



# Investing in Wandsworth Schools

Summer 2009



# Foreword

Wandsworth is the largest inner London borough, stretching from central London at Vauxhall out to the edge of Richmond Park in the west. The Borough includes a diverse range of communities. There are five town centres: Clapham Junction, Balham, Tooting, Wandsworth, Putney and smaller district centres at Earlsfield, Southfields, and Roehampton.

Building Schools for the Future (BSF) is a long term programme of investment and change that will transform education for secondary age students and help all children to reach their full potential. This investment will provide 21st century learning environments that will engage and inspire young people, their teachers and the wider community.

BSF in Wandsworth means a commitment from all schools to raise the achievements and aspirations of all young people in the Borough. The Council's objective is to provide a first class education delivered in high performing and

self-evaluating schools, focused on the personalised needs of all learners.

Every school will become a centre of excellence in key specialisms, offering collaboration across schools for all learners, through the use of ICT and flexible, well-serviced teaching spaces. Schools will differ in specialist status, character, denominational affiliation, gender, and extended facilities but will work collaboratively to develop programmes of transformation and continuous improvement.

**Our BSF programme is ambitious and achievable and we are now looking for a private sector partner to work with us to deliver £300m of investment in buildings and ICT. We would like this partner to develop a long term partnership with the Council and its schools over the lifetime of the Local Education Partnership (LEP). The initial capital investment will be phased over a programme between 2011 and 2016.**

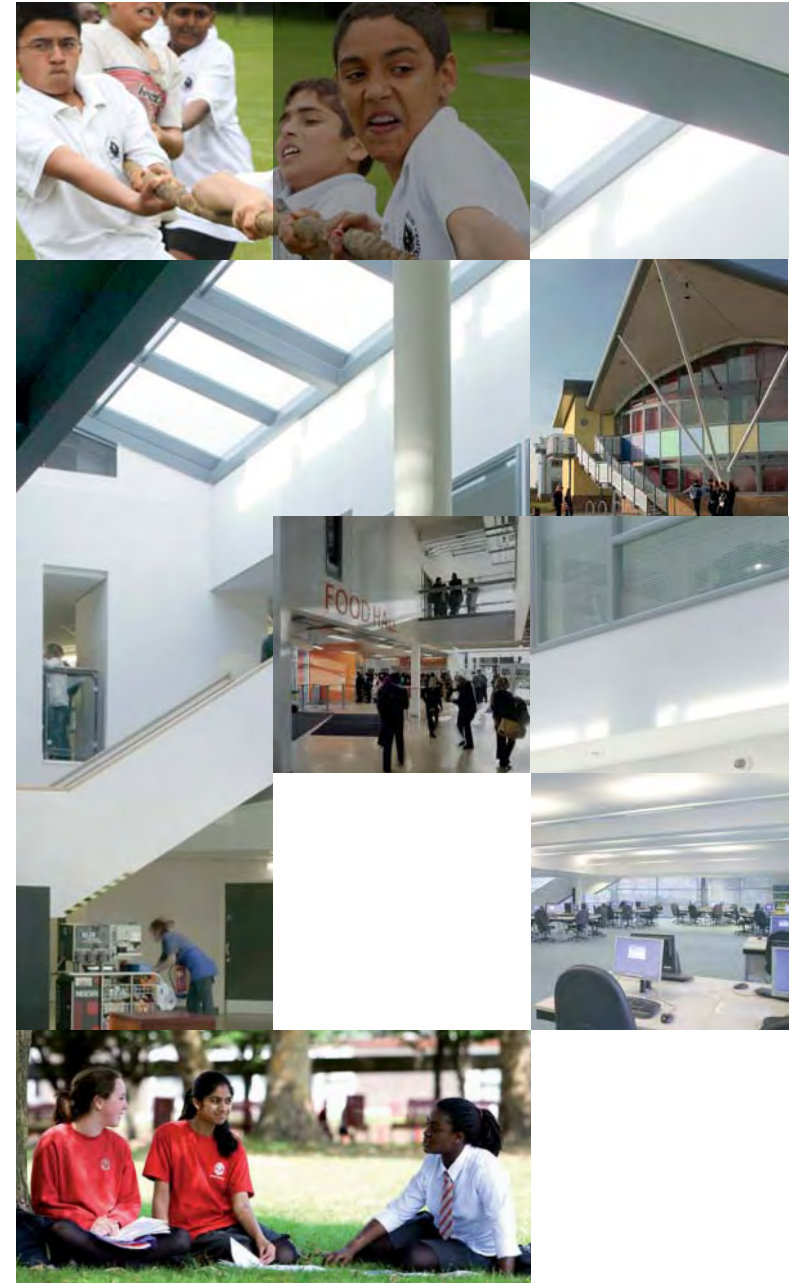
We hope you will find this booklet informative and useful.



