking

6.7 Significant abnormal costs adversely impact on the £/m² of all projects. This is further compounded by the m²/pupil efficiencies that have been delivered by the hub North Scotland designed projects as the projects designed outwith hub North have a higher m² per pupil and a lower £/m² but a higher £/pupil comparison.

6.8 On the basis of the benchmarking from the North Territory our analysis suggests that Local Authorities should plan on the basis of the following construction cost metrics including abnormal costs at 2nd Q 2015:

Secondary Schools	North Territory Suggested	North Territory Suggested
School Capacity	£/m ²	£/child
0 — 400	£2,700+	£38,000+
400 — 800	£2,700 — £2,500	£38,000 — £30,000
800 — 1200	£2,500 — £2,700	£30,000 — £25,000
1200 — 1500+	£2,500 — £2,700	£25,000 — £22,000

The above figures exclude like for like funded accommodation and this should be added on the basis of the proposed m² to be built x £/m² noted above.

7.0 Exclusions to Secondary Schools Cost Benchmarking

7.1 The above figures do not include Local Authority direct costs as follows:

1. Information Technology
2. Smart Boards
3. Internal fees
4. Revenue Finance professional services

7.2 The figures do not include for the following:

1. Off-site utility infrastructure upgrades
2. Off-site roadworks
3. Off-site core path re-routing
4. Location Factor

8.0 BCIS TPI Forecast

8.1 The current Building Cost Information Service Tender Price Index forecast is as follows:

Year	%
2015/16	4.20%
2016/17	4.56%
2017/18	3.59%

These percentages are constantly under review and changing on a month to month basis and Local Authorities are recommended to track these monthly and reflect any changes within the capital plan.

9.0 Secondary Schools Programme Benchmarking

9.1 Programme benchmarking from the North Territory projects is as follows:

Project	Development Stage inc Approvals (RIBA A – F) (NPR Acceptance to FC/CC)	Construction
Inverness Royal Academy	65 weeks	154 weeks
Wick Campus (3 – 18)	87 weeks*	123 weeks
Anderson High School	87 weeks	114 weeks
Elgin High School	82 weeks	115 weeks
Alford Campus (3 – 18)	39 weeks*	104 weeks
South of the City	74 weeks	104 weeks
Oban High School	65 weeks	135 weeks
Campbeltown Grammar	65 weeks	125 weeks
Average	71 weeks	122 weeks
	16 months	28 months

*Excludes stage 1 as project is a legacy project.

9.2 Typically the development phase is taking around 16 months which is an efficient programme for revenue financed projects. To date the pre-NPR and NPR stages have varied and this report seeks to improve this stage by providing Local Authorities with useful information to set projects up to be procured more efficiently and effectively with programme and cost set a realistic and deliverable level.

9.3 Five of the projects noted above are being developed on existing operational school sites and this has resulted in abnormally long construction programme durations. Typically a new build on a clean site would take 104 weeks and a multi-phased project with demolition would take between 120 – 150 weeks.

9.4 The above timescales exclude the time required prior to NPR to consult and define the needs of the end users. Good examples of this include partnership working on the Argyll and Bute projects where the authority supported by hub North have achieved curriculum timetabling efficiencies of 90% pre-NPR. If this work is not completed early in a projects' development journey then it can lead to programme delays and may result in the most efficient solution not being realised.

During this period it is also highly recommended to invest a modest amount of capital to fully understand on-site and off-site constraints and this allows abnormal costs to be identified early.

These early activities are essential to set a schools project up for success.

10.0 FM/LCM Benchmarking

10.1 It is essential to minimise the cost impact of the Lifecycle Maintenance (LCM) and Hard Facilities Management (FM) Services on ongoing revenue budgets. Significant progress has been made within the North Territory with revenue costs delivered below Scottish Governments recognised caps for LCM and Hard FM Services of £17/m² and £15/m² excluding location factor.

10.2 These numbers are even more significant for the hub North designed projects as they are designed below the accommodation metric which is resulting in higher usage of facilities by pupils over a smaller building footprint and at the same LCM and FM £/m².

10.3 Savings of £4,000,000 have been achieved on FM and LCM on the basis of efficient accommodation design with these projects delivering 4,843m² of accommodation savings. Designing to these efficient standards should also reduce soft FM costs and a study into these potential savings could be considered as future exercise.

10.4 Savings of £4,500,000 have been achieved on the FM and LCM caps through competitive tension across North Territory projects.

