



# **Powys Local Authority**

## **Strategic Outline Programme (SOP) – Band B Update**

**For return by 31 July 2017**

## Strategic Outline Programme – Band B Update - July 2017

### Guidance

This form aims to capture the proposed changes to your Band B Programme since the most recent version of your Strategic Outline Programme/ Estate Strategy was agreed.

Please complete all relevant sections of this form including the statement of approval of this information in **Section 12**.

Please note that the budget for Band B of the Programme is fixed and prioritisation of projects will take place should applications for funding exceed the resources available. In the first instance projects will be prioritised based on building condition and sufficiency, but the exercise may take into account other factors such as flexibility of assets, efficiency of the education estate and deprivation.

**Please return a signed, electronic copy of the form, to Jo Larnar, Programme Director of 21st Century Schools and Education Programme by Monday 31 July via:**

**[21stcenturyschools@wales.gsi.gov.uk](mailto:21stcenturyschools@wales.gsi.gov.uk)**

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## 1. Requested Band B Programme Envelope

<b>Requested total of Band B envelope</b> <i>e.g. £15,000,000</i>	<b>£113,924,273</b>
<b>Requested Welsh Government contribution</b> <i>e.g. £7,500,000</i>	<b>£56,962,136</b>
<b>LA/ FEI contribution</b> <i>e.g. £7,500,000</i>	<b>£56,962,136</b>

## 2. Summary of changes

<b>What has changed since the latest version of your SOP/ Estates Strategy?</b> <i>1000 words maximum</i>
<p>The vision stated in the previous SOP remains the same:</p> <p>Vision: "to develop an efficient education infrastructure that delivers the highest quality learning, offering a broad range of opportunities for welsh medium and faith based learning, supported by 21st century facilities which will enable all Powys learners to maximise their potential."</p> <p>However, the main differences are the adoption and implementation of new policies or policy areas that underpin the Schools Transformation Programme:</p> <ul style="list-style-type: none"> <li>• <b>Schools Organisation Policy (2015)</b> which sets out the authority's vision and ambition for schools in Powys. This has replaced previous school organisation policies.</li> <li>• <b>Welsh in Education Strategic Plan 2017 – 2020</b>, replacing the previous plan that ran from 2014 – 2017</li> <li>• Refreshed <b>Schools Asset Management Plan</b></li> <li>• Introduction of the <b>Rural and Small Schools agenda</b></li> </ul> <p><b>These underpinning policy developments, along with the significant changes to the education infrastructure through the Schools Modernisation/Transformation Programme, are the key changes to the previous SOP.</b></p> <p><b>The other key change is the Council's approach to contract management.</b></p>

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In July 2017 Powys County Council and Kier entered a joint venture to create a new company called Heart Of Wales Property Services (HOWPS). This company provides building consultancy services as well as housing and corporate building repairs and maintenance, with pre-existing Powys staff transferring under TUPE. The previous SOP for Band A refers to 'the Council's own in house Project Delivery team'; this service is now provided by the same staff working within HOWPS Consultancy.

A key factor in the development of the joint venture has been the recognition that the capacity of the 'in-house' team has been limited by staff recruitment difficulties, and the belief that opening the service up commercially will both provide wider recruitment opportunities as well as allowing access to wider consultancy services within the partner organisation (Kier).

The approach to contract management has been equally creative, and follows from the belief that the unique advantages of a local consultancy team derive from relatively easy site access in a large rural county, and extensive knowledge of the council's property estate. Accordingly, much of the drawing and design work had been placed with contractors' design teams under D&B contracts, allowing HOWPS Consultancy to focus on client agent and project management activities, thereby ensuring that the delivered buildings are fit for purpose.

The HOWPS Consultancy team will remain actively involved throughout the duration of the project fulfilling the intelligent client role once the project is passed over to the successful contractor, thus ensuring continuity of professional staff representing Powys CC interests during all stages of the project programme.

### 3. Strategic Case

**How does your Programme link to local and national strategies e.g. the Wellbeing of Future Generations (Wales) Act 2015, Welsh medium and childcare strategies?**  
*1000 words maximum*

Powys County Council's (PCC) Corporate Improvement Plan underpins the authority's vision and objectives and sets out the way in which the council intends to develop and improve its services.

Like all councils, PCC continue to face serious financial challenges and recognise that many of our residents are also facing hardships. The financial climate has meant thinking differently, it also provides an opportunity for innovation and radically changing the way the council delivers its services.