**Cllr Kathy Tracey**  
Cabinet Member for Children and Young People



**Paul Robinson**  
Director Children's Services



# Working with Wandsworth

The Council is a four star authority with a proven track record of delivering programmes through working with the private sector.

The Council has developed a reputation nationally for good organisation, value for money and meaningful collaboration and consultation with all stakeholders. This has enabled our BSF project to develop with a clear, viable strategic vision for the borough and specific educational drivers for each school.

The Council's Children's Services were rated 'outstanding' in the Joint Area Review conducted by the Office of Standards in Education (Ofsted) in October 2007. "The Council consistently delivers excellent services for children and young people", the report said.

The relationship between the Council and the borough's schools is very strong and has been fundamental to the development of a cohesive vision for BSF investment, including:

Creating **adaptable and flexible accommodation** that can support different models of teaching and learning into the future, enabling schools to adopt alternative curriculum models.

Creating **centres of excellence** in every school's specialist curriculum area.

Building four new '**Skills Centres**' to support the delivery of the most popular areas of vocational learning in the 14-19 partnerships and diplomas.

Creating new or enlarged **Sixth Form** facilities at many of the schools.

Improving the outcomes for all children with **special educational needs**, including significant investment at some of the borough's regional special schools.

**Providing resource bases** for pupils with Autistic Spectrum Disorder (ASD) and social communication needs.

**Supporting workforce development** through better training for staff by providing training school facilities and an Advanced Learning Studies Centre.

**Supporting flexible approaches to teaching and learning**, teaching innovation and active learning by the provision of modern infrastructure and a range of services accessed through an **online learning platform**.

Developing **sustainable** buildings using modern energy technology that reduces the carbon footprint of schools and maximise sustainability.

Improving attendance and reduce exclusions by creating buildings and **environments that stimulate pupils' engagement in learning**.

Improving health and well-being by **community access** to school buildings in daytime, evenings, weekends and holidays for a range of community activities.

Ensuring all schools are **healthy schools** and provide enhanced **sports facilities**.

Supporting schools and offering wide ranging provision for students identified as potentially **high performing**, including those who are gifted and talented.

Developing stronger **partnerships** between schools, higher education (HE) and business and ensuring every school has a named HE link and enhanced facilities for employer engagement.

All the Borough's schools are committed to the BSF programme and to developing a meaningful **partnership with the private sector partner**. **Governing bodies have signed letters of agreement to the control options, ICT Managed service and Facilities Management proposals.**

