

**South Ayrshire Council**

**Report by Depute Chief Executive and Director of Housing,  
Operations and Development  
to Cabinet  
of 23 September 2025**

---

**Subject:       New Girvan Primary and Early Years Campus**

---

**1.       Purpose**

- 1.1       The purpose of this report is to provide Members with an update on progress of the New Girvan Primary and Early Years Campus Project and to seek approval for a revised funding package and to proceed to execute the necessary documents at financial close.

**2.       Recommendation**

**2.1       It is recommended that the Cabinet:**

- 2.1.1       notes the update for the Project, including the most up to date scheme, costs and programme;**
- 2.1.2       approves the revised funding package for the project; and**
- 2.1.3       requests the Chief Governance Officer to execute the necessary documents on behalf of the Council at Financial Close.**

**3.       Background**

- 3.1       In March 2023, a design team was appointed to undertake early design work on the project. Following this design work, a tender exercise was then undertaken in October 2024 to appointment a design and build contractor from the CCS Framework, Lot 3.4. to progress the designs to construction. On 6 January 2025, Kier Construction were appointed to design and build the new facility following the submission of the most economically advantageous tender.

**4.       Proposals**

- 4.1       The proposals now developed include new facilities on the existing site to accommodate Girvan Primary School and Girvan Early Years Centre. The Early Years' Centre will operate separately within the new complex 52 weeks of the year. Images of the design proposal are included in Appendix 1.
- 4.2       The primary school element consists of classrooms over 2 levels, with flexible break-out teaching space and support facilities, including a main entrance and reception, dining area and sports hall with retractable bleacher seating. The ground

floor also accommodates an ASN Base with its own specialist facilities. The single storey Early Years Centre is a stand-alone building with its own entrance and reception. As well as the necessary car parking and vehicle servicing areas, the external spaces will include a wide range of teaching, socialising, play and sports areas.

- 4.3 The delivery of the new facility will bring about a range of environmental benefits including several sustainability measures such as renewable energy, heat retention, natural ventilation, recycling strategy and improved waste management. The project will also adhere to the council's new Sustainable Development and Climate Change Strategy including the target for a net zero carbon facility.
- 4.4 The proposed contract between the Council and the Main Contractor is a standard SBCC Design and Build Contract. The Council will be responsible for running the facility after completion and handover, including all future maintenance.
- 4.5 A planning application for the new campus was approved by South Ayrshire Council at a meeting of the Planning Regulatory Panel on 27 June 2025.
- 4.6 The detailed design process has culminated in the production of final design proposals, programme, project costs and risks. The target programme for the project is as follows:

<b>Milestones</b>	<b>Date</b>
Execute Contract	3 October 2025
Site set up/commencement of works	10 October 2025
Handover	26 February 2027

- 4.7 The total project cost including all construction related costs, development and professional fees and client direct costs is now sitting at £36,776,104.
- 4.8 The current allowance within the Council's approved General Services Capital Programme is £32,044,178.
- 4.9 Approval is therefore sought to increase the current allowance by £3,462,603 to meet the shortfall and proceed to formal financial close for the project.
- 4.10 It is also proposed that the Chief Governance Officer is requested to execute the necessary documents on behalf of the Council to allow the works to commence.

## **5. Legal and Procurement Implications**

- 5.1 There are no legal implications arising from this report.
- 5.2 The recommendations in this report are consistent with procurement requirements. Appointments will be made in accordance with the Council's financial regulations and standing orders relating to contracts.

## **6. Financial Implications**

- 6.1 The Girvan Primary School and Girvan Early Years Centre is an identified project within the Council's approved General Services Capital Programme. The current project costs including all construction related costs, development and professional fees and client direct costs is £35,506,781.

6.2 The current approved funding for the project is £32,044,178. If the project were to proceed, an additional £3,462,603 would be required to meet the shortfall. It is proposed that this budgetary realignment will form part of a wider report seeking approval for a revised capital programme. This report will be presented to South Ayrshire Council on 18 September 2025 with the proviso that any additional funds for Girvan primary would be provisional and dependant on a subsequent Cabinet decision on 23 September 2025.

