



**Powys County Council
21st Century Schools Programme**

BUSINESS JUSTIFICATION CASE (draft)

**FFEDERASIWN CARNO, GLANTWYMYN A LLANBRYNMAIR
FEDERATION**

Version Number: v7

Issue Date: 30 June 2017

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1. EXECUTIVE SUMMARY

- 1.1 This Business Justification Case (BJC) is seeking approval from Welsh Government for a financial contribution in support of a proposal to build a new permanent school building for Ysgol Carno to replace the current demountable; to extend and remodel Ysgol Glantwymyn.
- 1.2 The total capital costs associated with the proposal is **£2,854,410.15** including all fees and contingency allowance, with Powys County Council requesting **£1,427,205.07** from Welsh Government.
- 1.3 The schools are part of a formal federation of three primary Welsh-medium schools - 'Ffederasiwn Carno, Glantwymyn a Llanbrynmair' - which was established in **2014** following a review of education in the Machynlleth catchment as part of the Authority's Schools Modernisation Programme.
- 1.4 The main focus of this investment proposal is to ensure that every pupil who is being taught in the three schools within the federation receive their education in equitable and adequate accommodation. The BJC presents the case to provide equitable school accommodation across the three sites of the federation, specifically to:

Ysgol Glantwymyn

- extend the current school entrance to provide administrative space and to improve safeguarding
- provide a disabled W/C facility, which is lacking
- provide adequate car parking and drop-off area

Ysgol Carno

- eradicate the dependence on demountable accommodation by building a new school adjacent to the Carno community hall, as the current demountable accommodation was graded 'D' for suitability by Welsh Government.

Ysgol Llanbrynmair

- provide minimal investment to provide a canopy for outside learning and storage facilities

- 1.5 The investment will also be spent on improving and extending the current building of Ysgol Glantwymyn, which scored a C for suitability and sustainability in the Welsh Government assessment of school buildings in 2009. The proposed works comprise an extension to form a new staff room, reception and school entrance area, with smaller extensions providing storage space to class bases. Car-parking facilities and drop off areas will also see improvement and a new MUGA (multi use games area) will be built on the grounds to compensate for the loss of play area This is a proportionate response that increases the sustainability of the school within the Federation, providing accommodation that directly meets the shortfall against current design standards. The placement of the main extension further serves to increase the entrance's visibility and improve safeguarding.
- 1.6 The investment in Ysgol Carno will be spent on providing a permanent, sustainable, multipurpose building. Ysgol Carno was categorised as D for suitability in the Welsh

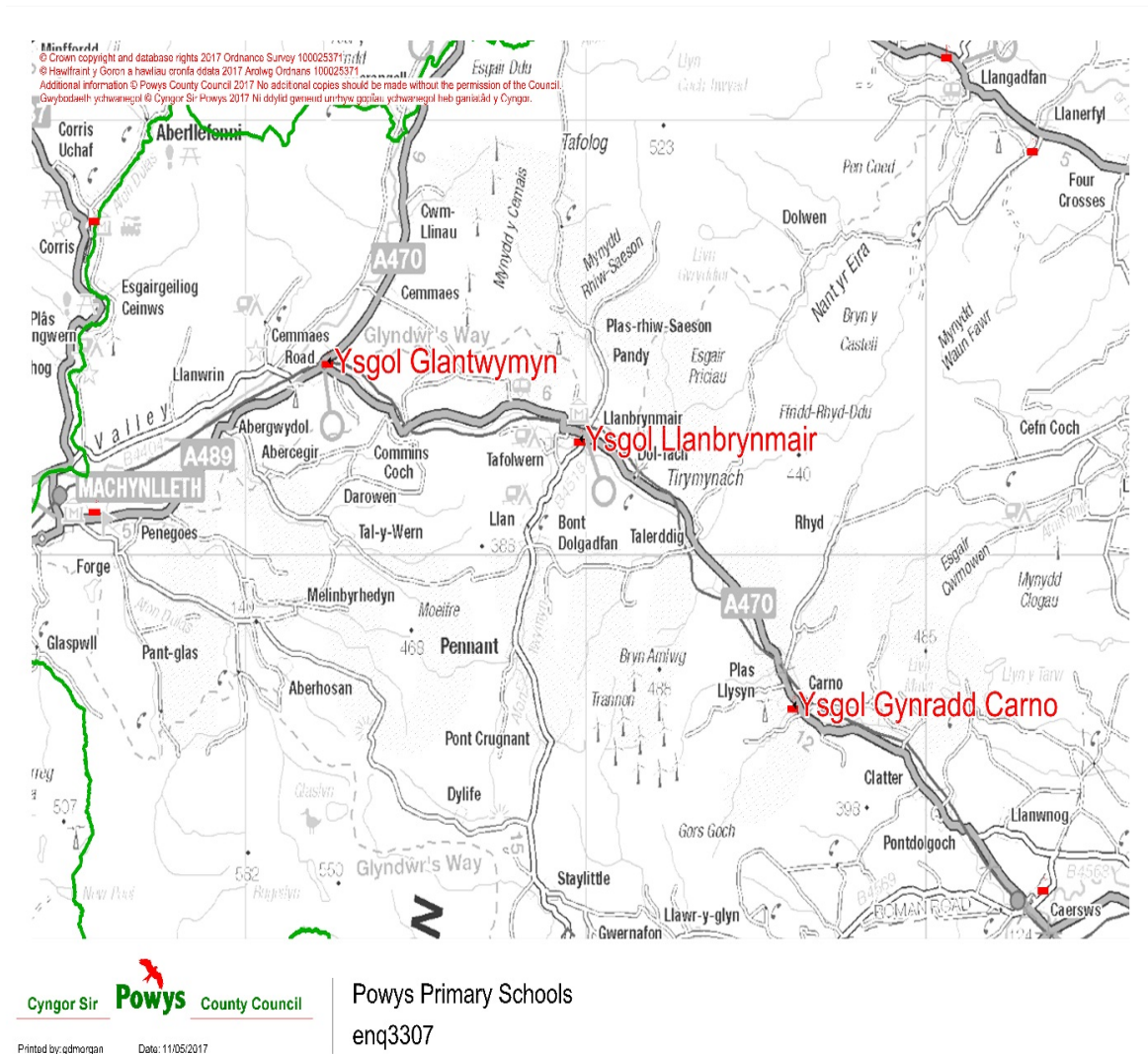
Government assessment of school buildings survey in 2009, due to the fact that current school premises is housed in demountable accommodation. The proposed works is to build a 60 place school, with one early year's room.