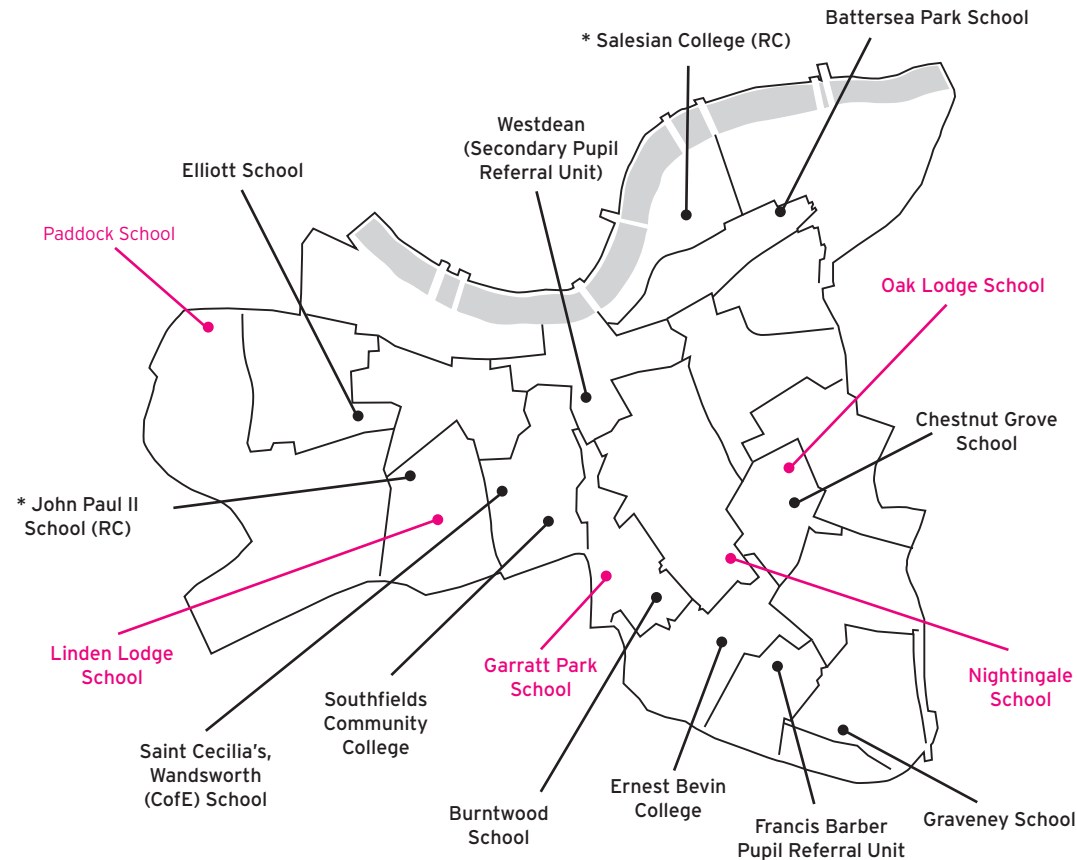


# The Wandsworth BSF Project

The BSF programme in Wandsworth consists of a single wave of investment totalling over £300m and is one of the largest of BSF projects in London.

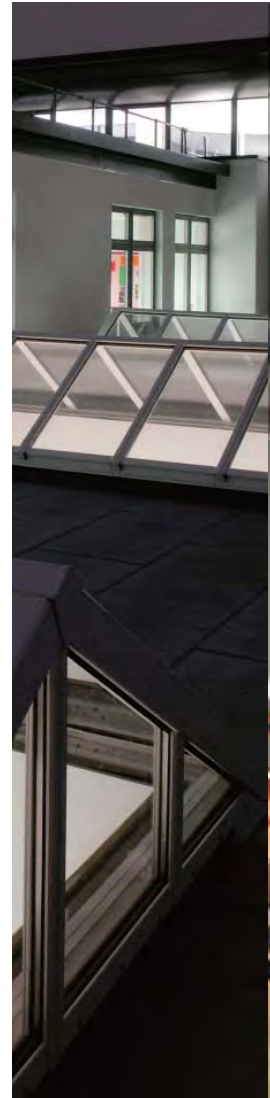
- Investment will be spread across the Secondary and Special School Estate, including:
  - 9 mainstream secondary schools (7 co-educational, 1 boys school, 1 girls school).
  - 1 Pupil Referral Unit with 2 locations.
  - 3 residential regional Special Schools including a school for pupils with severe learning difficulties, (and ASD) a school for the deaf and a school for pupils who are multi-disabled and visually impaired.
  - 1 special school for pupils with emotional and behavioural difficulties (EBD).
  - 2 Special Schools for pupils with severe and moderate learning difficulties multiple learning difficulties, including provision for Autistic Spectrum Disorder (ASD).

\* John Paul II School and Salesian College will close in 2011 and a new school, St John Bosco will be built on the Salesian site



Special schools appear in pink, except Bradstow School which is located in Broadstairs, Kent.

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The BSF programme of investment will be delivered through a Local Education Partnership (LEP). The Council's strategy is to appoint, through the standard BSF procurement process, a private sector partner who will be responsible for the design, construction and subsequent essential maintenance of the whole estate.

Construction will take place in a number of phases and include an integrated managed ICT and Facilities Management (FM) service. If the LEP is successful in the BSF programme, it may also be invited to support the development of the primary capital programme and other Council schemes.

The Local Authority will enter into a 10 year strategic partnering agreement with the LEP, with an option to extend this agreement for a further 5 years. There will be no PFI but instead the LEP may have the opportunity to develop a longer-term partnership with the Council in building and ICT investment and subsequent management of these services.