PCC is becoming a smaller more flexible organisation, one that uses technology to help deliver services more efficiently. Engaging with stakeholders and service users to better understand their needs in the future is critical. In recent years the council has used the process of commissioning to help identify the service need and then ensuring that these needs are met in the most effective and efficient way. Commissioning involves redesigning services around the current and future needs of communities and individuals, deciding how the service is best delivered and undertaking a procurement exercise to determine who should provide the required service.

It puts the focus on providing the right service for the citizen, from the right provider at the right price for the taxpayer. Sometimes this will mean we provide a service differently in the future. It could also mean that a service is provided by another organisation such as the third sector, or even by the communities themselves.

The council's guiding principles are based on the well-being of future generations. The **Well-being of Future Generations (Wales) Act 2015** is about improving the social, economic, environmental and cultural well-being of the nation. It will ensure the council thinks more about the long-term, works better with people and communities and each other, looks to prevent problems and takes a more joined-up approach. This will help create a Powys and a Wales that everyone wants to live in, now and in the future.

**Transforming skills and learning** is a key aim of the council to make sure all children and young people are supported to achieve their full potential. The intention is for Powys to be an attractive place to work for young people with ambition to succeed. In the past the county has been rightly proud of the academic achievement of its young learners. However, there are many Powys pupils whose attainment could be better, especially those from low income households.

To succeed in its ambition the council has identified that it needs first class teaching, high quality leadership, and appropriate class sizes with a fair distribution of resources.

Although many schools in Powys are highly regarded it's clear that the quality of a significant percentage of the county's school buildings is no longer suitable for education in the 21st century. The young people of Powys demand the investment to

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compete with other parts of the country. There is a need to provide modern learning environments to take advantage of the latest technology.

It is in everyone’s interest that the council’s focus is on driving up the attainment and ambition of the majority of its pupils with a special emphasis on those from more disadvantaged backgrounds. The council is also committed to providing stimulating learning environments for all pupils, and especially those with additional learning needs.

### Strategic Fit

National policy drivers	Relevance to this Programme
<b>21 Century Schools Programme</b>	<ul style="list-style-type: none"> <li>• Good quality school buildings in place of the current poor quality school buildings</li> <li>• Better resources which will enable the successful implementation of strategies for school improvement and lead to better educational outcomes</li> <li>• Reduction in recurrent costs, energy, consumption and carbon emissions</li> <li>• Resources for the whole community which can offer a range of facilities, such as childcare and adult training</li> <li>• Better quality ICT provision and technology, which will drive improvements in educational standards</li> </ul>
<b>Successful Futures Independent Review of Curriculum and Assessment Requirements in Wales</b>	<p>Professor Donaldson’s independent report published in 2015 recommended appropriate fit for purpose learning environments that will facilitate the delivery of the curriculum and ensure children develop as:</p> <ul style="list-style-type: none"> <li>• Ambitious capable learners</li> <li>• Enterprising, creative contributors ready to play full part in life and work</li> <li>• Ethical and informed Welsh citizens</li> <li>• Healthy and confident individuals/value members of society</li> </ul> <p>• Meeting the aspirations outlined of ‘Successful Futures’ and ‘Qualified for Life’ is a key purpose of the authority’s Band B Programme, ensuring that educational provision will align with the four core purposes of ‘Successful Futures’.</p>
<b>Welsh Language</b>	<p>The Programme has integral links with the Welsh Government’s aspiration to create a million Welsh speakers by 2050, with the authority’s WESP focusing on creating new Welsh medium provision, therefore facilitating demand.</p>
<b>Building a Brighter Future - Early Years and Childcare Plan</b>	<p>The provision of childcare will be a key consideration in any projects taken forward which include primary aged provision. The Programme will support the roll out of the government’s commitment to fund 30 hours of early years education &amp; care over the next 4 years in any submission we make that includes Primary Provision, to ensure sufficient places are available to meet the expected demand.</p>