- 1.7 A small investment will also see a new canopy be erected for the KS1 pupils at Ysgol Llanbrynmair to enable an effective outdoor learning environment.
- 1.8 An initial BJC was submitted to Welsh Government in early 2015, requesting 21st Century Schools capital funding to invest in Ysgol Glantwymyn, however this business case was rejected citing that capital investment should not be considered solely for Ysgol Glantwymyn as it is only one school that forms a 3 school federation. Because Ysgol Carno is entirely housed in demountable accommodation, which is graded 'D' for suitability, Welsh Government requested a revised business case.
- 1.9 Powys County Council has since evaluated all viable options and is submitting a business case that addresses this issue, ensuring that every pupil who attends the federation receives their education in suitable, sustainable and equitable accommodation.

2. STRATEGIC CONTEXT

- 2.1 As part of its Schools Modernisation Programme, Powys County Council commenced a review of education provision in the Machynlleth area in 2010. Machynlleth is located in the Dyfi Valley area of North West Powys, on the border with Ceredigion and Gwynedd. The area includes a small rural market town of Machynlleth and a number of small outlying villages. At the time the review commenced, there was a dual-stream secondary and primary school in the town of Machynlleth, and three Welsh-medium primary schools in outlying communities. These three schools were located within a 20 mile radius of each other, but serve a wider geographical area of around 30 sq. miles.

Below is a map showing the location of each school



- 2.2 The outcome of the catchment review was that an All Through School for 4 – 18 year olds was established in the town of Machynlleth, and that the three outlying primary schools – **Ysgol Carno, Ysgol Glantwymyn and Ysgol Llanbrynmair** - should form a formal federation of Welsh-medium primary schools. This BJC focuses on investment in the federation only.
- 2.3 At the time, the rationale for supporting a formal federation was that it would enable the three schools to remain in their communities whilst benefiting from a stronger, sustainable governance model that would lead to raised standards of education, opportunities to share resources and gain economies of scale and efficiencies. The fact that the three schools are Welsh-medium schools serving strong Welsh-speaking areas was a key factor in the decision.
- 2.4 The federation is now in operation with a new headteacher, a single governing body and a single leadership team operating across the three sites. There are currently 157 pupils in the schools. Working together through the single governing body structure enables the schools to raise standards and maintain local education provision by sharing resources, staff, expertise and best practice. It also enables the governing body to develop effective and accountable mechanisms to pool resources, releasing capacity in the senior management team and gain economies of scale and efficiencies.
- 2.6 Following numerous discussions with the federation governors and local stakeholders, the authority has agreed that investment is needed at Glantwymyn as the hub of the Federation and further investment is needed to ensure that pupils at Ysgol Carno have a permanent school base, eradicating the need for demountable accommodation.
- 2.7 As the federation is in its relative infancy, *Developing Delegated Leadership across the Federation* is a priority within the Federation's Improvement Plan. To achieve this, it is essential that there is permanent space at Ysgol Carno and appropriate space within Ysgol Glantwymyn, as the hub of the federation, to enable the Head and senior leadership team to have sufficient space and time to develop the necessary strategies. It is also necessary to ensure that there is a fit-for-purpose administrative centre within the federation to support the strategies and the operational management of the schools.
- 2.8 The new federation's strength is that staff from the three schools work are already working closely as a team across the three schools to achieve the following objectives:
- Develop the Skills Framework across the federation to ensure that skills across the curriculum are developed and agree new programmes of work in accordance with the new curriculum.
 - Continued focus is needed on More Able and Talented pupils (MAT) in order to maintain standards and ensure progress over time
 - Continue to embed writing strategies across the age range in order to maintain and improve standards, especially for More Able pupils

- Revise the schemes of work in line with the Literacy and Numeracy Framework and the new curriculum
- Improve standards of numeracy in order to challenge pupils according to their abilities
- Improve standards of extended writing across the curriculum
- Improve standards of pupils' handwriting and presentation of work
- Ensure that schemes of work identify appropriate progression in all subjects and all areas of learning
- Improve the performance of More Able & Talented Pupils
- The federation has already developed its ICT Strategy for Learning, because it recognises the need to utilise ICT to deliver the benefits of federation across the three schools. A HWB+ platform has been established across the Federation schools - HWB+ is the Welsh Government's Virtual Learning Platform for schools which promotes collaborative working, not just for teachers but also for pupils – this is a fundamental part of the vision for teaching and learning across the federation.