## Design and Innovation - Good design benefits teaching and learning

The Council places strong emphasis on good design and would welcome feasible and affordable innovation from a private sector partner. It believes effective design, the integration of furniture and equipment and ICT solutions will enable the transformation that should be expected through the BSF programme.

Although there are well developed control options, the schools and the Council wish to encourage and challenge bidders to demonstrate how good design can contribute to the effectiveness of teaching and learning. Schools need to offer safe, secure and calm environments.

The Council wants the BSF programme to provide all schools with functional, comfortable spaces that are adaptable to different models of teaching and learning, with well organised adjacencies.

Through visits to schools in this country, and research abroad the Council and schools have developed a good understanding of the features of good design. Many schools in the programme have held 'design days' with pupils working with architects and some have participated in Sorrell Foundation workshops.

Extensive pupil consultation and feedback has emphasised the importance of good design in toilets, dining areas, outdoor spaces, circulation and overall security. In many schools the 'campus' feel of sites is regarded as an asset as well as the relationship between internal and external spaces and good circulation.

The Assistant Director for Schools and Standards is the Design Champion and sits on the Project Board. He is directly supported by the Client Design Adviser, providing independent input during the process of the procurement and promoting good design.

## Change Management

All schools have now developed detailed Change Management Plans supported by risk assessments. Led by the two sample schools, with a steering group chaired by a headteacher, schools are developing plans to ensure that they can manage the processes of change and maintain parent, staff and pupil confidence.

The Change Management Plans are linked to school improvement plans ensuring a range of strategies are in place to support teaching and learning, and the delivery of transformational plans in each school's Strategy for Change.

# The projects

The Council has worked extensively with all schools and its advisers to develop a robust business case for investment in Wandsworth Schools.



## As part of this process

- All Schools have undergone a 'vision to reality' process to ensure that the Control Options produced meet the educational objectives of each school.
- A robust options appraisal process has included full BB98 analysis, concept diagrams, curriculum modelling and room adjacencies.
- Extensive warranted survey information has been collected - including measured building, condition, intrusive condition where required, topographical, building services, drainage, structural non intrusive, geo-technical and geo-environmental, transport assessments, acoustic, DDA, FFE (including legacy assessments), utilities and arboriculture.
- A detailed feasibility study and risk analysis has been completed for Elliott School, including intrusive concrete surveys and a specialist Heritage 'statement of significance'. The Council has developed a strong working partnership with English Heritage, through a formal Steering Group, to ensure that Elliott School has been developed to the point that a private sector partner can continue the design, with these issues addressed and the risks removed. English Heritage have confirmed a written 'in principle' approval to the Council's proposals, citing the exemplary nature of the work undertaken to date. It is clear that transformation can be achieved within the existing building.

- All options have been developed in consultation with the Council's Planning department, to ensure all proposals are achievable.
- Detailed costing of the preferred options for all school sites have been prepared based on the latest BSF Cost data.
- Robust ICT proposals have been developed in consultation with all schools to ensure full commitment to the ICT Managed Service.
- An outline Planning Application has been submitted for the new Catholic School, to ensure that the Council is fully prepared for the next phase of schools and investment.
- Title searches and statutory notice procedures have been completed.
- All Schools have a thorough School Strategy for Change and Change Management Plan in place to prepare for and deliver BSF aspirations.
- All draft contract documentation has been completed.

**The Outline Business Case is therefore robust, affordable and deliverable.**

**A summary of the schools and the proposed works is shown opposite with estimated costings.**





Description of School	Phase	Estimated Construction Commencement Date	Estimated Capital Value (nominal terms)	Proposed procurement Route	Estimated ICT Hardware Costs (nominal terms)
<b>Southfields</b>	1	February 2011	£29.2m	D&B	£2.14m
<b>Burntwood</b>	1	February 2011	£40.9m	D&B	£2.85m
<b>Saint John Bosco</b>	2	May 2011	£42m (including Monastic accommodation)	D&B	£1.74m
<b>Elliott</b>	2	December 2011	£40.3m	D&B	£2.32m
<b>Paddock</b>	2	March 2012	£0.7m	D&B	£0.17m
<b>Linden Lodge</b>	2	March 2012	£1.3m	D&B	£0.18m
<b>Chestnut Grove</b>	3	February 2013	£23.8m	D&B	£1.52m
<b>Battersea Park</b>	3	February 2013	£28.7m	D&B	£1.52m
<b>Oak Lodge</b>	3	February 2013	£13.9m	D&B	£0.13m
<b>Graveney</b>	4	July 2013	£46.1	D&B	£3.10m
<b>Ernest Bevin</b>	4	November 2013	£17.4	D&B	£1.67m
<b>Saint Cecilia's</b>	5	May 2014	£3.9m	D&B	£1.45m
<b>Francis Barber</b>	5	May 2014	£7.6m	D&B	£0.26m
<b>Bradstow</b>	6	March 2015	£11.7m	D&B	£0.07m
<b>Nightingale</b>	6	March 2015	£8.9m	D&B	£0.13m
<b>Garratt Park</b>	6	March 2015	£1.3m	D&B	£0.23m