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<p><b>The Well-being Future Generations (Wales) Act 2015</b></p>	<p>The council’s guiding principles are based on the well-being of future generations. The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of the nation. It will ensure the council thinks more about the long-term, works better with people and communities and each other, looks to prevent problems and takes a more joined-up approach. This will help create a Powys and a Wales that everyone wants to live in, now and in the future.’</p> <p>Projects proposed for Band B are aligned with the seven well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015.</p>
<p><b>Wales Infrastructure Investment Plan</b></p>	<p>The projects proposed for Band B are aligned with the Wales Infrastructure Investment Plan as implementation of the projects will stimulate jobs and local economies in Powys.</p>
<p><b>ALN Reform</b></p>	<p>The Programme is aligned with the Additional Learning Needs Transformation Programme – aiming to:</p> <ul style="list-style-type: none"> <li>• ensure that all learners with ALN are supported to overcome barriers to learning and can achieve their full potential</li> <li>• improve the planning and delivery of support for learners from 0 to 25 with ALN, placing learners’ needs, views, wishes and feelings at the heart of the process</li> <li>• focus on the importance of identifying needs early and putting in place timely and effective interventions which are monitored and adapted to ensure they deliver the desired outcomes.</li> </ul>
<p><b>Climbing Higher</b></p>	<p>The Programme will meet the objectives of the Welsh Government’s Climbing Higher Next Steps strategy by ensuring that sports facilities are an integral part of every project, providing opportunities for pupils and wider communities to participate in sports and recreation activities, increasing the level of physical activity which in turn will lead to greater wellbeing.</p>



**Highlight any differences to your strategic case since the latest version of your SOP/ Estates strategy was produced.**

**Please provide details of benefits and risks of your Programme.**

*1000 words maximum*

The vision stated in the previous SOP remains the same:

Vision: "to develop an efficient education infrastructure that delivers the highest quality learning, offering a broad range of opportunities for welsh medium and faith based learning, supported by 21st century facilities which will enable all Powys learners to maximise their potential."

However, the main differences are the adoption and implementation of new policies or policy areas that underpin the Schools Transformation Programme:

- **Schools Organisation Policy (2015)** which sets out the authority's vision and ambition for schools in Powys. This has replaced previous school organisation policies.
- **Welsh in Education Strategic Plan 2017 – 2020**, replacing the previous plan that ran from 2014 – 2017
- Refreshed **Schools Asset Management Plan**
- Introduction of the **Rural and Small Schools agenda**

### **Progress since 2010**

The authority has made significant progress since 2010 in shaping the education infrastructure to create a more efficient system that is able to meet the needs of learners and their communities.

The authority's 2010 SOP stated that 'a reduction of 35-40 in the number of primary schools was needed in order to achieve an efficient and effective primary school delivery model.' Against this target, the number of primary schools in the county has reduced from 101 to 82. This will further reduce from the 1<sup>st</sup> September 2017 to 79, with the closure of another 6 schools and the opening of 3 new schools from that date. In addition, 1 federation of 3 schools has been established.

In the secondary sector, the authority has identified the need to rationalise its infrastructure whilst also providing improved learning opportunities to learners in their local communities. Since 2010, the authority has established an all through school for 4 – 18 year olds in Machynlleth; amalgamated Newtown High School and John Beddoes to create a dual-sited secondary school, and is now in the process of merging Llandrindod and Builth Wells High Schools to create another dual-sited school, ensuring local access to high quality provision, without the need for excessive additional travel and transport costs.

In addition, the authority is investing in its schools estate through the successful implementation of Band A of 21<sup>st</sup> C Schools Programme. However, there are over 40 schools in Powys that are in condition or suitability categorisation assessment of C or D, with an ageing stock.

### Schools Organisation Policy 2015

The new policy states that:

*'Powys County Council is committed to ensuring that all children and young people have an equal opportunity to receive the best possible education. The Council aspires to have an educational infrastructure that:*

- *Provides all learners with opportunities to achieve high standards of achievement and attainment;*
- *Provides for first class teaching and learning provision reflecting national, regional and local priorities;*
- *Has high quality resilient leadership and management;*
- *Provides robust linguistic continuity and progression;*
- *Improves cost-effectiveness and efficiency;*
- *Has the right number of schools in the right place for the current and future pupil population of Powys;*
- *Has school buildings and blocks that are assessed as condition A or B;*
- *Minimises dependence on temporary accommodation; and*
- *Reduces overall surplus places in schools.*

*The Council has a duty to ensure that school buildings, teaching resources and pupils' learning experiences are shaped to develop competencies which allow children and young people to engage confidently with the challenges of their future lives. The challenge faced by the Council is to ensure that schools provide an appropriate, fit-for-purpose learning environment that will facilitate the delivery of a curriculum, as defined in "Successful Futures" to ensure children and young people develop as;*