3. THE CASE FOR CHANGE

Ysgol Carno - problems with the Status Quo

- 3.1 **The main problem with Ysgol Carno, is that it is entirely housed in demountable accommodation and has been categorised a 'D' for suitability.**
- 3.2 The school has been functioning from the temporary accommodation for approximately 22 years. Originally, this temporary building was only ever meant to be a short term fix following the school's departure from an older building that required significant investment and had become dilapidated.
- 3.3 Whilst the current temporary accommodation has been fairly well-maintained over the years, it is now showing signs of wear and tear and investment is required to bring the school accommodation up to standard.
- 3.4 The average life expectancy of the kind of demountable accommodation in Carno is around 25 years, meaning that the current accommodation is fast approaching its end of life. The kind of demountable used at Carno (as you can see in the below picture) is old in comparison to new models which typically have longer life expectancies (around 35 years).
- 3.5 Currently there are problems with roof leakages, regulating classroom temperature (especially during the summer and winter months), and poor standard of acoustics, impacting on staff and pupils' experience of teaching and learning.
- 3.6 The temporary accommodation has two classrooms, toilets/cloakroom and a small administration area. There is no room for storage or library facilities and there is a lack of appropriate and hygienic area for the pupils to eat their lunch. Because of this, arrangements are in place for pupils to transfer to the community centre at lunchtime.
- 3.7 Within the Federation, the Ysgol Carno has places for 49 pupils, and currently has 42 pupils (including nursery aged pupils). The school population is expected and projected to remain fairly stable for the next five years.

Particular problems with the status quo include:

- School is in demountable accommodation, making it difficult to attract new pupils
- School received a category D for Suitability in a recent WG property survey
- Limited W/C and cloakroom facilities for staff and pupils
- Small classroom bases
- Lack of administrative office space and dedicated staff room
- Lack of storage facilities
- Limited ICT facilities
- Lack of dedicated areas for 1-1 tuition /small group working
- Lack of dining area (the pupils currently have to eat their lunch at the community centre)
- Pupils in Carno are not receiving their education in an equitable environment in comparison to the pupils on the other two sites

- 3.8 During the area review of education, one of the options considered and consulted upon was to close Ysgol Carno, due to relatively low pupil numbers and because no permanent headteacher was employed by the school.

During the consultation, the importance of retaining Ysgol Carno as an integral and strategically placed school was strongly and passionately highlighted by staff, parents, pupils and members of the wider community. In particular, it was highlighted that Ysgol Carno is of strategic importance as a Welsh-medium school in an area with fairly low numbers of Welsh speakers, and this was an important consideration during formal consultation. Ysgol Carno is also of strategic importance to maintaining Welsh-medium provision at Ysgol Bro Hyddgen where the steady stream of Welsh-medium pupils is essential to maintain Ysgol Bro Hyddgen as a rural secondary school in the north-east of the county.

The consultation resulted in the federation of three Welsh-mediums schools (Carno, Glantwymyn, Llanbryn-mair) and therefore securing the future of each school. The federation have by now a long-established and permanent headteacher.

- 3.9 It has also been noted that housing development projects are forthcoming in the Carno, and these are referenced within the Powys Local Development Plan (LDP). The following is included within the LDP:
- 13 dwellings on the parcel of land off Ffordd dol-Llin, Carno
 - 25 dwellings on the parcel of land just north of Gerddi Cledan
- 3.10 In considering the LDP and the housing to children of primary school age ratio, Ysgol Carno could potentially see an increase of 10.4 pupils.
- 3.11 The existing school is located adjacent to the existing community centre, in the centre of the village. It has good pedestrian accessibility and is easily accessible from the A470 and adjoining house estates. There is ample car parking space and sufficient outdoor learning space, which will be significantly increased when the school is built.
- 3.12 The existing community centre is used by the school on a daily basis, enabling them to deliver the school curriculum effectively. A new school, directly adjoining the existing community centre will provide added benefits, in that it will provide a safer and a more integrated facility which will meet Welsh Government's vision for 21st century education. It will also enable resources and space to be shared more widely within the community and federation, and will enrich the experiences available to pupils and community users.
- 3.13 Early years provision is currently provided by Cylch Meithrin at the community centre.

Below pictures show the current demountable accommodation





Ysgol Glantwymyn – problems with the status quo.

- 3.14 Ysgol Glantwymyn** is the largest school within the federation, and is located in the village of Cemmaes Road, six miles from the town of Machynlleth in the Dyfi Valley. It is located next to the main A470 trunk road and the Mid Wales railway line, in a small housing estate. It is centrally located within the catchment and is the central administrative and managerial hub for the Federation. The headteacher is based at the school, as is the administrative officer, although they also spend time during the week at both of the other schools.
- 3.15 Following the establishment of the federation, the school was inspected by Estyn in September 2014. It was judged that provision at the school was good, and that prospects for improvement were also good.
- 3.16 The overall condition of the school building is classed as ‘B’, according to Welsh Government’s assessment of school buildings 2009. It was built in 1969 as an area school, following the closure of a number of smaller village schools. It currently has four classrooms that are used for teaching, a small internal central space and a small office. The staff room is currently used as the library. Toilet facilities are located in the main building, but there are no disabled toilet facilities.
- 3.17 There is a large community centre attached to the school which is used for school assemblies, dinners, PE and music lessons and additional extra-curricular activity. The school also has a playing field and external spaces. A Cylch Ti a Fi, Cylch Meithrin and an after-school club meets regularly in the community centre.

3.18 However, there are concerns about both its suitability and its sustainability, both rated as 'C'. In particular, there are issues related to the internal layout as follows:

- Lack of administrative office space and dedicated staffroom (staff currently use the library space)
- Lack of a separate headteacher's office
- Lack of private meeting space for support agencies etc.
- Lack of storage facilities
- Poor arrival point with ancillary safeguarding issues
- No facilities for disabled toilet for pupils
- Low levels of thermal insulation
- Limited ICT facilities
- Lack of dedicated areas for 1-1 tuition /small group working
- Lack of car-parking and drop-off facilities
- Restrictions on the effective utilisation of the small central hall as an education facility due to the lack of other staff and small group areas within the school.
- Restrictions on the utilisation of co-located community hall.

