

## Appendix 2

## SSPS Proposal

## Hub North Scotland Limited

**The Moray Council | Future School for Buckie | (A) Project Definition  
and (B) Strategic Outline Business Case Options Appraisals**

## Strategic Support Partnering Services

23<sup>rd</sup> August 2023 Rev06**INTRODUCTION**

hub North Scotland Limited (hNSL) are pleased to present this proposal to provide Strategic Support Partnering Services ('SSPS') to The Moray Council ('TMC') under the terms of the Territory Partnering Agreement ('TPA') supporting development of the Future School for Buckie. The scope and extent of this SSPS is to provide development management services for this project over the following two phases:

**SSPS Phase A – Project Definition**

- Visioning and strategy definition, existing information analysis, development of education briefing, lessons learnt analysis and desktop appraisal of site options. Building on the exercise completed to support the LEIP 3 Funding application and Strategic Outline Business Case

**SSPS Phase B – Strategic Outline Business Case Options Appraisal**

- Visits to recently completed facilities, site appraisals and recommendations, updated programme, RIBA Stage 1 Design together with M&E Services Strategy, Cost Plan and incorporation of learning from the BE-ST programme.

**BACKGROUND & PURPOSE**

The proposed new 976 pupil (944 Secondary and 32 Level 3 ASN) capacity future school at Buckie will accommodate pupils from Buckie and the wider community. It is currently proposed the new school will be built on the sports field areas of the existing school which will then be reconstructed on the site of the existing school. It is assumed the existing school will remain fully operational during the construction of the new school building.

This future school for Buckie will be at the heart of a more vibrant and thriving community, providing a positive education destination for young people in a modern school estate with access to lifelong learning for all learners. The welcoming, flexible spaces will also be well used by members of the community, enhancing their wellbeing and supporting community cohesion.

Innovation will be central to the future school, promoting and supporting partnership working with service providers, employers and community partners for the benefit of all together with ensuring development and promotion of the skills and attributes required by our young people and adult learners to be successful in gaining local employment and contributing to the local economy. Local resources and expertise will be utilised to ensure a low carbon footprint with reduced revenue, operational, repair, and maintenance costs.

Further key features of the proposed school include:

- A welcoming and integrated learning estate that could facilitate the delivery of a range of community services and opportunities into one location. Including: enterprise, family learning, further education, workspace for council and community use, health and social care services, police, fire, customer service

point, leisure, library and voluntary organisations. The facilities will be seen as a flexible community asset.

- Learning spaces which are creative and inspiring, able to be used flexibly to support a range of learning styles and pedagogical approaches. It will be futureproofed and support the learner journey at all stages, including transition. It will include excellent, flexible provisions for: ASN, nurture, STEM, theatre and performance, sport and leisure with an emphasis on community health and wellbeing, and space to celebrate culture and display art around the estate. Learners of all ages will be able to utilise the facilities through the school day and beyond via the adoption of adaptable and flexible private, shared and invited learning spaces.
- External spaces that are an integral part of both learning and community experience, engaging and supporting learners through the provision of high quality external social and curriculum areas with space for growing and enterprise activities. Spaces will be created that can be used all year allowing the outdoors to be brought inside, to support wellbeing and enhanced learning.
- Facilities that are fully accessible to those learning, working and visiting.
- A site that will be accessible through integrated walking, cycling and public transport routes.
- High quality connectivity and digital technology to provide high quality virtual learning and face-to-face opportunities.
- Operational sustainability making best use of local resources to reduce their carbon footprint, provide spaces that support healthy and cohesive communities, and offer opportunities to generate sustainable revenue streams.
- Maximisation of innovation, including: collaborating with the marine, aquaculture, food and drink, tourism, health and social care and construction sectors to skill up their future workforce, developing low carbon energy solutions and creating efficient/low carbon learning estate.
- Engagement is key to the success of this project, a place-based approach to development and delivered in consultation with the local communities in line with the Community Engagement Standards.