- *Ambitions, capable learners ready to learn throughout their lives;*
- *Enterprising, creative contributors, ready to play a full part in life and work;*
- *Ethical and informed citizens of Wales and the world; and*
- *Healthy, confident individuals, ready to lead fulfilling lives as valued members of society.'*

Shaping the future education system in Powys will be aligned with the **Rural and Small Schools** agenda, with a focus on collaborations, federations and amalgamations. However, in some cases it may be necessary to rationalise school sites if numbers become unsustainable. Based on PLASC 2017 figures, it is estimated that there will be 35 'small primary schools' (i.e. <90) in Powys from September 2017

The authority has improved its school estate through the 21<sup>st</sup> Century Schools programme, and has refreshed its **Schools Asset Management Plan**, prioritising investment in schools according to level of need.

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### **Welsh in Education Strategic Plan 2017 - 2020**

The council's Band B programme is aligned to the council's strategy for developing Welsh-medium provision, as outlined in the WESP for 2017-20, which takes account of the Welsh Government strategy to create a million Welsh speakers by the year 2050.

In the WESP for 2017-20, the council acknowledges 'the need for the council to be proactive in order to stimulate growth in the number of pupils educated through the medium of Welsh'.

As stated in the council's WESP for 2017-20, 'the authority is fully committed to establishing new designated Welsh-medium schools in both the primary and secondary sectors, and will direct capital investment to support this commitment, where appropriate.' Strengthening the Welsh-medium provision available in Powys in order to provide access to more robust provision throughout all key stages is a key focus of the council's Band B Programme.

The council's Corporate Improvement Plan for 2016-20 also includes a commitment to improving access to Welsh medium education. The 21<sup>st</sup> Century School programme will be a key vehicle in achieving this aim.

### **Benefits**

The benefits of the programme are aligned to the aims of the School Organisation Policy (2015) and are as follows:

- All learners have the opportunity to achieve high standards of achievement and attainment;
- All learners can access first class teaching and learning provision reflecting national, regional and local priorities;
- High quality resilient leadership and management;
- More robust linguistic continuity and progression;
- More cost-effectiveness and efficiency;
- The right number of schools in the right place for the current and future pupil population of Powys;
- School buildings and blocks that are assessed as condition A or B;
- Less dependence on temporary accommodation;
- Reduction in overall surplus places in schools.

### **Risks**

- The authority is unable to fund and implement its plans
- Reduction in capital funding available
- Changes or delays in projects affects the availability of funding
- Changes to local and/or national political leadership
- Lack of officer capacity to deliver projects
- Lack of public support
- Projects do not deliver appropriate budget savings
- Construction suppliers have insufficient capacity and time
- Inability to meet the quality aspirations and requirements of PCC

## 4. Economic Case

**Highlight any differences to the Economic Case since the latest version of your SOP/ Estates strategy was produced.**

*1000 words maximum*

Individual projects within the authority's programme for Band B have been identified based on the following **investment objectives**:

- To improve the condition of school buildings in accordance with the authority's Strategic Asset Management Plan and the authority's vision for schools, as outlined in the School Organisation Policy
- To meet the aspirations of the authority's Welsh in Education Strategic Plan establish new Welsh-medium provision
- To optimise the use of infrastructure and resources

**Critical Success Factors** remain the same as in the previous SOP.

### **Potential scope of the Programme**

The Programme's scope is education for 4 – 18 year olds in Powys. Within this scope, options have been based on the degree of optimisation from the 21<sup>st</sup> C Schools Programme i.e. the size of the investment, which is a combination of the level of business needs, resources available and deliverability.

Options have been assessed against these investment objectives and CSFs, which reflect the authority's aspirations for education, whilst also considering the financial limitations faced by the authority.

The options considered are as follows:

### **Option 1: Do Minimum**

Scope:

This option consists of 3 projects which are the greatest priority in the authority's view. The projects included in this option are as follows:

- Bro Hyddgen
- Remodelling of schools
- Special Schools

Service solution:

This investment would include refurbishment / remodelling of some schools, as well as rebuild and new build options where appropriate

Service delivery:

The council in partnership with Welsh Government

### **Option 2: Intermediate**

**Scope:**

This option consists of 4 projects which meet the investment objectives outlined above and also the council's aims in relation to the development of Welsh-medium provision, as outlined in the WESP. The projects included in this option are as follows:

- Ysgol Bro Hyddgen
- Newtown development (Special, Secondary)
- Remodelling of up to 8 primary schools
- Welsh-medium Primary provision Mid Powys

**Service solution:**

This investment would include refurbishment / remodelling of some schools, as well as rebuild and new build options where appropriate

**Service delivery:**

The council in partnership with Welsh Government and other public organisations e.g. health

**Option 3: Maximum**

**Scope:**

This option consists of 5 projects which meet the investment objectives outlined above and also the council's aims in relation to the development of Welsh-medium provision, as outlined in the WESP.