# The Sample Schools

Phase 1 of the programme is made up of the two sample schools, Southfields Community College and Burntwood School.

They have been chosen as the most representative of the wider education estate, the balance of risk and their suitability in terms of evaluating proposals for remodelling and new build.

## Overview of Southfields Community College

Southfields Community College is a non-selective achievement focused College with 1300 students aged 11-19. The College has Foundation status and was graded as 'Outstanding' by Ofsted in 2007, holding specialisms in Applied Learning, Sport and Geography. The College hosts the City Learning Centre, a Hearing Impaired Unit, the Authority's Exclusion Unit and offers extensive out of hours activities with a range of sports and community courses, including those targeted at adult learners to help them become more employable.

Southfields College has worked extensively with the Council and stakeholders to develop a School

Strategy for Change that articulates how BSF investment can build on this success.

The key educational drivers for these improvements are:

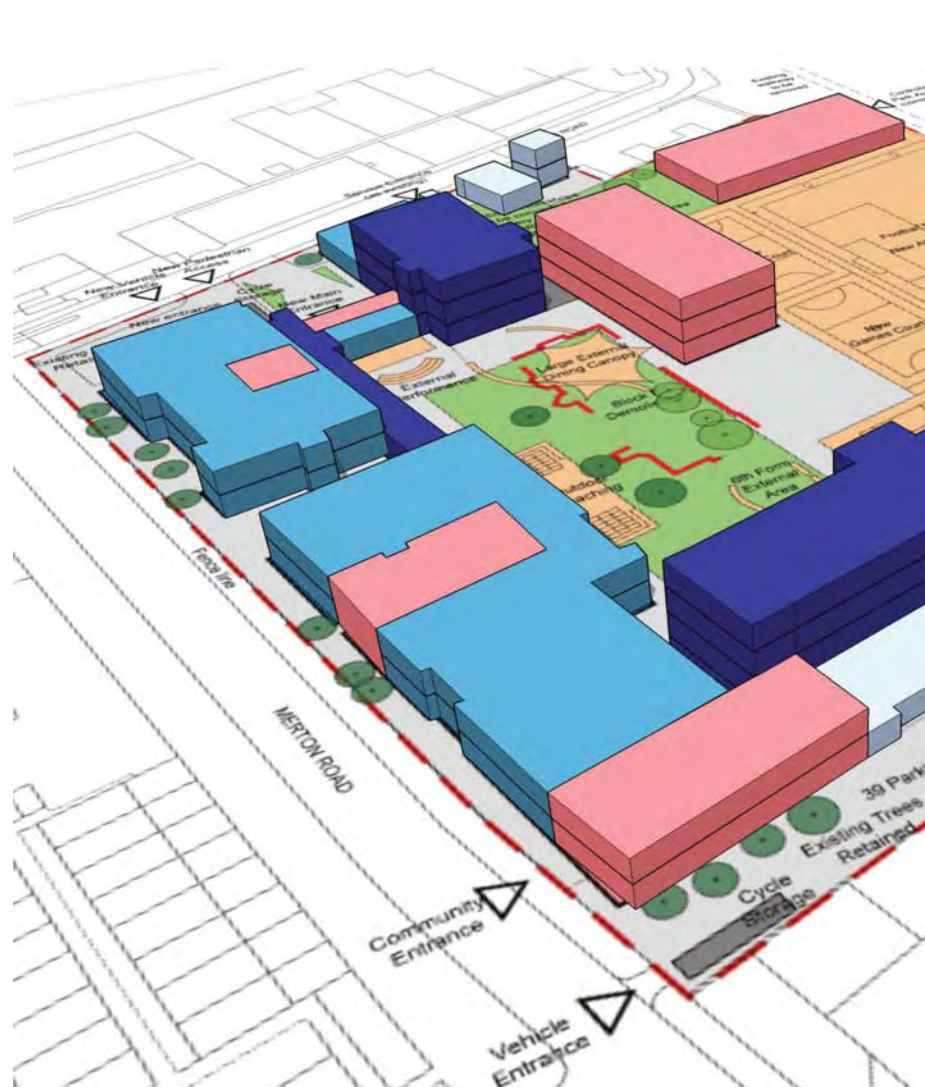
- Improvement of standards, especially in core subjects of English, Maths, Science and ICT.
- Tailored, individual learning - access to a variety of vocational and academic courses.
- Learners and learning first in every aspect of school life, leading and supporting inspirational learning.
- Focus the approaches to learning on maximising the outcomes for all, improving outcomes for vulnerable groups including those with SEN, with every learning opportunity tailored to, and responsive to the needs of all learners.
- Raising attainment at age 19 by enhancing and increasing post 16 provision.
- A new Skills Centre for improved vocational learning.
- Improve pupils enjoyment and motivation leading to an improvement in attendance.
- Growing and retaining talent.
- Hub for community revitalisation and lifelong learning.
- A base for pupils with language and social communication needs as well as its existing base for pupils with hearing impairment.