10.5 The table below indicates the tender returns so far across the hub North FM/LCC projects –

Project	FM Cap	FM Tender	LCC Cap	LCC Tender
Wick Campus (3 – 18)	£19.00	£16.26	£21.00	£17.43
Anderson High School	£18.00	£17.88	£20.40	£19.58
Elgin High School	£15.00	£14.12	£17.00	£15.20
Alford Campus (3 – 18)	£15.00	£14.45	£17.00	£15.18
South of the City	£15.00	TBC	£17.00	TBC
Oban High School	£15.00	TBC	£17.00	TBC
Campbeltown Grammar	£15.00	TBC	£17.00	TBC

The above figures have been indexed to the FM/LCC capped rates.

11.0 Scottish Schools for the Future Programme Value for Money within the North Territory

11.1 The North Territory Secondary Schools programme has realised the following savings:

Cost Heading	
1. Accommodation Savings on SFT metric - Vanilla Schools Projects	(£11,000,000)
2. Professional fees in comparison with TPA	(£1,700,000)
3. Building contractors margin in comparison with TPA	(£2,600,000)
4. Hubco Independent Tester, Technical, Legal & Financial Advisors	(£840,000)
5. Participant Technical, Legal, Financial & Insurance Advisors*	(£376,000)
6. FM and LCM Services in comparison with SG Caps	(£8,700,000)
Total Secondary Schools Programme Savings	(£25,216,000)
	(14%)

*Core Service. Some participants have instructed additional services which are not included.

11.2 In addition to the above hub North has waived operational phase management costs of 0.40% over the concession period of the revenue financed projects which is a substantial saving for the territory.

11.3 The above savings have been largely achieved by adopting a multi-storey superblock design, standardising specification, contract documentation and processes. There is room for improvement and further work needs to be completed for future projects. A programme approach to the procurement of work package specifications could have realised better value for money in cost and efficiency of process within the following packages:

1. Furniture, fixtures and equipment
2. Internal doors and ironmongery
3. Floor, ceiling and wall finishes
4. Mechanical and electrical key plant and equipment e.g. elevators

12.0 Lessons Learnt

12.1 Since the programme was announced by Scottish Government significant lessons have been learnt within the North Territory. These are:

1. Identify abnormal costs and risks early in the process. This work should be considered at the point of site selection and should include early site investigation work, flood risk assessment, planning constraints and ground radar survey to understand if there are significant diversions. Local Authorities should consider deducting these from the land value if appropriate.
2. Adopt an economic and effective design solution. A multi-storey superblock design has proven to be the most appropriate for secondary school buildings.
3. Identify off-site infrastructure requirements early in the process. This work should be considered at the point of site selection and should include potential access constraints and utility infrastructure upgrades. Authorities should consider deducting these from the land value if appropriate.
4. Model both £/pupil and £/m² to ensure that there is appropriate financial provision within the budget from the start. Useful North Territory metrics are included within section 6.0.
5. Early consultation and challenge of the use of space essential to achieve 90% curriculum timetable efficiency. Accommodation that is flexible allows spaces to have multiple uses and this is desirable. This process would typically take around 3 – 6 months to develop and report on the findings. If this work is not completed early in a projects development journey then it can lead to programme delays and may result in the most efficient solution not being realised. This work can also reduce LCM and FM costs.
6. Adopting North Territory accommodation benchmarks as outlined within section 5.0 will provide Local Authorities with a better understanding of the sensitivities of the school role bandings.
7. Accept that sub-optimal sites may be the preferred option, however, implement early a mitigation strategy that reduces the impact of abnormal costs.
8. Prepare development budgets inclusive of all Local Authority direct costs at budget setting stage. Budgets need to include not only the construction costs but the off-site infrastructure costs, the client direct costs and location factors appropriate to the project. These cost headings are outlined within section 7.0.

12.0 Lessons Learnt

9. Monitor the BCIS cost index to ensure that the capital plan has an appropriate Tender Price Index allowance. The current forecasts are identified in section 8.0.
10. Develop a realistic high level programme. A typical development programme period is 16 months and this does not include the 3 – 6 months pre-NPR work as identified in point 5 above. Construction periods vary from 104 weeks to 150 weeks depending on phasing and useful information is included within section 9.0.
11. A programme approach has proven to deliver savings as identified within section 11.0, however, substantially more savings can be generated by extending this approach to key components.
12. Focus on performance standards and simplify needs and this will allow the market to respond with the most cost effective solution at that time.
13. Have awareness of the market and products that used to be cost effective but are no longer delivering value for money e.g. masonry.
14. Understand emerging legislation changes that may impact upon the facility. This is directed more to primary schools.
15. Adopt BREEAM principles but focus on EPC rating.