## PROPOSED DELIVERY STRATEGY

As previously noted, the key initial activities in this SSPS proposal have been split into three phases:

### Phase A – Project Definition

### Phase B – Strategic Outline Business Case Options Appraisal

### Proposed Programme

The current proposed programme for these Phases is summarized below, this will require to be finalised once the full team are appointed:

	2023					2024		
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Development of SSPS</b>								
<b>TMC Committee Approval of SSPS</b>			★					
<b>SSPS Phase A (Project Definition)</b>								
<b>SSPS Phase B (SOC including RIBA Stage 1)</b>								

## Key Activities

Activity	Action Holder	Date	Key Contents
Existing Information Pack to be released (if available) – if not hNSL will work with TMC to define what support is required to assemble	TMC		<ol style="list-style-type: none"> <li>1. SOC completed to date (notes relating to critical Council decisions;</li> <li>2. Confirmation of facility scope: 3-18 Campus, High School or Community Campus etc,</li> <li>3. List of services to be included in project (community learning/resource requirements, etc);</li> <li>4. Current Roll projections;</li> <li>5. Learning Estate Strategy;</li> <li>6. Sustainability Strategy;</li> <li>7. LOIP;</li> <li>8. Scotland’s Learning Estate Strategy;</li> <li>9. Place Based Review completed to date;</li> <li>10. Existing building condition surveys;</li> <li>11. Work currently underway to determine options for rebuild or refurbishment and NZC challenges;</li> <li>12. Existing building asbestos surveys;</li> <li>13. Stakeholder List currently envisaged as:               <ol style="list-style-type: none"> <li>a. Community Council</li> <li>b. Education Leads (head teachers and senior leadership team)</li> <li>c. Central Education to provide strategic direction</li> </ol> </li> <li>14. Elgin High School Extension design outcome delivering non-traditional (school of the future) layout (qty and size of rooms) and management strategy.</li> <li>15. Confirmation of site location, red boundary and title report.</li> </ol> <p>If any of this information is not available, hNSL will work with TMC to understand requirements further and develop a response to these in collaboration with the wider team.</p>
TMC Committee Approval	TMC	19/09	TMC to then provide written instruction to hNSL to proceed with SSPS Phase A
SSPS Phase A (Project Definition)	hNSL	TBC	<ol style="list-style-type: none"> <li>1. Visioning and Strategy. An initial exercise will be to reconfirm the Vision and Success Process with SMART objectives defined so that there is a common understanding of what project success within the TMC team will look like. Understanding advances in strategy since the previous visioning process was completed;</li> <li>2. Existing information Analysis. Available information to be reviewed and shared with designers as appropriate to inform detailed methodology and response;</li> <li>3. Development of the Education Briefing in collaboration with all relevant TMC stakeholders. This would include: Working with the TMC Project Manager to agree key activities, feedback on emerging outcomes, to develop the brief for a new secondary school using the following strategy:               <ol style="list-style-type: none"> <li>a) Working with TMC Education Leads to understand</li> </ol> </li> </ol>