## The Existing School

The existing estate comprises a triple-decker Board School centrally located, with a two/ three-storey 1970s brick clad building. Recent additions have included the City Learning Centre and a four-court Sports Hall at the southern end of the site, separately accessed for community use.

Pupil Numbers	11-16	16-19
Current number on roll	1,032	253
Capacity post-BSF	1,200	425





## The proposed Control Option for Southfields includes:

- Construction of a new purpose built facility to achieve a variety of well resourced general teaching spaces and specialist science accommodation, modelled on the Faraday project.
- New dining facilities closely linked to new external social spaces, which in turn will free up space in existing buildings to be remodelled to provide suitable curriculum spaces.
- Remodelled space to provide a flexible range of teaching facilities that will also be suitable for extended services use.
- A dedicated centre for pupils with language and social and communication needs to underpin pupil inclusion and complement the services of Hearing Impaired Unit (HIU).
- A new community entrance, advertising the sports and cultural activities on offer, and incorporating the vocational skills centre as well as the Sixth Form facilities

Outline Planning permission for these proposals has already been granted by the Local Authority.

# Overview of Burntwood School

Burntwood is a large, successful, inner city, comprehensive school and as the Borough's only single sex girls school, it provides education for over a third of Wandsworth's young women aged 11-19. Students attending the school achieve excellent exam results with GCSE and A-Level results well above the national average.

Burntwood has worked extensively with the Council and stakeholders to develop a School Strategy for Change that articulates how BSF investment can build on this success. The key educational drivers for these improvements are:

- Improvement of standards, especially in core subjects of English, Maths, Science and ICT.
- Improve pupils' enjoyment and motivation leading to an improvement in attendance.
- Learning for all - providing a continuous pathway of training and development supported by mentors, coaches and para-professionals, with improved outcomes for vulnerable groups including those with SEN.
- Aspiration - providing a personalised offer which will deliver the skills and qualifications necessary for students to access the future they choose for themselves at the highest levels..

- Community - a centre of community cohesion, providing facilities for the local community and future community at the Springfield Garden village development.
- Adaptability - transforming the workforce to meet needs of learners.
- Skills and qualifications tailored to the individual, appropriate for a 21st century workforce and that incorporate personal development leading to life long learning and well being.
- Performing arts - providing high quality arts and media facilities for student and the local community.
- Beacon - a Centre of Excellence and training support in Science, Business Admin, and Finance.
- A new Skills Centre for improved vocational learning to support the provision of the Borough's 14-19 strategy, the Burntwood centre would lead on people, services and administration to support Business and Finance, Science, Health and Development, and Sport, with health as a spine across these areas

## The Existing School

The existing estate comprises a campus arrangement of 1960s pavilion buildings with two main teaching slab blocks, each five storeys, a sixth form block, a reception block and an outstanding split-level large hall. The school has two pedestrian-only entrances off Burntwood Lane and two shared pedestrian and vehicular entrances.

