

ISLE OF ANGLESEY COUNTY COUNCIL

REPORT TO :	Corporate Scrutiny Committee
DATE:	11 July 2017
SUBJECT :	Modernising Schools on Anglesey –Strategic Outline Programme. Update on Band B
PORTFOLIO HOLDER(S):	Councillor R. Meirion Jones
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1.0 RECOMMENDATIONS

The Authority's Strategic Outline Programme (SOP) was presented to the Welsh Government in December 2013. The strategic paper was divided into 4 Bands namely Band A (2013-2019), Band B (2019-2022), Band C (2022-2025) and Band D (2025-2028).

The Welsh Government recently requested that all Welsh Local Authorities update their Band B proposals and aim to submit their revised SOP to Welsh Government by 31 July 2017. Since the original SOP (2013) factors such as demographic changes and leadership capacity have changed significantly. Additionally, the Welsh Government has said that Band B will be a 5 year period and will run from 2019-2024.

The school modernisation programme remains a corporate priority and has made significant progress since the previous SOP

Other factors drive the need to review the programme:

1. Although the Council has made considerable savings over recent years, the Council needs to save around £3.5 million a year from 2017/18 for three years. This means that there is a need for the Lifelong Learning Directorate to make savings that would contribute to corporate savings.
2. Owing to the above requirement, the school modernisation process will need to accelerate

This report attempts to convey facts that show the need to review the primary and secondary education provision in Anglesey in a time order that is different from what has

been outlined in the previous Strategic Outline Programme document presented by the Authority to the Welsh Government in December 2013.

Recommendation

The Corporate Scrutiny Committee is asked to make the following recommendations to the Executive Committee:

1. To consider the modernisation of primary and secondary schools, and also primary and secondary schools sharing the same campus or 3-16/3-18 through schools .
2. To consider a Local Authority contribution of approximately **£18million** towards the Band B programme
3. To consider the options outlined in the Economic Case of the SOP, and to expect further detailed analysis in the subsequent, detailed business cases.
4. Continue to support the school modernisation programme's case for change and the drivers for change

2.0 REASONS

2.1 To make recommendations to the Executive Committee to move forward with the school modernisation programme. This will allow the Authority to change the direction of the programme so as to meet the need for school places where the need is greatest.

3.0 COMMENTS

None as yet.

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Date: 05 July 2017

Ysgolion yr 21ain Ganrif
21st Century Schools



Llywodraeth Cymru
Welsh Government



Strategic Outline Programme (SOP) - Band B Update

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

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1. Requested Band B Programme Envelope

Requested total of Band B envelope <i>e.g. £15,000,000</i>	£36,136,501
Requested Welsh Government contribution <i>e.g. £7,500,000</i>	£18,068,250
LA/ FEI contribution <i>e.g. £7,500,000</i>	£18,068,250

2. Summary of changes

What has changed since the latest version of your SOP/ Estates Strategy?
1000 words maximum

- The School modernisation programme remains a corporate priority and has made significant progress since the previous SOP.
- The corporate programme Boards have been revised
- Two new area schools have been built and will open in 2017. Full business case approved for a new school in Bro Rhosyr and Aberffraw as well as adapting two other schools.
- The order and prioritisation of the projects has changed, as outlined in the Economic Case and the Request for Change document (January 2017)
- North Wales Major Works Contractors Framework 2 will be used to procure the Band B projects
- The Welsh Government's Gateway Review Team notes that Anglesey is an exemplar of good practice in the 21CS Programme
- Lessons have been learned – the key to successful projects is to learn from past project challenges and successes.

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

To date the school modernisation and the associated projects have aligned with corporate, local and national strategies. The programme has worked closely with Welsh Government, stakeholders and all relevant partners to ensure that the projects are supported and that the strategic direction is understood.