Benchmarking Dashboard - June 2015

**10,000+
Pupil
Places**

**Hub North
Delivering -**
2nr Campus (3-18)
with Wet Sports
6nr Secondary Schools
1nr Severe and
Complex Needs school
4nr Primary schools

**£346m
New
Schools**

Programme	Development Stage (NPR Acceptance to FC/CC)	Construction
Average	71 weeks 16 months	122 weeks 28 months

Primary Schools Benchmarking

£/m2	SG Metric	North Territory + Lairdsland	Difference
£/m2 at 2Q 2012	£2,350	£2,628	+£278
£/m2 at 2Q 2015	£2,667	£2,983	+£316

**Suggested Budget - £3,000/m2
(2Q 2015 inc. abnormalities exc location)**

£/pupil	SG Metric	North Territory + Lairdsland	Difference
£/pupil at 2Q 2012	£17,625	£24,209	+£6,584
£/pupil at 2Q 2015	£20,001	£27,472	+£7,471

Secondary Schools Benchmarking

£/m2	SG Metric	North Territory	Difference
£/m2 at 2Q 2011	£1,900	£2,120	+£220
£/m2 at 2Q 2015	£2,224	£2,481	+£257

**Suggested Budget - £2,500-2,700/m2
(2Q 2015 inc. abnormalities exc location)**

£/pupil	SG Metric	North Territory	Difference
£/pupil at 2Q 2011	£22,123	£24,818	+£2,695
£/pupil at 2Q 2015	£25,892	£29,047	+£3,155

Lessons Learnt (top five) -

1. Site Selection and associated option appraisal

2. Site abnormalities

3. Challenge use of space

4. Economic and effective design solution

5. Early preparation of Development Budget (including all LA direct costs)

**Like for Like
Funded
Accommodation
16,000m²**

**112,000m²
of new school
accommodation**



Case Studies

Hub North Scotland is currently working with six Local Authority Shareholders to develop and deliver the eight secondary school projects listed below as part of the Scottish Schools for the Future Programme.

These projects represent an investment of £292,525,000 of Secondary Schools which will take more than 9100 children out of Condition B and Suitability B Standard schools. The new schools will provide 95,000m² of school accommodation and 15,000m² of Community, Assisted Support Needs and Vocational accommodation.

These projects have enabled a database of benchmark information which represents the costs of delivering projects in the hub North territory. It provides the basis for demonstrating value for money and can be used to inform clients and their future investment plans to reflect the real costs of projects in a diverse territory which includes, urban, rural and island locations.

Case study information for Alford Community Campus, Inverness Royal Academy and Wick Community Campus are included in this section for information.

Project	Local Authority
1. Inverness Royal Academy	The Highland Council
2. Wick Community Campus	The Highland Council
3. Anderson High School	Shetland Islands Council
4. Elgin High School	The Moray Council
5. Alford Community Campus	Aberdeenshire Council
6. South of the City School	Aberdeen City Council
7. Oban High School	Argyll and Bute Council
8. Campbeltown High School	Argyll and Bute Council

Case Study

Inverness Royal Academy

"I am delighted to be part of this momentous occasion as we mark this key step in delivering modern educational establishments for Inverness. This is a major milestone in our work with the Scottish Government to develop Highland Council's programme of modern school provision in the Highlands."

"The new school build at Inverness Royal Academy is a huge investment and major boost to the local community and economy. It will also provide major support for the further development of Gaelic Education and improved provision for pupils with Additional Support Needs."

Councillor Alasdair Christie chair of the Highland Council's education, children and adult services committee and member of Inverness Ness-side ward

Participant: The Highland Council

Project Type: New build secondary school

Contract Type: Capital

Project Value: £35.32million

Forecast Handover: June 2016

Key partners: Architect: JM

Structural Engineer: CH2M Hill

M&E Engineer: DSSR

Project Manager: Sweett Group

Tier 1 Contractor: Morrison Construction, part of the Galliford Try group of companies

The facility: The new Inverness Royal Academy will replace the existing school building to provide a modern learning environment capable of meeting the needs of current and future pupils, as well as offering greater provision for community use during the evenings and weekends.