Pupil Numbers	11-16	16-19
Current number on roll	1,369	324
Capacity post-BSF	1,565	400





## The proposed Control Option for Burntwood includes:

- Extensive remodeling of the two main teaching blocks. The proposed school model for 'hubs' is the approach for remodelling the internal layouts of these blocks to provide personalised learning offer. The 'hubs' will be a curriculum area providing a variety of sized spaces for different ages and different group sizes, with resources, staff and support areas.
- A new focal entrance building that will include a new entrance, admin, sixth form and Skills Centre and proposals for adaptable teaching areas around curricular hubs. The school will be a centre of excellence, providing training support in science, business, administration and finance.
- A single controlled access point for visitors will be provided and the pedestrian entrances rationalised.
- The existing swimming pool and gym buildings will be refurbished and will be open for community use
- The existing main hall and dining blocks will be refurbished and there will be new external covered social and dining areas
- The school's vision for providing high quality arts and media facilities for students and the local community through the new performing arts building linked to the existing hall, which is suitable for development as a local theatre.

# ICT proposals

The Council will require an ICT service that combines the expertise and innovation of an ICT industry partner with the knowledge and understanding of our best local provision to deliver an outstanding service.

The Council's vision for ICT has been developed collaboratively with schools and other stakeholders to capture the diverse and collective ambitions for education in Wandsworth. Schools are committed to working together to ensure that they get a service that meets their needs, and adds extra value to the developments they have already undertaken.

Wandsworth Council is looking to select a flexible and innovative ICT partner with a strong focus on education with the expertise to enable all schools and 14-19 partners to access a common Managed Learning Environment, through the London Grid for Learning, with at least 100mb broadband connectivity, with a Borough-wide ICT service.

The ICT provision within the BSF programme involves 16 schools, nine mainstream secondary schools, 6 Special Schools and the secondary Pupil Referral Unit. The full ICT service will be made available to schools in line with the phasing of the building projects as shown in the diagram.

It is proposed to offer the LEP an initial seven year contract for ICT Managed Services starting from the completion of the Sample schools (Year 1). The Council is also proposing to provide full service to two special schools, Paddock and Linden Lodge in Phase 2.

The Council would expect that Interim Services be available to all schools prior to their integration into the full service. The Council would like proposals for early services that provide access to the Central Data Centre, provide for early provision of technical staff (or secondment

opportunities for existing staff) and provide for the provision of early CPD/Change opportunities.

Bidders will be expected to demonstrate that they can deliver the service at a cost which will allow a proportion of the BSF capital fund and operational revenue contributions to be retained as a sinking fund for refresh in each school.

**This project is affordable and provides the opportunity for an innovative and sustainable ICT project within the BSF programme and beyond.**

	Jan/Dec 2012	Jan/Dec 2013	Jan/Dec 2014	Jan/Dec 2015	Jan/Dec 2016	Jan/Dec 2017	Jan/Dec 2018	Jan/Dec 2019
Sample Schools					Burntwood, Southfields Community College			
Phase 2					Saint John Bosco, Elliott, Linden Lodge, Paddock			
Phase 3					Chestnut Grove, Battersea Park, Oak Lodge			
Phase 4					Ernest Bevin, St Cecilia's, Frances Barber, Garratt Park			
Phase 5						Graveney, Nightingale, Bradstow		
Full Service	■		■		■			
Interim Service	■		■		■			

A summary of the funding for the Project scope and programme is as follows:

Pupil Numbers	13,643
Capital Funding - £1,450 per pupil	£19,782m
Revenue funding - £150 per pupil, per annum indexed	£11,514m
Total ICT Project Funding	£31,296m

During the procurement process, Bidders will be asked how they can provide best value for money and may propose alternatives to the examples above.



# Facilities Management



Given the significant new BSF investment being made in Wandsworth Schools, it is clearly essential that the investment is safeguarded by a structured and effective maintenance arrangement. The buildings will need to be designed with long term maintenance and affordable lifecycle costs in mind.

Through the design solution and selection of materials the Council will be asking the private sector partner to provide schools with an extended warranty of three years. The Council is seeking an effective link through the design solution and subsequent facilities management plans. The LEP will have an incentive, through an extended period of responsibility for defects, to design and build premises, which are affordable and easy to maintain, with the use of suitable and robust materials.

The LEP will be offered full exclusivity for maintenance and lifecycle works throughout its lifetime. The Council will establish a lifecycle fund.

The FM services will cover mainly the construction and re-modelling of the buildings, windows and doors, roofs and mechanical and electrical services etc. 'Soft' services such as cleaning and catering are not proposed.