The projects included in this option are as follows:

- Ysgol Bro Hyddgen
- Newtown development (Primary, Secondary and Special)
- Remodelling of schools
- Welsh-medium Primary provision Mid Powys
- Brecon town area review

**Service solution:**

This investment would include refurbishment / remodelling of some schools, as well as rebuild and new build options where appropriate

**Service delivery:**

The council in partnership with Welsh Government and other public organisations e.g. health

**Preferred way forward**

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The option appraisal resulted in the preferred way forward being option 3 – Maximum. Options 1 and 2 have been discounted as they do not provide the optimum level of investment required to provide the greatest benefits.

The individual projects will be subject to individual business cases and separate procurements.

## 5. Commercial Case

**Highlight any differences to the Commercial Case since the latest version of your SOP/ Estates strategy was produced.**

**Please include details of what delivery models you are considering e.g. batching or single delivery.**

*1000 words maximum*

From July 2015 Powys has been a named employer within Sewscap 2, the South and Mid Wales Collaborative Construction Framework for schools and other public buildings. Following representation from Powys, this second iteration of the leading construction framework was written to include Lots in appropriate value bands for Mid Wales, as it was considered that using this approach would offer the economic development benefits of the previous Powys & Ceredigion Framework via a heightened framework profile.

The Sewscap frameworks offer a swift route to market which is compliant with EU Procurement Directives and the Wales Procurement Policy Statement. They also provide opportunities for early contractor involvement and focus on long term relationships.

The Framework ensures competition throughout the whole process with project specific competition. A mini-competition for each project between the framework contractors awarded to the appropriate Lot, will test price and quality. With quality questions focusing on the contractor's ability to deliver specific project and add value. The frameworks allow for a combination of investments, each in any location, to be packaged and let as one "project/contract", thus increasing benefits from the economies of scale. Where NEC target price contracts are the chosen form of contract the successful contractor at mini-competition is required to tender 75% of the value of the work packages before agreeing the target price with the client. Best value is further achieved through the life of the project, through shared pain/gain incentives, to deliver the project under the target cost with profit payments linked to outcomes measured against a suite of time, cost and quality KPIS. The Client cost manager will challenge and verify the target cost. The Framework allows the client to "walk-away" if the target price cannot be agreed, incentivising the contractor to construct a competitive target price.

Each project is different and may require a different procurement approach. The frameworks allow for the use of other industry contracts, for example JCT D&B form and is flexible to allow a project to be let as construct only or D&B with design teams appointed by the contractor or client. This flexibility will allow the Council to match the delivery model to their specific funding and project requirements and also innovate, for example, by progressing the development and use of MMC and offsite fabrication

## 6. Financial case

**Highlight any differences to the Financial Case since the latest version of your SOP/ Estates strategy was produced.**

**Please give details of the match funding arrangements for your Programme and confirm whether or not it is affordable.**

*1000 words maximum*

The cost of the projects in Band B have been estimated. Once feasibility projects are undertaken on these schools the project costs will be revised.

The total cost of the projects in Band B are £113,924m.

The strategy for life cycle maintenance will be to maintain the current level of spends on repairs and maintenance. The amount delegated to schools for repairs and maintenance is currently £1.7m per annum. As the quality of the schools improves it is proposed that the current level of budget is maintained which on current analysis will allow the schools to maintain the schools to the new standard.

Each school will be reviewed to determine if the community use has an impact on the authority's partial exemption. However, it is assumed that there will be no VAT implications for the proposals.

The financing for Band B is as follows:

	£m
Supported Borrowing	5.0
Prudential Borrowing	51.9
WG Contribution at 50%	56.9

The following assumptions has been made to calculate the financing of the projects:

Supported Borrowing assumes that this remains at the current level for the authority. Prudential Borrowing assumes the assets will have a 50 year life and an interest rate of 3.6%

No capital receipts have been assumed and will be considered when individual projects are explored in more detail.