6.3 Robust scrutiny of the priced work packages has taken place by both officers and Currie and Brown who are acting as Project Manager and Quantity Surveyor on behalf of the Council to address the budgetary challenges. Regional Supply Chain Pressures due to the abundance of large-scale construction work in the Central Belt (HMP Glasgow, Monklands Hospital and Glasgow University for example) is significantly affecting competitive pricing for projects outside of Glasgow and Edinburgh.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 Risks have been identified and assessed in line with the Council's risk management process. A risk register is included in Appendix 2. These will be monitored and reviewed through the duration of the project.

### **8.2 *Risk Implications of Rejecting the Recommendations***

8.2.1 The risks associated with rejecting the recommendations are:

- (i) The existing facilities would require significant investment to keep them operational for the long term.
- (ii) The reputation of the Council could be adversely affected.

## **9. Integrated Impact Assessment (incorporating Equalities)**

9.1 This report provides an update on a project that was subject to a progress report given to Cabinet on March 2023 which was assessed for potential equality impacts, and the relevant documentation is attached as Appendix 3.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11/

## 11. Options Appraisal and Best Value Assessment

- 11.1 An options appraisal has been carried out in relation to the subject matter of this report and can be found in Appendix 4. The following table summarises which options were considered and their ranking of preference:

<b>Option</b>	<b>Description</b>	<b>Ranking</b>
1	New build facilities delivered for current budget	2
2	New build facilities delivered for enhanced budget	1
3	Do nothing and keep existing facilities	3

- 11.2 The proposals were designed in consultation with pupils, staff and parents/carers. If option 1 were to be taken forward, then further value engineering would be required to reduce the current shortfall. Although you would still end up with a new school, the value engineering exercise would result in a reduced specification for some items and other items being taken out, impacting on the final quality of the building/experience. Only the preferred Option 2 would fully deliver on the aspirations of the pupils, staff and parents/carers.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitments 1 and 2 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness; and Closing the Gap/ Reduce poverty and disadvantage.

## 13. Link to Shaping Our Future Council Yes No

- 13.1 Not applicable.

## 14. Results of Consultation

- 14.1 Consultation has taken place with Councillor William Grant, Portfolio Holder for Education, and Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and the contents of this report reflect any feedback provided.

## 15. Next Steps for Decision Tracking Purposes

- 15.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Execution of the main works contract	10 October 2025	Chief Governance Officer

**Background Papers**    **Report to Cabinet of 14 March 2023 – [Girvan Primary School Project](#)**

**Person to Contact**    **Chris Cox, Assistant Director – Planning, Development and Regulation**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 612981**  
**E-mail [chris.cox@south-ayrshire.gov.uk](mailto:chris.cox@south-ayrshire.gov.uk)**

**Date: 3 September 2025**



Image 1, School Entrance / Main Approach from Wreck Road



Image 2, Primary School



Image 3, Early Years entrance

SOUTH AYRSHIRE COUNCIL

GIRVAN PRIMARY REPLACEMENT PROJECT RISK REGISTER  
29.08.2025

Probability	Almost certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Rare	1	1	2	3	4	5
		1	2	3	4	5	
		Minor	Moderate	Significant	Major	Catastrophic	