3.19 Below picture shows the current entrance at Ysgol Glantwymyn, with particular problems in that the entrance and gate is not visible from the administrative area.



Ysgol Llanbrynmair – problems with the status quo

3.20 Ysgol Llanbrynmair is in a relatively good condition, and requires no significant alteration to the current building.

Key Data for the Federation

Table 1 – Pupil numbers and forecasts

	Pupil No's (Reception to Year 6) PLASC 2017 data	Pupil Projections 2018	Pupil Projections 2019	Pupil Projections 2020	Pupil Projections 2021	Total number of places available
Glantwymyn	69	66	61	65	64	84
Carno	36	36	37	36	36	49
Llanbrynmair	52	60	61	60	62	70
Total	157	162	159	161	162	

Table 2 – Ysgol Carno pupil intake (including nursery)

Pupils leaving	Incoming pupils	Totals
Pupils leaving in July 2018: 4	Incoming September 2018: 10	36+6 = 41
Pupils leaving July 2019: 5	Incoming September 2019: 6	42+1 = 43
Pupils leaving July 2020: 6	Incoming September 2020: 5	43-1 = 42
Pupils leaving July 2021: 4	Incoming September 2021: 9	42+5 = 47

Table 3 – Building condition

	Condition	Suitability	Sustainability
Glantwymyn	B	C	C
Carno	B	D	C
Llanbrynmair	B	B	C

The condition data is based on EC Harries survey undertaken in 2009 but assessed by PCC in 2016

Table 3 - Standards

School	Date of Estyn inspection	Outcome of Estyn inspection	National categorisation of Schools 2016
Glantwymyn	2014	Current Performance: Adequate Prospects for Improvement: Good	Yellow

Carno	2009	x7 Grade 2	Yellow
Llanbrynmair	2015	Current Performance: Good Prospects for Improvement: Good	Green

Early Years Provision

Early years provision is currently being delivered at all three schools within the Federation, with 19 children currently accessing Welsh-medium Cylch Meithrin provision.

4. INVESTMENT OBJECTIVES AND BENEFITS

4.21 The investment is driven by the following objectives:

- To improve the permanent capacity for Ysgol Carno by replacing the demountable accommodation with a permanent school building adjacent to the community hall
- To provide adequate teaching and administrative space at Ysgol Glantwymyn to meet Building Bulletin requirements
- To improve the outside learning space and storage capacity at Ysgol Llanbrynmair
- To improve the learning outcomes for pupils across the Federation
- To facilitate the establishment of the Federation by providing appropriate facilities to serve as the educational, managerial and administrative hub
- To provide a permanent, sustainable, multipurpose building at Carno and Glantwymyn that will enable the provision of community focused services
- To provide a stimulating teaching and learning environment with 21st C facilities, including improved ICT facilities, centred on the learning, self-esteem and well-being of all learners within the Federation
- To optimise local service delivery through consolidation and increase lifelong learning opportunities for all of the community, in accordance with PCC's Community Focused Schools Strategy and the Powys One Plan.
- To strengthen and safeguard the promotion of the Welsh language, culture and heritage across the communities of which the three schools serve.
- To sustain strong and well established links with Ysgol Bro Hyddgen

4.22 The authority believes that this proposal represents the best opportunity to safeguard and sustain educational standards for the future and provide a platform for improvement through significant investment in permanent facilities. This proposal demonstrates the authority's commitment to sustain and develop learning opportunities for all children, especially in such rural locations as Glantwymyn, Llanbrynmair and Carno, in order for them to reach their full potential.

4.23 The main **quantitative** benefits associated with the investment are:

- Improved learning outcomes and raised attainment levels. There is a clear link between new and improved school buildings and improved performance as highlighted by Estyn.
- Positive learning and social experiences through the medium of Welsh
- Facilities that enhance their learning experiences, leading to increased motivation and improved performance
- School performance improves, raising staff motivation and morale
- School performance leads to increase in number of pupils accessing Welsh-medium education locally, increasing the critical mass and providing more professional development opportunities for teachers
- Improved use of technology to support teaching and learning across the three schools
- More opportunities to facilitate distributed leadership and increased responsibilities
- Reduction in school running costs
- Reduction in maintenance costs

4.24 The main **qualitative** benefits associated with the investment are:

- Improved educational environment for pupils and staff by being non-reliant on temporary accommodation.
- Pupils are able to meet their full potential
- Improving performance raises awareness of the Welsh language and Welsh-medium provision in the locality, leading to increased interest and demand for Welsh-medium education
- Improving performance also raises awareness and is a potential 'success story' on how federated schools are performing
- Staff have increased job satisfaction
- Staff have greater opportunities to use wider range of different learning and teaching styles
- Increased opportunities for continuous professional development
- Headteacher has appropriate office space to enable strategic and operational planning for further development of the Federation
- Administrative staff have appropriate office space to enable effective running of the three school federation
- Senior leadership team are able to utilise technology to improve communications across the three schools
- Better use of resources and facilities so teachers can focus on developing specific elements of the overall curriculum
- Improved service delivery for pupils and parents through greater integration between services
- Improved facilities to enable lifelong learning opportunities within the communities