Well-being of Future Generations Act (2015)

Anglesey County Council is working towards achieving the objectives of The Future Generations Act (2015). The School Modernisation Programme aims to contribute towards the 7 well-being goals, as demonstrated in the following table:

7 well-being goals	How will the schools modernisation Strategy contribute towards the 7 well-being goal
Prosperous	The Authority vision “wants every young person, irrespective of background and circumstance, to succeed”.
Equal	
Resilient	The Authority’ works in partnership with the Welsh Government on the development and delivery of school modernisation change projects. The projects are planned effectively and consulted upon, in order to reduce resistance and achieve project objectives.
Healthier	Anglesey’s 21st century schools will be ‘community schools’ and can be used to promote health, physical and community Services, as well as promoting healthy lifestyle choices amongst pupils, parents and childcare providers.
Cohesive communities	Stakeholders will contribute to project planning and direction through the consultation and engagement processes . Anglesey’s Band B will continue to consult, engage and work with partners, particularly in relation to developing school places alongside the sufficiency of childcare provision through the medium of Welsh with Mudiad Meithrin, WPPA and partners in the private 0-3 years old childcare sector. Childcare and wrap around facilities, along with community use of the buildings beyond the school year (and as contact points for corporate Services such as library pick up points) will increase community cohesion during Band B. Developing options for ensuring quality and efficiency in post-16 provision will also be considered in consultation with the FE sector and neighbouring county council.

<p>Vibrant culture and thriving Welsh Language</p>	<p>The school modernisation programme is a key aspect of the corporate Welsh Language Strategy and the statutory Welsh in Education Language Strategy. Plans for Band B to consider incorporating 0-3 pre-school and wrap around childcare facilities through the medium of Welsh and bilingually will increase the provision of Welsh Speaking providers on the Island, and will be a solid linguistic foundation on which to increase the numbers of Welsh Language speakers in line with IOACC and WG targets to increase the number of Welsh speakers to 1 million by 2050.</p>
<p>A globally responsible Wales</p>	<p>The current school modernisation programme contributes towards improving the social, economic, and cultural environment of the island, and Band B will be a continuation of this programme.</p>

The Gwynedd and Anglesey Public Service Board recently undertook a well-being assessment and confirmed that lack of attainment is correlated to the lack of the well-being of individuals throughout their lives, and therefore there is a need to ensure that every pupil's potential and capacity to succeed is fulfilled. Moreover, recent evidence points to ACEs (adverse childhood experiences) having a long-term negative effect on young children. There is a need to ensure that all children have positive experiences during childhood to enable them to thrive and grow to become active and participative members of their communities. The schools modernisation programme ensures that our school buildings are fit for purpose to promote physical well-being and provide physical environments and equipment, as well as support staff that cannot be provided in 19th century schools.

Recruitment and retention of staff

As the recruitment of suitably qualified leaders and middle managers continues to be a problem, the schools modernisation programme also reduces the risks associated with small schools where staffing and recruitment problems lead to challenges in the delivery of excellent quality and consistently good teaching and learning experiences for our pupils. The 21st century programme contributes to increasing the quality of teaching and learning, reducing the variability in performance and opportunities between schools, and contributes to ensuring learning opportunities that are responsive to the needs of the learners and indeed the wider community.

Child Care and Community facilities for parents and older residents

Anglesey's Family Support Unit is responsible for ensuring sufficient childcare places in Anglesey, and is participating in the national pilot of offering 30 hours of free childcare. The Unit works closely with the school modernisation programme and contributes to the development of the associated business cases, particularly in determining pupil projections for the future. The authority recognises that there is an opportunity to further the vision of developing a one- site wrap-around care provision for all pupils under 11, including infant siblings on some sites . It is envisaged that ensuring nursery provision for children 0-3 years on the site of new schools or those which are modified, (to be managed with a partner in the local childcare sector) in order to provide care at 8.00am -6.00 pm for families, along with nursery education, ' wrap around ' and after school/holiday care clubs, will be a key aspect of the Band B schools programme. In addition, other community benefits such as rooms for

community use, static or mobile library drop off/pick up points, self help automated services for council business, will be advantageous and will enhance community cohesion. Work to further appraise and develop these models will be addressed in the business cases for specific projects.

The Welsh Language

The Isle of Anglesey County Council has adopted the principle that the Welsh language should not be treated less favourably than the English language and that the residents of the island should be able to live their lives through the medium of Welsh if they wish to do so. The same is the expectation in relation to the Welsh language for each school, which provides opportunities for all pupils in the County to be equipped with the right skills to be confidently bilingual. In light of this, any new schemes submitted – such as projects deriving from the 21st century schools programme, are subject to the requirements of the language policy.

In order to increase the proportion of foundation phase pupils achieving Welsh Language targets as outlined in strategic documents by the Welsh Government and local plans, it is also intended to use the aforementioned child-care models to increase Welsh childcare capacity on Ynys Môn. The child-care partnership model has the potential to be a key contributor towards the Welsh Government's ambitions to have a million Welsh speakers by 2050.