RISK						RISK ASSESSMENT				RISK ACTION							
Risk Author	Risk Category	Risk Owner	Risk Cause	Risk Event	Risk Effect	Probability	Impact	Risk Score	Threat Response Category	Response	Action Owner Organisation	Action owner Individual	Target Risk Closure date	Actual Risk Closure Date	Date of last Risk review	Movement since last review	Notes
Person who raised risk	Risk Category selection	Person responsible for management & control of risk	Describe the source of the risk (e.g. risk triggers internal or external)	Describe the area of uncertainty in terms of threat or opportunity	Describe what will happen if risk occurs	1=rare 2=unlikely 3=moderate 4=more likely than not 5=almost certain	1=minor 2=moderate 3=significant 4=major 5=catastrophic	Total Risk Score	Reduction Removal Transfer Retention Share	Describe responses for a risk	Who is responsible for the action - Organisation	Who is responsible for the action - Individual	Target Risk Closure date	Actual Risk Closure date	Date risk last reviewed	Increase ↑ Decrease ↓ No Change ↔ NEW	Notes
John Bell	Regulatory	SAC	Internal	Title burdens, wayleaves and rights of way.	Project cannot proceed or restricted	1	4	4	Removal	Title report completed by Legal Services. No burdens identified that will prevent the project progressing as proposed but Sub-station rights legal arrangements to be concluded.	Legal Services / Estates	Legal Services / Estates	ASAP			↔	
John Bell	Regulatory	SAC	Internal	Failure to obtain Council / Cabinet approval for funding and proposals.	Project cannot proceed / reduced project scope	3	5	15	Reduction	Value Engineering required to bring cost down to approved budget or approval for additional funding required.	SPP	CM / Design team / QS	FC			↔	
John Bell	Regulatory	SAC	External	Delay or failure to obtain statutory consents.	project delayed or cannot proceed.	2	4	8	Removal	Planning approved. Process for Building Warrants including Fire Engineered Solutions agreed in principle with Building Standards (Rachel Wilson / Stuart Strachan).	Design team	Design team	TBC			↔	
John Bell	Regulatory	SAC	Internal	negative Environmental Impact	Cost of measures to address environmental impact.	2	2	4	Removal	Planning approval added in notes.	SPP	CM	TBC			↔	Planning Approval
John Bell	Regulatory	SAC	Internal	Failure to comply with council standing orders for procurement.	Damage to reputation / legal challenge	2	2	4	Removal	SPP to engage with SAC Procurement for all procurement.	SPP	CM	TBC			↔	
John Bell	Regulatory	SAC	Internal	Equalities Impact	Damage to reputation / legal challenge	2	2	4	Reduction	EIA screening assessment still valid. Was this statement approved by Cabinet? I don't have the papers.	SPP	CM	TBC			↔	
John Bell	Regulatory	SAC	External	Scottish Water approval	failure to obtain approval for proposals results in cost or delay	1	3	3	Removal	Approved	Design team	Design team	TBC			↔	
John Bell	Regulatory	SAC	External	Care Inspectorate approval	failure to obtain approval for proposals results in cost or delay.	2	2	4	Removal	Design approved. Further inspection on completion.	Early Years	Aileen Valenti	TBC			↔	
John Bell	Management	SAC	Internal	Failure of communication	Delay, additional cost, failure to achieve required outcomes.	1	3	3	Reduction	PM appointed. Ongoing scheduled project meetings.	Project team	All	Ongoing			↔	
John Bell	Management	SAC	Internal	failure to consult internal stakeholders	Delay, additional cost, failure to achieve required outcomes.	2	2	4	Reduction	Extensive consultation held at each design stage.	SPP	CM	Ongoing			↔	
John Bell	Management	SAC	External	failure to consult external stakeholders	Delay, additional cost, failure to achieve required outcomes.	2	2	4	Reduction	Extensive consultation held at each design stage. Consultation through planning process. Design team have engaged with stakeholders as required.	SPP / Design team	CM / Design team	Ongoing			↔	
John Bell	Management	SAC	Internal	Failure to inform public of proposals and timescale.	Damage to reputation	3	2	6	Reduction	Detailed public engagement carried out as part of planning process. Ongoing engagement with community councils. Press release to be issued prior to site start. Contractor to circulate newsletters.	SPP / Contractor	CM / Contractor	Ongoing			↔	
John Bell	Management	SAC	Internal	Suitable temporary EYC accommodation	Failure to identify suitable accommodation causes delay, cost or reputational damage	2	3	6	Removal	Allowance has been included for preferred approval, consultation required with school community.	SPP	CM	TBC			↔	