Community Benefits

- 4.25 Community Benefit clauses will be integral to any future building contract as it is part of the Council's strategic approach to procurement to drive the regeneration of the local economy by maximising local expenditure and impact.
- 4.26 Following approval of the BJC, the invitation to tender will require contractors to submit a preliminary Community Benefits Plan which in addition to the general requirements of the SEWSCAP Framework will highlight initiatives that benefit the communities of Glantwymyn, Llanbrynmair and Carno.
- 4.27 Following the selection and appointment of a successful contractor, a final Community Benefits Plan specific to this project will be agreed by PCC and relevant key stakeholders.
- 4.28 PCC is experiences in delivering community benefits, utilizing experiences from the Gwernyfed and Welshpool projects. PCC is considering a range of community benefits for this project including:
- Workforce initiatives – targeted recruitment and training and apprenticeship schemes
 - Supply chain initiatives
 - Community initiatives
 - Educational initiatives
 - Environmental initiatives
 - Equality and diversity
- 4.29 Potential benefits arising from these programmes include:
- Encouraging people back to work

- Up-skilling to enhance employability
- Improving the local and regional skill pool
- Ensuring opportunities are visible to suppliers and sub-contractors within the locality of the project
- Providing opportunity for smaller and local suppliers
- Facilitating continuity and potential expansion for SMEs
- Enhancing community cohesion
- Practical use of the school curriculum
- Providing a lasting legacy

4.30 The Value Wales Community Benefits Toolkit will be adopted and utilised during the delivery of the Community Benefits Plan to capture all relevant data and ensure that any lessons learned or long term legacy issues are recorded.

5. PROJECT RISKS

- 5.1 The table below provide a summary of the key non-financial and financial risks that might affect any option of delivery. These risks were identified during a workshop in October 2014 and were further evaluated in May 2017.

Risk no.	Cat.	Risk	Description/notes	owner	Date identified	Last updated	impact	Like-likelihood	Mitigation	Action status
R1	Non-fin	Learning outcomes are not improved to the expected level	The expected extent of the following is not realised: Improved learning outcomes across the Federation Performance across the Federation leads to increase in number of pupils accessing Welsh-medium education locally, increasing critical mass	Challenge advisors	20.10.14	20.6.17	M At best – educational standards not increased At worst, educational standards decrease	L	Detailed consideration of all potential options and full economic analysis of shortlisted options to demonstrate vfm	Manage successful delivery of the project
R4	Non-fin	Staff morale and wellbeing not improved	Through improved environment for managerial and administration of the Federation	Challenge advisors	20.10.14	20.6.17	L	M	Investment in school building will facilitate improvements to staff morale and wellbeing but there are many other factors that influence this outcome outside of the control of this investment	No action at present
R5	Non-fin	Professional development opportunities for staff not improved	Increased staff complement will result in reduced responsibility for subject areas, therefore increasing levels of subject expertise	Challenge advisors	20.10.14	20.6.17	L	M	Investment in school building will facilitate improvements to staff professional development opportunities but there are many other factors that influence this outcome outside of the	No action at present

									control of this investment	
R6	Fin	Running costs increase beyond expected levels		Gareth Jones	20.10.14	20.6.17	M	M	This is a significant risk – particularly as energy costs may rise unpredictably. However, this cannot be controlled and risk is mitigated through continuous monitoring of school budgets	Ongoing – active monitoring of school budgets
R8	Fin	Construction and access costs are greater than expected		Property	20.10.14	20.6.17	H	M	This is a significant delivery risk which will be mitigated through the commercial contract with the construction contractor – see commercial case	Ongoing – active contract management
R10	Fin	ICT costs greater than expected		Gareth Jones	20.10.14	20.6.17	L	M	This risk would have a relatively low impact but IT spec could be reduced accordingly if necessary	No action at present
R11	Fin	Political risk	Change in political direction and prioritisation over capital spend	Gareth Jones	20.10.14	20.6.17	H	L	This is a strategic issue that needs to be closely monitored at 21C Programme level – refer to the Programme Board	No action at present
R12	Fin	Funding not available	WG do not support the project and this has impact on overall deliverability	Gareth Jones	20.10.14	20.6.17	H	H	Continue to liaise with WG	No action at present

6. OPTIONS APPRAISAL

- 6.1 The list of possible options for the investment was generated using the options framework in workshop sessions and discussions held between Powys County Council staff, the Federation Board of Governors and Headteacher, and the Carno Recreation Association.

A. Investment Objectives

- 1** To improve the permanent capacity for Ysgol Carno by replacing the demountable accommodation with a permanent school building adjacent to the community hall
- 2** To provide adequate and equitable teaching and administrative space at the Federation to meet Building Bulletin requirements
- 3** To improve the outside learning space and storage capacity at Ysgol Llanbrynmair
- 4** To improve the learning outcomes for pupils across the Federation
- 5** To facilitate the establishment of the Federation by providing appropriate facilities to serve as the educational, managerial and administrative hub
- 6** To provide a permanent, sustainable, multipurpose building at Carno and Glantwymyn that will enable the provision of community focussed services
- 7** To provide a stimulating teaching and learning environment with 21st C facilities, including improved ICT facilities, centred on the learning, self-esteem and well-being of all pupils within the Federation and improved lifelong learning opportunities for members of the communities
- 8** To optimise local service delivery through consolidation where possible, in accordance with PCC's Community Focused Schools Strategy and the Powys One Plan.
- 9** To strengthen and safeguard the promotion of the Welsh language, culture and heritage across the communities of which the three schools serve.