The authority would like to explore the option of the Mutual Investment Model, however to be prudent the funding is based on the Capital Investment Model.



## 7. Management Case

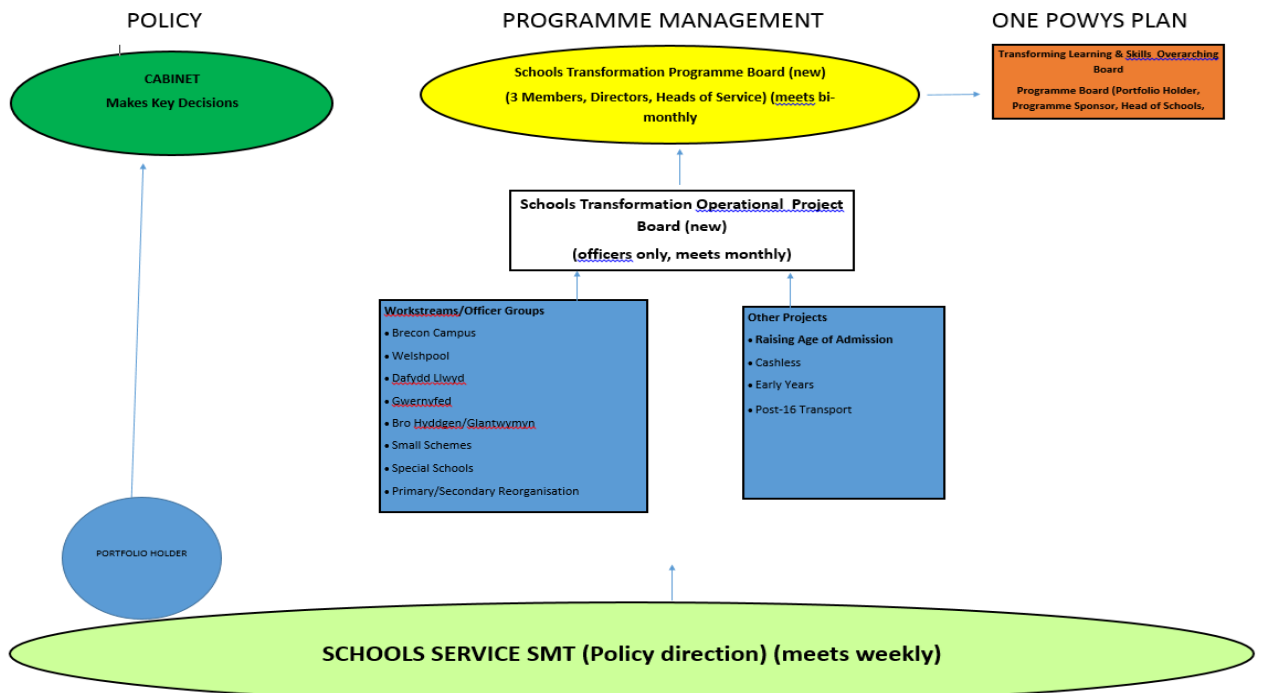
**Highlight any differences to the Management Case since the latest version of your SOP/ Estates strategy was produced.**

*1000 words maximum*

### Programme Governance

Since the production of the 2010 SOP, new governance arrangements been put into place to monitor progress on projects within the council's 21<sup>st</sup> Century Schools programme.

Corporate governance for the programme is provided by the Schools Transformation Programme Board, which reports to the overarching Transforming Learning and Skills Board. The current management arrangements are outlined in the following diagram:



### Contract Management

In July 2017 Powys County Council and Kier entered a joint venture to create a new company called Heart Of Wales Property Services (HOWPS). This company provides building consultancy services as well as housing and corporate building repairs and maintenance, with pre-existing Powys staff transferring under TUPE. The previous SOP for Band A refers to 'the Council's own in house Project Delivery team'; this service is now provided by the same staff working within HOWPS Consultancy.

A key factor in the development of the joint venture has been the recognition that the capacity of the 'in-house' team has been limited by staff recruitment difficulties, and the belief that opening the service up commercially will both provide wider recruitment

opportunities as well as allowing access to wider consultancy services within the partner organisation (Kier).

The approach to contract management has been equally creative, and follows from the belief that the unique advantages of a local consultancy team derive from relatively easy site access in a large rural county, and extensive knowledge of the council's property estate. Accordingly, much of the drawing and design work had been placed with contractors' design teams under D&B contracts, allowing HOWPS Consultancy to focus on client agent and project management activities, thereby ensuring that the delivered buildings are fit for purpose.