John Bell	Design	SAC	Internal	Failure to define required project outcomes and aspirations (measurable outcomes)	project does not deliver required outcomes	1	3	3	Removal	See project brief and approved stage design submissions.	SPP	CM	TBC			↔	
John Bell	Design	SAC	Internal	Changes to SAC client requirements.	Project delayed or cost increase	2	3	6	Reduction	Detailed engagement held at each design stage.	SPP	CM	Ongoing			↔	
John Bell	Design	SAC	Internal	Design quality fails to deliver aspirations.	Damage to reputation	2	2	4	Reduction	Appropriately qualified design team appointed.	SPP	CM	TBC			↔	
John Bell	Design	SAC	Internal	Completed project creates costly maintenance requirements for the council.	Cost	2	3	6	Reduction	Access and Maintenance strategy produced by design team and reviewed by Asset Management. Workshops held with Asset Management during design.	SPP	CM	TBC			↔	
John Bell	Design	SAC	External	Failure to deliver Accessible design	Damage to reputation / legal challenge	2	2	4	Removal	Accessibility considered at all stages of design. Building Standards required compliance with accessibility standards.	SPP	CM	TBC			↔	
John Bell	Design	SAC	External	Design proposals unaffordable	Cost / Delay	3	5	15	Removal	value engineering required or additional funds to be approved.	SPP / Design team / QS	CM / Design team / QS	TBC			↔	
John Bell	Design	SAC	External	Design fails to avoid surface water hazards.	Cost / Delay	3	3	9	Reduction	Reviewed with design team during stage 3 design reviews	Design team	Design team	TBC			↔	
John Bell	Construction	SAC	External	Cost increase due to construction delays, market conditions, or unforeseen circumstances.	Cost Increases	3	3	9	Reduction	Fixed price contract. Detailed surveys carried out (except for asbestos). Cost consultant to monitor cost during construction. Risk to be reviewed during construction.	SPP	CM	Ongoing			↔	
John Bell	Construction	SAC	External	Delay due to utilities companies	Project delayed or cost increase	3	3	9	Reduction	Surveys complete and records obtained. Design team to obtain all required consents for disconnections and new supplies.	Design team	Design team	TBC			↔	
John Bell	Construction	SAC	External	Unexpected site conditions, including asbestos, contamination, unrecorded services etc.	delay and cost	4	4	16	Reduction	Asbestos survey has not been undertaken as yet, due to the building being fully operational. An intrusive survey is required to ascertain the true extent of asbestos within the building so to do so now would run the risk of disturbing anything not charted on the files held by Asset Management. An allowance has been made within the Demolition work package for this.	Design team	Design team	TBC			↔	
John Bell	Commercial	SAC	External	Failure to achieve value for money from construction contract.	Damage to reputation / cost	3	3	9	Reduction	2 stage D&B contract allows QS and design team engaging with contractor to develop proposals that deliver VFM.	Design team / QS / Contractor	Design team / QS / Contractor	01/09/2025			↔	
John Bell	Construction	SAC	External	Excessive construction defects	Damage to reputation / cost / delay	3	3	9	Reduction	Allow sufficient time in construction programme for completion and commissioning. Appoint a clerk of works.	SPP	CM	TBC			↔	
John Bell	Construction	SAC	External	Disruption or risks to neighbours and public during construction.	Safety risks / reputational damage	3	3	9	Reduction	Detailed public engagement carried out as part of planning process. Ongoing engagement with community councils. Press release to be issued prior to site start. Contractor to circulate newsletters.	Contractor	Contractor	TBC			↔	
John Bell	Construction	SAC	Internal	Disruption to school and EYC during construction.	Safety risks / disruption to learning	3	3	9	Reduction	Detailed engagement with school and EYC during design. Construction methodology shared. Contractor to engage regularly with schools and EYC to resolve any issues that arise.	Contractor	Contractor	TBC			↔	
John Bell	Construction	SAC	Internal	Construction programme is not deliverable	delay / reputational damage	3	3	9	Reduction	Ensure the programme includes sufficient time for each activity and that crucial milestones like decant to the new building are not unrealistic. Monitor programme regularly through construction period.	Contractor	Contractor	TBC			↔	