B. Critical Success Factors

1. Strategic Fit –
 - 21st Century Schools Programme
 - Schools Effectiveness Framework
 - National Model for Schools
 - One Powys Plan
 - Powys School Transformation Programme
 - Powys Welsh in Education Strategic Plan (WESP)
 - Powys Community Focussed Schools
 - Powys ICT Strategy
2. Value for Money
3. Achievability
4. Service Delivery
5. Affordability

C. Available Options: Ysgol Glantwymyn

The following options have been considered:

Do nothing	Option 1 Do minimum	Option 2 Intermediate	Option 3 Maximum
	Internal reconfiguration of the classrooms	Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.	Build a new school for the Federation within the locality

Option 1 Do Minimum	
Internal reconfiguration of classrooms	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> • <i>improves internal layout of classrooms</i> • <i>improvement to acoustics in classrooms</i> • <i>larger school hall will provide a more functional space for larger group activities</i> 	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • <i>does not address the issue of poor storage facilities, lack of disabled toilets, staff accommodation and lack of office space/headteacher office.</i> • <i>does not address the issue of poor parking and drop off facilities</i>

Option 2 Intermediate

Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.

Advantages

- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *formal agreement for the use of the community hall is already in place and provides a more functional space for larger group activities*
- *will address the issue of poor storage facilities, lack of disabled toilets, staff accommodation and lack of office space/headteacher office.*
- *Enables the school to have adequate space to function as the main administrative and managerial hub for the Federation*
- *Improves safeguarding due to improvement to visibility and design of school entrance*
- *Capital investment proportionate to needs and size of school population*
- *Improves the pupil drop-off area and car parking facilities*

Disadvantages

- *Does not provide a whole-school solution*

Option 3 Maximum

Build a new school for the Federation in the locality – approximate cost £4m

Advantages

- *Meets current and medium term projections for Welsh medium education*
- *Provides 21st C Schools Facilities*
- *Provides a school with suitable facilities both external and internal*
- *Maximises use of county facilities*
- *Provides a school building and facilities that is attractive to parents leading to further increase in demand for Welsh medium education*

Disadvantages

- *Requirement to find suitable land for a new build*
- *Significantly higher cost of building a new school*
- *Disruption to current school of relocation*
- *Pupils may be unnerved by move to a new school*
- *Potential opposition from parents and staff to a relocation*
- *Could lead to an increase in the level of surplus places at other schools as pupils are attracted to the new school*
- *Capital investment required disproportionate to needs and school population*
- *Increase in pupil transportation costs*

PREFERRED OPTION

Ysgol Glantwymyn	Option 2: Intermediate Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.
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On the basis of the above, Option 2 provides the best value for money by providing significant physical improvements and therefore educational benefits at a fraction of the cost of a new build solution. It is the option that best meets the business needs as set out in the case for change above. It provides a focus for the federated schools in the catchment and provides a stimulating teaching and learning environment. The preferred option also makes full use of the community hall for educational use thus preventing the need for construction of new facilities.

This is a proportionate response that increases the sustainability of the school within the Federation, providing accommodation that directly meets the shortfall against current design standards. The placement of the main extension further serves to increase the entrance's visibility and improve safeguarding

The other options have been discounted for the following reasons:

Option 1: Do Minimum

This option would cost less and would provide some physical improvements such as acoustic treatments to classrooms and there would be limited educational enhancements but would not provide improvements to staff facilities, a new entrance and would not improve storage capacity and safeguarding, pupil-drop off and car parking needs are not addressed.

Option 3: Maximum

This option would have the advantage of providing a brand new educational facility but the benefits of constructing a new school in this location do not justify the £4m cost of the project. Logistically, given the distance between the three schools, finding available and viable land for the new build would be extremely problematic.

D. Available Options: Ysgol Carno

The following options have been considered:

Do nothing	Option 1 Do minimum	Option 2 Intermediate	Option 3 Intermediate	Option 4 Maximum
	Invest in the current demountable accommodation	Invest in new, replacement demountable accommodation at a cost of approx. £500,000	Invest in new 'off-site pre-fabricated building' at a cost of £1,423,000	Build a new 2 classroom school next to community hall

Option 1 Do Minimum	
Invest in the current demountable accommodation to bring higher standards of school buildings and include more teaching and administration space	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> • <i>improves internal layout of classrooms and administrative areas</i> 	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • <i>Does not address the long-term issues of school being housed in temporary accommodation that are graded D for sustainability</i> • <i>Does not address the issues of poor acoustics in classrooms</i> • <i>Current site does not allow sufficient space to accommodate additional demountable accommodation</i> • <i>Potential disruption to pupils and teachers whilst the work is being carried out</i> • <i>Further investment would be needed in the near future to bring the demountable up to standard</i>

Option 2 Intermediate

Invest in new, replacement demountable accommodation at a cost of approx. £500,000

Advantages

- *improves internal layout of classrooms and administrative areas*

Disadvantages

- *Does not address the long-term issues of school being housed in temporary accommodation that are graded D for sustainability*
- *Does not address the issues of poor acoustics in classrooms*
- *Current site does not allow sufficient space to accommodate additional demountable accommodation*
- *Potential disruption to pupils and teachers whilst the work is being carried out*
- *Average lifespan of demountable accommodation is smaller than permanent buildings therefore further investment would be required in the future*
- *Does not provide value for money*
- *Does not meet School Transformation Policy and Asset Management Strategy in eradicating the need for demountable accommodation*
- *Stakeholders would not support the project*
- *The authority would lose £500,000 contribution towards the project*

Option 3 Intermediate 2

Invest in new 'off-site pre-fabricated building' at a cost of £1,423,000

Advantages

- *Provides a 21st Century building and facilities solution*
- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *improvement in storage facilities*
- *School can be built without disrupting pupils and teachers*
- *Improved staff, pupils and parents morale, being in new and improved accommodation*