The modernisation programme will comply with the following language policies and strategies:

- Isle of Anglesey County Council's Language Strategy 2016 – 2021
- The Isle of Anglesey County Council department of lifelong learning Language Policy
- WG draft strategy of one million Welsh speakers by 2050 '

Strategic Outline Programme (SOP) 2013

The SOP for the school modernisation programme was introduced in 2013. The document outlines the Council's vision for the modernisation of the school system, to ensure the suitability of facilities for current and future needs. Demographic changes and increased recruitment problems due to the age-profile of current head teachers (presently 50% over the age of 50 years old) and other factors have led to the need to review the prioritisation order of the projects presented in the SOP. A request for change document was submitted to the Welsh Government and the Executive Committee of the Council, and was approved in August 2016. The Band B SOP reflects those changes.

Anglesey County Council's Corporate Plan

The Corporate Plan Council outlines the Authority's strategic priorities. The previous corporate plan (2013-2017) included the following priority ' education, skills Improvement and modernisation of our schools '. The corporate plan for the period 2017-2022 has been drafted and the outputs associated with the modernisation of schools are as follows:

- continue to improve educational standards and attainment our children
- further develop the school modernisation programme by completing a new school in Bro Aberffraw, implement the Llangefni project and confirm the Band B projects, to include the consideration of 3-16 schools and post-16 education.
- review the leadership arrangements for smaller schools including Federation, appointing multi-site strategic heads and sustainable and cost effective schools, in keeping with WG guidance and changes suggested to the School's Organisational Code, currently being consulted upon.

Corporate Asset Management Plan 2015-2020

The purpose of the Plan is to provide a strategic framework for the management of the Council's assets.

The plan refers to the schools modernisation programme and the use of schools once they become vacant. Reference is also made to how the school modernisation programme contributes towards the corporate energy efficiency strategy. This remains a priority for the authority and reducing the energy consumption of the school estate in accordance with the Authority's energy efficiency strategy', and is one of the critical success factors (CSF) outlined in Band B SOP.

The Council's revised corporate plan also refers to the council's future assets and anticipate a key role for our communities to work together, in a coherent and purposeful way to protect our assets, and to ensure that they are fit for purpose for future generations.

Existing Circumstances

- The current stock of schools have not been built to take account of 21st Learning, nor the enhanced community use of facilities such as 0-3 childcare, out of school clubs, community use of facilities outside school hours and during holidays, library and council service point facilities.
- Spare capacity of school places in the secondary sector is leading to unviable subject options and difficult staffing decisions in some schools. It has led to the reduction in curriculum choice for pupils at key stages 4 and post-16, despite efficient Consortium arrangements between schools and vocational training providers, and the use of spare capacity rooms by other council and education services. Some schools face significant deficits and this will increase if alternative models of delivery are not adopted in the secondary sector within Band B.
- The condition of our current school stock is below average, and the associated maintenance costs remain high as the backlog catalogue of maintenance and adaptations needed to comply with DDA and Foundation Stage demands are too dear to contemplate within the limited and reducing R&M budgets, both devolved and centrally held.
- The Authority finds it increasingly difficult to recruit suitably and well-qualified Welsh speaking senior leaders, in the primary and secondary school sector. The proposed modernisation programme is one strategic factor contributing towards alleviating the issue regarding succession planning for school leadership and ensuring distributed leadership models that are sustainable and promote consistently high standards and outstanding leadership.
- Demographic movements over recent years have led to changes to where parents wish to send their children to school, and a marked decrease in young families in some areas.
- Some primary schools are oversubscribed whilst a few still have excessive surplus places.
- Currently there are 19 small primary schools that have less than 75 pupils, leading to an unacceptable disparity in the amount of funding allocated per child across the county, and difficulties in ensuring a broad and balanced curriculum, taught by suitably qualified staff who have an appropriate grasp and specialisation across a range of subjects, and are led by a qualified and experienced head teacher.