Prob	Imp	Score	Code
1	1	1	Green
1	2	2	Green
1	3	3	Green
1	4	4	Green
2	1	2	Green
2	2	4	Green
3	1	3	Green
4	1	4	Green
5	1	5	Green
1	5	5	Amber
2	3	6	Amber
2	4	8	Amber
3	2	6	Amber
3	3	9	Amber
4	2	8	Amber
4	3	12	Amber
5	2	10	Amber
2	5	10	Red
3	4	12	Red
3	5	15	Red
4	4	16	Red
4	5	20	Red
5	3	15	Red
5	4	20	Red
5	5	25	Red

<b>Probability</b>	Almost certain	5	10	15	20	25
	Likely	4	8	12	16	20
	Moderate	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Rare	1	2	3	4	5
		1	2	3	4	5
		Minor	Moderate	Significant	Major	Catastrophic
<b>Impact</b>						

## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	New Girvan Primary School – Strategic Support Services
Lead Officer (Name/Position/Email)	Mike Newall, Depute Chief Executive and Director Housing, Operations and Development – <a href="mailto:mike.newall@south-ayrshire.gov.uk">mike.newall@south-ayrshire.gov.uk</a>

**2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts**

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	No	No
Disability	No	No
Gender Reassignment (Trans/Transgender Identity)	No	No
Marriage or Civil Partnership	No	No
Pregnancy and Maternity	No	No
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	No
Religion or Belief (including lack of belief)	No	No
Sex – (issues specific to women & men or girls & boys)	No	No

Community or Groups of People	Negative Impacts	Positive impacts
Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	No
Thematic Groups: Health, Human Rights & Children’s Rights	No	No

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**


Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	No
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	No	No
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	No	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	No
Socio-economic Background – social class i.e. parent’s education, employment and income	No	No

**4. Do you have evidence or reason to believe that the policy will support the Council to:**

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

## 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<del>YES</del> <b>NO</b>
<b>Rationale for decision:</b>  <b>The proposal does not have significant positive or negative impact with regards to equality therefore an EQIA is not required</b>	
<b>Signed :</b> Mike Newall	<b>Depute Chief Executive/ Director</b>
<b>Date:</b> 14 February 2023	



The Options Appraisal follows a 5 step process. Each step of the process is detailed in subsequent sheets in this spreadsheet

[Step 1: Defining the objectives](#)

[Step 2: Identifying the options](#)

[Step 3: Establishing the success criteria](#)

[Step 4: Undertaking the appraisal](#)

[Step 5: Confirming the preferred option](#)



Objectives define what we want to achieve from the project. It helps show what the intention of the project is and whether or not it is heading in the right direction: in essence, the objectives tell the story of the project.

<b>Objective 1</b>	Modern teaching facilities that meet the needs of current teaching methods
<b>Objective 2</b>	Teaching facilities that are flexible to allow changes where required
<b>Objective 3</b>	Net Zero facility to help achieve the Councils sustainability goals and aspirations
<b>Objective 4</b>	Reduced maintenance costs to relieve pressure on CRA



This section details what options have been identified for delivering the project. These options will be appraised against the success criteria.

Option 1	New build facilities delivered for current budget
Option 2	New build facilities delivered for enhanced budget
Option 3	Do nothing and keep existing facilities



The success criteria is what each of the options will be measured against. Success criteria must therefore be linked to the objectives of the project and appraise each option with the objectives in mind.

<b>Criteria 1</b>	Does the option provide modern teaching facilities that meet the needs of current teaching methods
<b>Criteria 2</b>	Does the option provide teaching facilities that are flexible to allow changes where required
<b>Criteria 3</b>	Does the option provide a Net Zero facility to help achieve the Councils sustainability goals and aspirations
<b>Criteria 4</b>	Does the option help reduce maintenance costs to relieve pressure on CRA

The appraisal table is outlined below, showing the options of delivery vertically in column D and the success criteria horizontally at row 3. A score is allocated to each option in how well it can achieve the success criteria. In this case, no weighting of scores is provided

Options	Does the option provide modern teaching facilities that meet the needs of current teaching methods	Does the option provide teaching facilities that are flexible to allow changes where required	Does the option provide a Net Zero facility to help achieve the Council's sustainability goals and aspirations	Does the option help reduce maintenance costs to relieve pressure on CRA	Overall score
New build facilities delivered for current budget	3	4	4	4	<b>15</b>
New build facilities delivered for enhanced budget	4	4	4	4	<b>16</b>
Do nothing and keep existine facilities	1	1	1	1	<b>4</b>

**Score key**

1: Little / no impact

2: Limited impact

3: Likely to achieve some impact

4: Confident the option will fulfill most of criteria

This section describes each of the options and the reason why it has been discounted. Justification is also provided for the reason to progress with the preferred option, explaining why this option is best.

Option	Description	Reason for score/ranking
1	New build facilities delivered for current budget	The proposals are designed in consultation with pupils, staff and parents/carers. If this option were to be taken forward then further value engineering would be required to reduce the current shortfall. Although you would still end up with a new school, the value engineering exercise would result in a reduced specification for some items and other items being taken out, impacting on the final quality of the building/experience.
2	New build facilities delivered for current budget	This option would fully deliver on the aspirations of the pupils, staff and parents/carers. Fluctuations in the cost of materials/labour in the construction sector as a result of recent turmoil in the markets has resulted in increased costs which are passed onto clients.
3	Do nothing and keep existing facilities	Low score as this option does little to achieve objectives of project.