			<p>the local context, opportunities and challenges; the curriculum model; expected growth in pupil numbers from current capacity to expected capacity; and community use aspirations;</p> <p>b) Workshops with existing staff (TMC will look to establish a Secondary School education focus group that will involve more than one HT and potential heads of subject), pupils and parent representatives to understand aspirations for school specific learning and social spaces (internal and external), adjacencies and detailed design principles for the new spaces, and to determine future flexibility and change management requirements for the project;</p> <p>c) Liaising with Hub North colleagues (SFT, Learning Crowd, Ryder, JMA, hNSL) to incorporate place-based requirements from previous place based review and agree elements between TMC &amp; hNSL that require to be incorporated in the project. Identify indicative partner cost contribution requirements;</p> <p>d) Development of an adjacencies diagram showing the desired relationship between key curriculum, social and community spaces, including between indoor and outdoor spaces, and zoning for different uses;</p> <p>e) Review what has been done at Elgin High School extension with respect to a 'new' approach to space and flexibility. Set out the range and number of spaces required and their size;</p> <p>f) Precedence review with other Authorities on lessons learnt and operational modelling (SFT to lead);</p> <p>4. Lessons Learned What went well from previous education investment (Elgin High School, Lossiemouth, Linkwood, Elgin High School Extension) etc) and what lessons can we take forward to improve outcomes. Learnings from CV-19: new service models and community needs, linked to response during pandemic. Structured learning from National LEIP Projects learning</p> <p>5. Initial desktop appraisal of the identified site option.</p> <p>Should further consultation be required, hNSL will work with TMC to understand requirements further and develop a response to these in collaboration with the wider team.</p>
<b>TMC Approval of hNSL SSPS Phase A submission</b>	TMC	TBC	TMC to provide written instruction to hNSL to proceed to SSPS Phase B
<b>SSPS Phase B (Strategic Outline Business Case Options Appraisal)</b>	hNSL	TBC	<ol style="list-style-type: none"> <li>1. Site Visits. Arrange site visits to recently completed similar schools and appraise/evaluate design aspects.</li> <li>2. Site Appraisal. Desktop Engineering Site Appraisal. Constraints Plan and commence SI design as and when building design/layout sufficiently developed.</li> <li>3. RIBA Stage 1 Design. Initial building layouts/adjacencies and compile first draft of Schedule of Accommodation. Site Layout</li> </ol>

			<p>Strategy. Desktop Abnormals assessment. Refresh of Visioning and smart objectives sessions.</p> <p>4. RIBA Stage 1 M&amp;E Strategy. Utilities assessment and load requirements. Outline Energy Strategy including targets and elemental system summary and Net Zero Options. Desktop Abnormals assessment.</p> <p>5. RIBA Stage 1 Cost Plan. Undertake outline cost appraisal, including assessing location factors. Applying Local and National Cost metrics on cost and area metrics with adjustment for abnormals, location and scale. Application of learnings from other hNSL projects and initial supply chain engagement.</p> <p>6. Programme. Refine development and construction programme.</p> <p>7. Incorporate continued learning from the BE-ST programme.</p>
<b>TMC Approval of hNSL SSPS Phase B submission</b>	TMC	TBC	TMC to sign off SSPS Phase B

### Proposed Budget

This section provides the proposed budget for delivering these services based on information received and discussions with TMC to date. This can be adjusted to suit TMC further instructions as they develop. All rates and prices quoted have been considered in the context of achieving Value for Money within agreed schedule of rates and include negotiated discounts.

In Stage A, hNSL will provide overall Commission Management, including general management of supply chain, coordination with Client and reporting. hNSL will also provide input into the OBC in conjunction with TMC. In Stage B, hNSL will provide the same services in Stage A plus programme production and updates, as well as incorporation of continued learning from the BE-ST programme. hNSL fees are included within the tasks as listed below:

SSPS PHASE A Project Definition	Service Responsibility	Total (£)	Notes
Existing information Analysis	hNSL (Full team)	£2,077	Available information to be reviewed and shared with designers as appropriate to inform detailed methodology and response;
Visioning and Strategy	hNSL(Ryder/JM/ Learning Crowd)	£13,861	An initial exercise will be to reconfirm the Vision and Success Process with SMART objectives defined so that there is a common understanding of what project success within the TMC team will look like. Understanding advances in strategy since the previous visioning process was completed;
Development of the Education Briefing	hNSL(Ryder/JM/ Learning Crowd)	£9,425	In collaboration with all relevant TMC stakeholders. This would include working with the TMC Project Manager to agree key activities, feedback on emerging outcomes, to develop the brief for a new secondary school. Stakeholder workshops,