Business Need

The Authority needs to continue to modernise its schools. Its core vision remains unchanged from the previous SOP and is driven by the following key principles:

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- Ensure that all children are given the opportunity to attend their nearest appropriate school where they can access the full range of facilities;
- Ensure that all children have access to suitable facilities that allow the delivery of a full range of educational experiences.
- Reduction in the number of unfilled places in our schools in accord with WG guidelines.
- Support the development of leadership skills within and across schools in order to develop a self-improving system where there is a shared commitment to excellence.
- The possibility of co-locating primary and secondary schools on the same campus.
- Aligning Anglesey's School Modernisation Programme to other key strategies: Corporate Plan, Welsh Language, Asset Management, 30 hours child care.

Band B could result in new or refurbished schools. However, for some local communities it will mean the closure or amalgamation of their schools. This is not something new for Anglesey– since the inception of the 21st Schools Programme, the Authority has been carrying out school modernisation work to upgrade the estate and this has involved a mixture of closures, amalgamations, refurbishments and new builds. This has resulted in the closure/ amalgamation of some 5 schools outside the current 21st Century Schools Programme.

As Ynys Môn is an island made up of rural and town communities we foresee that the authority's revised Schools Strategy and Band B SOP will continue with a 'mixed economy' approach, tailored to local needs based on the following:

1. 0-11 schools with childcare and community use facilities on/near site;
2. 0-11 schools with childcare and community use facilities on/near site, federated with other school(s).
3. 3-11 schools with /without childcare and community use facilities on/near site, within/not within a federation arrangement;
4. 3-16 or 3-18 schools OR primary and secondary schools located on one site and sharing specialist staff and facilities;
5. 11-16 or 11-18 secondary schools, sharing specialist staff with another school(s).

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 school modernisation's strategic context was introduced in the previous SOP. The programme has since been delivering in line with its strategic objectives.

The modernisation of schools has been a corporate priority since the previous SOP and the programme has delivered against the priorities of the corporate plan through building 2 new schools due to open in 2017, and the approval of Full business case for Bro Rhosyr and Bro Aberffraw. The most recent Gateway Review reported that the programme is an exemplar of good practice in many aspects. The Anglesey Corporate Plan is currently being drafted for the period 2017-2020 and the Schools Modernisation programme remains a strategic priority for the Council.

The drivers for change remain unchanged since the previous SOP

1. to reduce surplus places

The figures below demonstrate that the numbers of surplus places in the primary sector of Anglesey have been reduced. A number of factors contributed towards this change such as the closure of small schools (the modernisation process prior to the establishment of 21st century schools programme), demographic changes and some growth in the population

SOP 2013	Capacity	Current numbers	Surplus places
Cynradd/Primary	6326	4819	23.9%
Uwchradd/Secondary	5462	4097	25%
Cyfanswm/Total	11788	8916	24.4%

SOP 2017	Capacity	Current numbers	Surplus places
Cynradd/Primary	5818	5188	13.0%
Uwchradd/Secondary	5171	3755	27.4%
Cyfanswm/Total	10989	8943	18.6%

2. drive up standards of teaching and attainment;
3. improve educational outcomes for children and break the link between deprivation and low educational attainment;
4. provide modern resources in relation to schools and classroom resources
5. leadership and Management Capacity
6. promote equal opportunities

The Risks

The School Modernisation risks are managed in the following manner:

The programme team develop the risk register, identify the risks, score and propose mitigation measures. The Education Transformation Board challenge and approve the risk register. The process of risk management has matured since the previous

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SOP. The risk register is now a living document and is updated on a regular basis, there is a better understanding among the members of the Board of their role in relation to the management of risks and a robust process to manage the risks has been established.

A summary of the main risks is presented below:

Risk	Mitigation measures
Lack of public support	Hold non-statutory and statutory consultation events, in accordance with the School Organisation Code. Establish Stakeholder Engagement Groups. Communicate effectively and show willingness to listen, and use alternative communication methods,
WG does not approve the business cases/ revised SOP	The Authority to continue to work closely with Welsh Government. All relevant documentation to be challenged / scrutinised internally prior to formal approval.
Capital receipts less than projected or delayed.	The Corporate Land and Assets Group to oversee the implementation of the Asset Management Plan and report back to the Education Transformation accordingly. A baseline assessment has been undertaken in Holyhead on the future alternative usage of the available sites, with the other sites being examined at this time, prior to closure in August 2017.
Isle of Anglesey County Council's match funding fails to materialise	The programme team ensures that schools modernisation projects are included in the medium-term funding scheme. Work with the section 151 Officer and the Finance Department on the strategic planning on Band B and QA against targets, including regular discussions on affordability.
Underestimated project costs	Refer to lessons learned on other projects, which has led to higher costs, e.g. issues of archaeology, costs associated with staff release, pupil activities and curriculum planning. Update costs in detail during the development of business cases.