Disadvantages

- *Capital investment ratio for the size of the school is high*
- *Does not secure value for money*
- *Gaining stakeholder support would be difficult and authority could risk losing £500,000 contribution towards construction costs*
- *Option only partially addresses long-term issue of school being housed in temporary accommodation*
- *Average lifespan of demountable accommodation is smaller than permanent buildings therefore further investment would be required in the future*

Option 4 Maximum

Build a new 2 classroom school next to community hall

Advantages

- *Meets stakeholder expectations*
- *Powys CC would secure value for money in constructing a permanent school building with a grant contribution from Carno Recreation Association*
- *Addresses the long-term issues of school being housed in temporary accommodation that are graded D for suitability and provides a long-term solution*
- *Provides a whole school solution*
- *Provides a 21st Century building and facilities solution*
- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *improvement in storage facilities*
- *supports WG objective of having 1 million speakers by 2050*
- *Meets Welsh Government and Powys County Council objective of having community focussed schools*
- *School extension can be built without disrupting pupils and teachers*
- *Permanent school building could attract more pupils*
- *Improved staff, pupils and parents morale*

Disadvantages

- *Without capital investment from the Carno Recreation Association, capital investment ratio of expenditure per pupil for Powys County Council is high*

<ul style="list-style-type: none"> • <i>Carno Community Council are supportive of the proposal</i> • <i>An agreement in principle with Carno Recreation Association to contribute funds towards the proposal is agreed and formal agreement is being negotiated</i> 	
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YSGOL CARNO	OPTION 4 MAXIMUM Build a new 2 classroom school next to the community hall
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On the basis of the above, Option 4 provides the best long-term value for money solution by eradicating the need for pupils to be taught in demountable accommodation, and therefore adhering to the Schools Transformation Policy and Asset Management Policy. It is the option that best meets the business needs as set out in the case for change above. This option secures the future of the school as part of the federation in the catchment and provides a state of the art, 21st Century teaching and learning environment for the pupils. The preferred option also makes full use of the community hall for educational use, providing a long-term, sustainable, community focussed solution that fully satisfies stakeholder expectations.

The other options have been discounted for the following reasons:

Option 1: Do Minimum.

This option would not provide a long-term solution and children would continue to receive education in demountable accommodation. Further investment would be required in the near future as the life-span of demountable accommodation is only 25 years, meaning that this solution would not provide value for money.

Option 2: intermediate option 2

This option would not provide a long-term solution and children would continue to receive education in demountable accommodation. Further investment would be required in the near future as the life-span of demountable accommodation is only 25 years, meaning that this solution would not provide value for money. This option does not meet the School Transformation or Asset Management Strategy.

Option 3: Intermediate option 3

This option would have the advantage of providing a brand new educational facility but value for money would not be achieved. Stakeholder engagement and satisfaction would be low and the authority would risk losing the £500,000 contribution from Carno Recreation Association.

PREFERRED OPTION

Ysgol Carno	Collaborate with the Carno Recreation Association to build a new extension to the nearby community hall to accommodate the school
Ysgol Glantwymyn	Extension to the new school and utilize the community hall. Improve safeguarding by developing the drop-off/ car parking and school entrance area
Ysgol Llanbrynmair	An option appraisal wasn't carried out for Ysgol Llanbrynmair as the requirements were minimal investment - erecting a new canopy and small extension for storage in the Reception area

7. PROCUREMENT ROUTE

- 7.1 The Authority will utilise Sell2Wales and will be tendering a fully designed package using the eTenderwales procurement portal. This approach allows the Authority to bring additional value to the design by virtue of its knowledge of the school and the long-term needs of the wider Federation. Tendering contractors will be required to be CHAS and Constructionline registered and it is likely that the award will be made on a cost/quality basis allowing selection to consider relevant experience and the contractor's ability to benefit the Welsh economy.

Implementation timescale

- 7.2 The aspiration is for all works to be completed by January 2019. The project completion date is staggered between the three schools to ensure minimal disruption for pupils. Work will need to be carried out during the summer holidays at Glantwymyn and Llanbrynmair to ensure that both schools are fully operational during school time, this also ensures greater value for money for the authority and Welsh Government by eradicating the need to provide temporary accommodation.
- 7.3 The school extension to the Carno Community Centre will not operationally impact on Ysgol Carno therefore works can be carried out during term-time.
- 7.4 An indicative procurement and implementation timescale is shown in the table below (the alternating dates is due to the need for some Glantwymyn works to be carried out during summer holidays):

	<u>Carno, Glantwymyn, Llanbrynmair Federation project</u>
Agree form of contract	September 17
Appoint contractor	November 17
Construction phase	January – 2018 to January 2019
Occupation	September 2018 – January 2019

8. FUNDING AND AFFORDABILITY

- 8.1 The purpose of this section is to set out the indicative financial implications of the preferred option (as set out in the economic case section).
- 8.2 Subject to the approval of the Business Justification Case, 50% of the project will be funded by WG. The remaining 50% funding will be met by Powys County Council (subject to affordability). However, a contribution of £500k will be provided by a third party – the Carno Recreation Association – for spend on the Carno element of the project.
- 8.3 The Council has confirmed that the overall costs (within the scheme) exceeds the cost envelope for the project shown within the Strategic Outline Programme provided to Welsh Government in 2011, but this has been mitigated by reducing the funding on another scheme within the Strategic Outline Programme by £526.5k, therefore increasing the funding envelope for this scheme.

Summary of Project Costs

Project Costs and Welsh Government Contribution	
Total Project Cost (inclusive of optimism bias and risk)	£2,854,410.15
Welsh Government Contribution	£1,427,205.07
Powys County Council Contribution	£927,205.08
Carno Recreation Association Contribution	£500,000

The attached Appendix (Appendix 2) shows the breakdown of project costs.