			incorporation of place based reviews, adjacencies diagram, review of new approaches to space and flexibility, precedence review.
Lessons Learned	hNSL(Ryder/JM/ Learning Crowd)	£1,412	What went well from previous education investment (Elgin High School, Lossiemouth, Linkwood, Elgin High School Extension) etc) and what lessons can we take forward to improve outcomes. Learnings from CV-19: new service models and community needs, linked to response during pandemic. Structured learning from National LEIP Projects learning
Desktop appraisal of site	hNSL(Ryder/JM/ Goodsons/Rybka)	£5,953	Initial desktop appraisal of the identified site option. TMC to take the lead on Strategic, Planning and Legal workstreams, hNSL to assist where necessary.
<b>TOTAL SSPS PHASE A</b>		<b>£32,728</b>	
<b>SSPS PHASE B Business Case Support</b>	<b>Service Responsibility</b>	<b>Total (£)</b>	<b>Notes</b>
Site Appraisal	hNSL (Goodsons)	£1,372	Site visit, desktop engineering site appraisal, and constraints plan.
RIBA Stage 1 Architectural Proposal	hNSL (Ryder/JM - tbc)	£19,101	RIBA Stage 1 Design Initial building layouts/adjacencies Site Layout Strategy Visioning and smart objectives sessions
RIBA Stage 1 M&E Proposal	hNSL (Rybka - tbc)	£4,803	Utilities assessment and load requirements Outline Energy Strategy including targets, elemental system summary and Net Zero Options. Abnormals assessment
Cost Advisory	hNSL (Currie & Brown tbc)	£11,310	Undertake outline cost appraisal, assessing location factors. Applying Local and National Cost metrics on cost and area metrics with adjustment for abnormals, location and scale. Application of learnings from other hNSL projects and initial supply chain engagement.
Whole life Cost Advisory	TBC	£4,116	Budget allowance, requirement, scope, and fee to be agreed with TMC. Based on providing benchmark costs for Life Cycle costs (excluding energy costs) and FM Maintenance costs for fabric and services only (excludes soft FM).
Expenses		£2,000	Budget allowance for expenses
<b>TOTAL SSPS PHASE B</b>		<b>£42,702</b>	
<b>TOTAL SSPS PHASE A+B</b>		<b>£75,430</b>	All costs exclude VAT Note that on conclusion of our joint procurement process the following are proposed as the preferred tier 1 consultancy team:  Architect: JM/Ryder (JM leading on this

			specific project). Civil & Structural Engineer: Goodsons M&E Services Engineer: Rybka Project Manager: TBC Cost Consultant: Currie & Brown
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At the point of submitting this proposal the outcome of the LEIP Phase 3 bidding process has not been concluded by Scottish Government. Accordingly, the requisite technical and performance parameters associated with the project cannot be finalised. As part of the design development and planning process to support the development of this project, a costed options appraisal will be completed which will assess a range of solutions to be agreed with TMC. It is understood this will include a range of LEIP Phase 3 standards for energy grading, net zero building standards and current building regulations as a baseline. Following consideration and approval of the SOC for the project and a preferred technical solution, this will form the basis of the next stage of development (i.e. SSPS Phase C activities) and allow the hub Stage 1 process to be completed for the project, together with a New Project Request being agreed.

With regards to site investigations, it should be noted that an allowance has been made during the Phase A and B works of £1,000 for a site appraisal. This includes an initial site visit, desktop engineering site appraisal, and constraints plan for each.

The procurement action forms part of Programme Approach strategy which has been undertaken in conjunction with other clients in the region, including Aberdeen City, Orkney, Shetland, and Argyll & Bute Councils. Within this process, commercial proposals have been provided by each bidding consultant, outlining savings available if further projects are commissioned based on a scaled approach. Should TMC decide to make a commitment to the Programme approach and the same advisory teams are appointed across the programme, the revised commercial terms will be included for the benefit of TMC. At present, three out of the eight projects in this programme have been confirmed, when more are added to the programme this will reduce costs further due to economies of scale and increased buying power within the supply chain.

It is assumed within all phases in this stage in the project that drafting of all SOC, OBC, FBC, committee papers etc will be carried out by TMC. hNSL can provide resource to carry out this role, TMC to confirm.

#### **NEXT STEPS –**

1. Agreement of SPSS Proposal with TMC
2. TMC provide acceptance of SSPS Proposal (Phase A+B works)
3. Instruction to proceed to Supply Chain
4. Delivery of SSPS Phase A+B works.