The HOWPS Consultancy team will remain actively involved throughout the duration of the project fulfilling the intelligent client role once the project is passed over to the successful contractor, thus ensuring continuity of professional staff representing Powys CC interests during all stages of the project programme.

### **Risk management strategy**

The Schools Transformation Programme Board will be responsible for managing and mitigating risks to the authority's overall Band B programme. In addition, any risks to the overall programme will be reported to the Transforming Learning and Skills Board.

Risks relating to individual projects within the programme will be identified, monitored and mitigated by the Project Manager. All risks identified will be reported to the Schools Transformation Project Board, which meets on a monthly basis. Risks relating to individual projects will be escalated to the Schools Transformation Programme Board, as appropriate.

The council's approach will be to ensure that risks are:

- **Identified** - 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** – 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** – includes identifying appropriate responses to risks, assigning risk owners, and then executing, monitoring and controlling these responses

### **Benefits realisation strategy**

The Schools Transformation Programme Board and the Schools Service Senior Management Team will be responsible for the monitoring, review and delivery of the programme's benefits.

### **Gateway review arrangements**

Gateway reviews will be undertaken as appropriate throughout the programme.

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**Please provide details of the structures in place to deliver the projects within your Programme and contact details of the core team.**

*500 words maximum / organogram*

Senior Responsible Owner: Director of Education – Ian Budd  
Section 151 Officer – David Powell

The authority's Band B Programme will be taken forward by the council's Schools Transformation Team, which are as follows:

Senior Manager Schools Transformation – Marianne Evans  
Project Manager Schools Transformation – Sarah Astley  
Project Manager Schools Transformation – Joni Hughes  
Project Manager Schools Transformation – Betsan Ifan

In addition, the team is supported by staff in other service areas within the council, including Finance, HR and Communications, as well as staff working for the newly formed Heart of Wales Property Services (HoWPS), Powys' new joint venture company which has been established in partnership between the council and Kier.

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Please provide key milestones for the Programme

<b>Project Name</b>	Estimated timescale for review, consultation & business case prep	Estimated timescale for construction
<b>1. Ysgol Bro Hyddgen</b>	<b>FBC: December 2017</b>	<b>2018 - 2020</b>
<b>2. Newtown Development</b>	<b>2017 - 2021</b>	<b>2021 - 2024</b>
<b>3. Refurbishment of schools</b>	<b>2017- 2019</b>	<b>2019 - 2024</b>
<b>4. Mid Powys Welsh Medium Review</b>	<b>2017 - 2019</b>	<b>2020- 2022</b>
<b>5. Brecon Review</b>	<b>2019 - 2022</b>	<b>2022 - 2024</b>

## 8. Application for Mutual Investment Model (MIM) funding

<b>Do you intend to deliver any of your Band B projects using the Mutual Investment Model?</b> <i>Delete as appropriate</i>	Yes – but will need further discussions with Welsh Government.
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If:

- **No** - please move to the next **Section 10**
- **Yes** - please complete the relevant section for local authorities or further education institutions below.

### (a) Local Authorities

Schools		Number	Size	Cost – based on WG guidance
Please indicate how many school buildings you would use this funding for:	Primary	3	various	tba
	Secondary & Special	3	various	tba
	Total	6		

**Please provide brief details including title and estimated capital cost of the project/s.**

*1000 words maximum*

The authority would like to explore the possibility of using MIM to fund all its new builds in the Programme, apart from Ysgol Bro Hyddgen. However, further discussions will be required to agree this.

(b) Further Education Institutions

Colleges
<p><b>Please provide brief details of your college project(s), together with the estimated capital cost using the Welsh Government capital rate per m<sup>2</sup>.</b></p> <p><b>Please give details of the extent of the works planned e.g. campus, block replacement, extension and the type of facilities e.g. construction, hairdressing and beauty.</b></p> <p><i>1000 words maximum</i></p>
<p><b>Example:</b></p> <p><b>Eastleaf Campus business and creative arts hub</b></p> <p><b>Estimated Capital Cost: £20,000,000</b></p> <p>This is a 600 place development for business and the creative arts based on x campus.....</p>

## 9. Band B Projects

How many projects do you intend to deliver in Band B?	5
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**What are they? (Please note that details of the projects should also be included in the attached table). The projects should be ranked in both documents in order of priority.**

*500 words maximum*

The projects that are included in the council's Band B programme for 21<sup>st</sup> Century Schools capital investment are as follows:

### **Priority 1 – Completion of Ysgol Bro Hyddgen new build**

This is the continuation / conclusion of the project which has commenced during Band A, for a replacement building for Ysgol Bro Hyddgen, Powys' first all-through school. Ysgol Bro Hyddgen is currently graded a condition C on both campuses.