It is assumed all VAT is recoverable in accordance with HMT guidance.

Carno Recreation Association contribution

- 8.4 Following the rejection of the initial Business Justification Case, Powys CC has held ongoing discussions with Carno Recreation Association in order to reach an agreement for a grant contribution of £500,000 to invest in the Ysgol Carno school building project.
- 8.5 An agreement in principle has been agreed and a formal agreement is currently being drafted by legal representatives for both parties

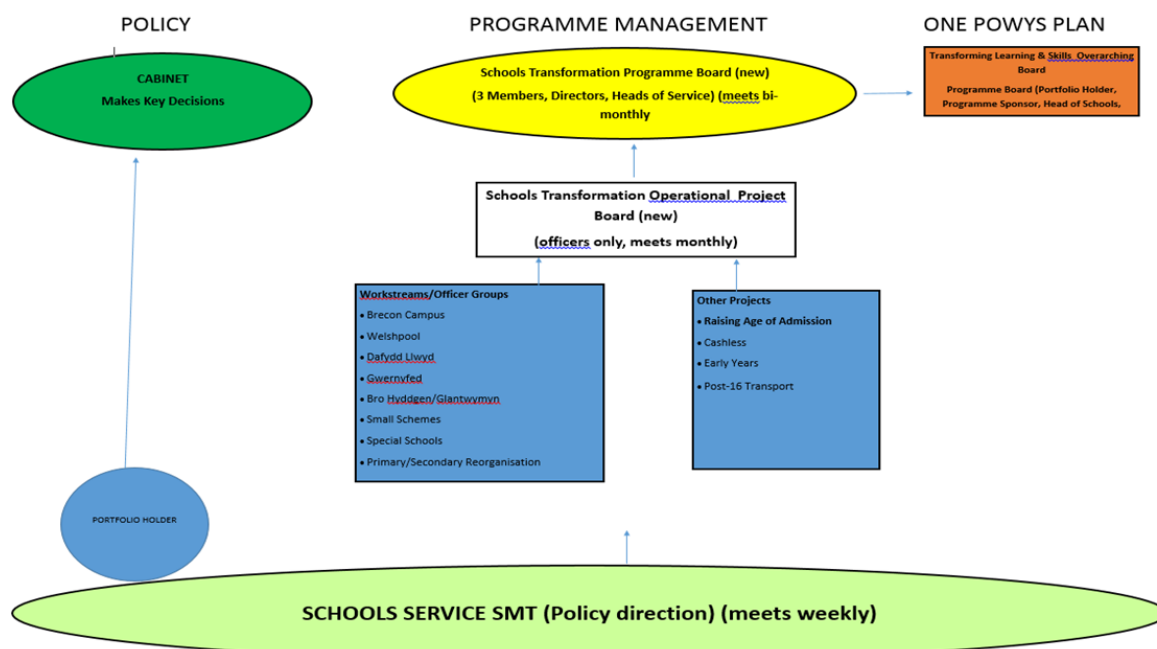
9. MANAGEMENT ARRANGEMENTS

8.1 The management case describes the detailed arrangements for the day-to-day project management of the project and by setting out in more detail the actions that will be required to ensure the successful delivery of the scheme, in accordance with best practice and also describing the proposals that have been implemented to date.

Management Arrangements

9.2 This Project is a strategic priority for Powys County Council and, as such will be managed using the Prince2 methodology as it will provide a framework to ensure this project will be managed effectively.

Figure 1: Governance arrangements for the scheme



Programme Management Arrangements

9.3 The Schools Transformation Programme Board is responsible for monitoring and reviewing the delivery of the Schools Transformation Programme which includes two inter-connected programmes of work: Schools Reorganisation and 21st C Schools Programme.

9.4 The Programme Management Team consisting of the Project Manager and Strategic Lead Programme Management is responsible for the overall integrity and coherence of the Programme. Project Managers will be appointed for each of the Projects within the portfolio to manage the day to day running of the Project.

Project Management Arrangements

- 9.5 A joint project board will be established which will include PCC and Carno Recreation Programme Board, as well as representatives from the Federation itself. The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired investment objectives of the required quality to meet the 21st Century Schools agenda.
- 9.6 Under the general principles of the PRINCE2 methodology, the project board will manage the activities and outputs of the project, meet Welsh Government requirements (in order to meet funding requirements) and any specific guidance issued during the project's lifespan.

Benefits Realisation

- 9.7 Benefits realisation will require active management. A Benefits Review Plan will be established and overseen by the Project Board – it will define how and when a measurement of the achievement of the project's benefits can be made.

Risk Management

- 9.8 The Project Board has already identified the risks associated with the project and has created a critical path list of risks identified throughout the life of the project.
- 9.9 For risk management to be effective, risks will be:
- **IDENTIFIED** This includes risks being considered that could affect the achievement of the project's objectives, and then described to ensure that there is common understanding of these risks.
 - **ASSESSED** This includes ensuring that each risk can be ranked in terms of estimated likelihood, impact and immediacy, and understanding the overall level of risk associated with the project.
 - **CONTROLLED** This includes identifying appropriate responses to risks, assigning risk owners, and then executing, monitoring and controlling these responses.

Post programme evaluation

- 9.10 The project will be reviewed on completion in January 2019. Gateway Reviews will continue to be used at the 21C Schools Programme level to maintain successful delivery.

Issue Date: 30 June 2017

Senior Reporting Officer: Gareth Jones, Interim Head of Schools Service