The new school, which is located west of the city's Culduthel Road, will have a larger pupil capacity (1,420 pupils) than the current school (1,153 pupils) in order to accommodate housing growth within the catchment area and increased uptake in Gaelic Medium education.

Consisting of 84 rooms, along with an additional six classrooms, the school will also provide a number of facilities that can be used by the wider Inverness community. An additional games hall (two halls in total), a fitness suite, dance studio, gymnasium and two synthetic turf pitches are all part of the plans.

With a diverse outdoor area, enhanced Additional Support Needs provision and various improvements to public areas, the first-class facility is set to bring major benefits to the Highlands and will provide an excellent learning environment for pupils for generations to come.

Inverness Royal Academy in numbers so far

34%

The total value of the work awarded to SMEs

4

training and development

1

job created

3

work placements

3

graduates



Case Study

Wick Community Campus

"Finally we are at the stage when work can begin on the new campus. This is a very exciting day for Wick and is the start of the much anticipated work that will provide Wick with an education service to be rightly proud of."

"The collaboration between The Highland Council, hub North Scotland Ltd and the Scottish Futures Trust has proved to be a success and we are very proud of everyone that has worked so hard to bring this to fruition."

Councillor Gail Ross Caithness civic leader and vice chair of the Highland Council's education, children and adult services committee

Participant: The Highland Council

Project Type: New-build primary school, secondary school and community facilities

Contract Type: Revenue

Project Value: £48.5million

Expected Handover: September 2016

Key partners: Architect: GMA Ryder

Structural Engineer: BuroHappold

M&E Engineer: BuroHappold

Project Manager: Sweett Group

Tier 1 Contractor: Morrison Construction, part of the Galliford Try group of companies

FM Provider: GT FM

The facility: The new Wick Community Campus is set to replace the existing Wick High School, South Primary and Pultneytown Academy Primary School and is being delivered by hub North Scotland after it was appointed as a development partner by the Highland Council.

The innovative campus will consist of two senior school teaching wings as well as a separate primary school with

its own access. A special needs wing, sports block, library, swimming pool and fitness suite alongside three sports pitches will complete its offering.

Preparation work for the campus began in 2014, with First Minister Nicola Sturgeon, along with pupils from the three participating schools, leading the official turf cutting which officially marked the commencement of the project's construction. The main contractor for the build is Morrison Construction, part of the Galliford Try group of companies.

Wick Community Campus in numbers so far

73%

The total value of the work awarded to SMEs

13

apprenticeships

9

graduates

2

jobs created



Case Study

Alford Community Campus

"Alford Primary School and Alford Academy already have a very close working relationship, and the new campus will develop that bond even further."

"But more than that, the campus will also provide modern, high quality facilities for the wider community, making it a real focal point for day to day activity in Alford. Today marks an important step in developing this excellent resource."

Provost of Aberdeenshire Jill Webster

Participant: Aberdeenshire Council

Project Type: New-build primary school, secondary school and community facilities

Contract Type: Revenue

Project Value: £32.4million

Forecast handover: October 2015

Key partners: Architect: Halliday Fraser Munro

Structural Engineer: Fairhurst

M&E Engineer: FES

Project Manager: Sweett Group

Tier 1 Contractor: Morrison Construction, part of the Galliford Try group of companies

FM provider: GT FM

The facility: Work on the new Alford Community Campus officially got underway in June 2014 and followed advance works in October 2013 that saw an access road created for construction traffic and initial ground works.

The facility on the village's Greystone Road will cater for all pupils in early years, primary and secondary education and will comprise of a theatre, sports hall and dance studio, with all-weather and grass playing fields located outside.

Supporting the wider community will be a swimming pool, community library and accommodation for Aberdeenshire Council's community learning and development team.

The project has been awarded part-funding through the Scottish Government's Scotland's Schools for the Future Programme.

A number of site visits from the campus' feeder schools have already been facilitated by hub North Scotland, giving future pupils a first glimpse into the progress being made on site.

Alford Community Campus in numbers so far

79%

The total value of the work awarded to SMEs

4

jobs created

5

graduates

4

apprenticeships



Details of participants

The hub North Territory brings together all of the public sector bodies in the North of Scotland to deliver a wide range of joint services to achieve better value for money and continuous improvement. These public sector bodies include:







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