Payment will be based on the delivery of services to performance targets and specification. The Council does not propose to pass over 'availability' risk.

The arrangement proposed has been developed in full consultation with the schools. Its aim is to ensure that FM will remain affordable and that schools will be able to commit funding in the longer term for the effective maintenance of their assets.



# Procuring the project

Wandsworth is a proactive Council that has worked continuously with schools and advisers delivering projects and developing educational programmes.

A Project Board was established in January 2007 to oversee the management and delivery of Wandsworth's BSF project and lead its strategic and corporate direction within the Council.

**There is a dedicated core project team, whose expertise has kept the project on schedule.**

The core project team structure includes an experienced project director, three experienced project managers, the Head of Children's Services ICT, a programme and project manager, an education and pupil place planning lead, project support, a Design Champion, a specialist SEN planning officer, a town planning lead working to the Borough Planner, the Borough Solicitor supported by the council's external lawyers, and an in house finance team. The Project Director is Bruce Glockling.

The client team that will remain after financial close will work in partnership with the LEP to enable and commission new schemes.

In addition to working closely with Partnerships for Schools and 4ps, the BSF team and its stakeholders are also supported by a number of advisers to assist in the development of Wandsworth's BSF proposals.

These include

- Legal Advisers (Nabarro)
- Financial Advisers (Ernst & Young).
- Technical Advisers (AECOM, Ellis Williams Architects, Rex Proctor and Partners),
- ICT Advisers (AECOM/Novatia),
- Client Design Adviser (David Morley Architects),
- CABE Adviser



## Key Dates in the Procurement Timetable

Procurement of the project will follow the Partnerships for Schools revised procurement timeline and is based on a target date for OJEU publication in early July 2009.

The detailed procurement programme and evaluation process has been developed jointly with Advisers, based on best practice elsewhere in the country to ensure that procurement keeps to programme and that bidders' costs are kept to a minimum. We will offer this to bidders at the start of Invitation to participate in dialogue (IPD) but would welcome any suggestions for refinement based on experience elsewhere.

The aim will be to reach IPD2 as soon as possible to allow more time for detailed dialogue at the second stage with two bidders. This should help potential partners to develop affordable bids to be in the current commercial market. Competitive dialogue will be led by the BSF Project Director, supported by the Director of Finance and the Assistant Director of Children Services.

The Council's service objectives are focussed on working with a partner who can provide value for money, good quality design and competition in the supply chain to achieve real saving through the exclusivity afforded to the LEP.

Stage	Planned Date
OJEU Notice Published	Early July 2009
Issue of Descriptive Document and Pre-Qualification Questionnaire (PQQ)	Early July 2009
Bidders Open Day	29th June 2009
Return of PQQ	August 2009
Interviews	September 2009
Shortlist confirmed (3 bidders)	September 2009
Dialogue phase	Planned Date
Issue IPD (Stage 1 of the Dialogue)	End September 2009
Return of Initial Bids	December 2009
Completion of evaluation of Initial Bids	January 2010
Proceed to Stage 2 of the Dialogue (2 bidders)	February 2010
Conclusion of Dialogue stage 2	May 2010
Stage 2 clarification and Close of Dialogue	June/July 2010
Receipt of Final bids	July 2010
Evaluation of Final bids	July/August 2010
Selection of Preferred Bidder	August/September 2010
Preferred bidder submits Planning Applications	September 2010
Prepare and submit final business case	September - December 2010
Alcatel Standstill	December 2010
Financial Close	February/March 2011

# Contacting the BSF team in Wandsworth

Email: [bsf@wandsworth.gov.uk](mailto:bsf@wandsworth.gov.uk)

Telephone: 020 8871 8843

Write: BSF Team, 2nd Floor Town Hall Extension,  
Wandsworth High Street, London SW18 2PU

Pre Qualification Questionnaires can be requested in advance but will not be issued until the OJEU notice has been dispatched.

Email: [bsfpqq@wandsworth.gov.uk](mailto:bsfpqq@wandsworth.gov.uk)

More information: [www.wandsworth.gov.uk/bsf](http://www.wandsworth.gov.uk/bsf)

If you have any clarifications or queries about the PQQ please outline your request via a PQQ Clarification form, available to download from: [www.wandsworth.gov.uk/bsf](http://www.wandsworth.gov.uk/bsf)