### **Priority 2 – Newtown Development**

Newtown is Powys' largest town in Powys, and is a key development area for the council. The educational provision within the town which is maintained by Powys County Council currently includes

- 7 primary providers, which includes 1 infant school, 1 junior school, 1 Welsh-medium school and 1 Roman Catholic school
- An English-medium high school (which has a second site in Presteigne)
- A Special school.

The authority has identified that there are significant opportunities for the redevelopment of the education infrastructure in Newtown, with a focus on improving special school provision, primary provision and also the potential to establish a new Welsh-medium secondary school. Discussions have also started with the health board about the possibilities of service integration. This will be a large scale review, and it is likely that this priority may continue into Band C.

The specific projects within the Newtown Development\* are:

- Replacement of Ysgol Cedewain, a special school in Newtown, with a new building;
- Investment in a new behavioural school, currently Ysgol Brynllwarch, Kerry
- Newtown primary area review
- Welsh medium secondary school

### **Priority 3 – Refurbishment of schools**

This project will involve the refurbishment of a number of schools which have been assessed as category C or D by the authority's property service in 2015/16. The refurbishment work will lead to improved condition, suitability and/or safeguarding.

#### **Priority 4 – Mid Powys Primary Welsh-medium Review**

Welsh-medium primary provision in the mid Powys area is currently delivered through Welsh-medium streams in 3 dual stream schools.

In its WESP for 2017-20, the council identified a strategic objective 'To establish, and identify opportunities to establish, new designated Welsh-medium provision in the primary sector', and also committed to 'Review Welsh-medium primary provision in the Mid Powys'.

The WESP also states that 'There has been an increase in the number of pupils accessing Welsh-medium provision in the Llandrindod Wells and Builth Wells catchment areas. The authority will review the current Welsh-medium provision in the area and will consider how to build on this growth, in order to ensure that the provision meets the aspiration of this WESP.'

A review of Welsh-medium primary provision in the area is due to commence in September 2017, and is expected to take approximately 6 months.

#### **Priority 5 – Brecon Town Review**

The authority has identified the need to carry out a review of primary provision in Brecon. There are currently 5 primary providers in the town of Brecon, which includes an infant and junior school, and a number of schools which are condition C and D. The review will aim to address these issues, and to ensure that the primary provision in Brecon meets the town's future needs. It is also intended that this review will be aligned with the redevelopment of Brecon High School, which is ongoing in Band A.

***All these projects are submitted without prejudice to any decisions taken by cabinet before, during or after any school reorganisation processes, if these are required.***

## **10. Bands C and D**



## Strategic Outline Programme – Band B Update - July 2017

**Please provide an update for Bands C and D of your Programme.  
[Band C will run from April 2024- March 2029; Band D will run between April 2029 and March 2034].**

**Band C**

*500 words maximum*

To be agreed following successful completion of Band A and Band B projects.

**Band D**

*500 words maximum*

To be agreed following successful completion of Band A and Band B projects.

### **11. Statement of Approval for Strategic Outline Programme (SOP) - Band B Update – July 2017**

## Strategic Outline Programme – Band B Update - July 2017

Please complete as appropriate:

I confirm that the updates in this form have been signed off by either the Cabinet of the local authority or the Board of the further education institution:

<b>Local Authority / College</b>	
<b>Name <i>Printed</i></b>	
<b>Name <i>Signed</i></b>	
<b>Position in the organisation</b>	
<b>Date DD/MM/YYYY</b>	

If there has not yet been sign off at Cabinet or Board level, please confirm when this is anticipated. Please also confirm at what level the document has currently been signed off.

The Programme has been approved for submission to Welsh Government by PCC's Schools Transformation Programme Board at its meeting on Friday 21<sup>st</sup> July 2017, and subsequently signed off by David Powell, Section 151 Officer and Ian Budd, Director of Education.

It is planned that the SOP is considered by Cabinet when it meets next in the autumn term.