	Ensure corporate challenge to all anticipated costs throughout all business case development stages.
Risks associated with the appointment of head teachers, and succession planning.	The Education Transformation Board to challenge the Education Department and the project team on increasing leadership capacity across the primary and secondary sector. Leadership and Succession Planning Strategy approved by council Executive in June 2017, implementation from September 2017.
<p>The Benefits of the School Modernisation Programme</p> <p>The project team has developed a Benefits Realisation Plan for the programme. The Plan was introduced to the Education Transformation Board in 2014 for approval. The plan includes a description of the benefits, anticipated outputs, and methods to measure the benefits (to start at the end- project closure stage). A detailed assessment was undertaken to ascertain the dependencies, the identification of baseline data, and the methods for collating the relevant data.</p> <p>The authority will work closely with the Welsh Government to measure and track the anticipated benefits.</p>	

4. Economic Case

Highlight any differences to the Economic Case since the latest version of your SOP/ Estates strategy was produced.
1000 words maximum

Main Options

The initial options considered were as outlined in the 2013 SOP, with consideration given to 'Do Nothing', 'Do Minimum', 'Small Schools Rationalisation Programme' and 'Full Development Programme'.

Preferred Option

The projects that will be addressed in band B include the following. It is not possible to present final information about any final options because this decision to be determined by the Executive. In light of this, the costs presented are estimates and options identified by officers as a definite possibility.

<u>Llangefni</u>		
Schools	Cost	Timescale
<u>Y Graig, Talwrn, Gaerwen and Henblas</u>	<u>£7.7M</u>	

<u>Amlwch</u>		
Schools	Cost	Timescale
<u>Syr Thomas Jones and nearby schools, and including Llannerchymedd</u>	<u>£14.5M</u>	

<u>Lligwy</u>		
Schools	Cost	Timescale
<u>Goronwy Owen, Llanbedrgoch, Moelfre and Pentraeth</u>	<u>£6.8M</u>	

<u>Seiriol</u>		
Schools	Cost	Timescale
<u>Biwmares, Llandegfan and Llangoed</u>	<u>£7.1M</u>	

All of the above Capital Costs and Timescales have been adjusted for Optimism Bias*.

*There is a tendency for project appraisers to be overly optimistic. To take this into account, all Capital Costs and project timescales have been adjusted upwards. This adjustment is referred to as Optimism Bias. The Green Book recommends an upper limit of 24% for adjusting capital costs on standard buildings. The Green Book, recommends an upper limit of 4% for adjusting works duration on standard buildings. As these projects / ideas are at a very early stage, the risks associated with the projects have not yet been managed, therefore the upper limit has been applied when adjusting for optimism bias. The upper limits are based on the average historic bias found at outline business cases.

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

The Authority is reviewing what offer it will make to the private sector for Band B. The choices it is considering are:

Option 1 - The Authority has good experience through its in-house design team on designing new schools. All Architectural Design will be carried out by the experienced in-house team. The Design Team will be complemented by appointing external consultants from the NPS Consultants' Framework. Anglesey Council would be looking to outsource Structural Design, Building Services Design, Health and Safety Advisors, Quantity Surveying Services, BREEAM Assessors and Landscape Architects. Other specialist Consultants would be appointed on specific projects as and when required. Or

Option 2 - The in-house Architectural Design Team will carry out the conceptual design for a project. Anglesey CC will then take the role of Project Manager and appoint an all-in Design Team through the NPS Consultants' Framework to take the conceptual design through to detailed design and tender invitation. Or

Option 3 – The in-house Architectural Design Team will carry out the conceptual design for a project. Anglesey CC will then take the role of Project Manager and appoint a main contractor through the North Wales Major Works Contractors Framework 2 to carry out the detailed design and construction of the scheme. Or

Option 4 – The Authority will write an output specification for the design and construction of its new schools and the requirements for its refurbished schools and let this through the NWCF2 framework. The in house team will act as “employer’s agents” to ensure that the successful contract is delivering but the design and construction risks will be passed to the successful contractor.

The Option selection will be decided for each individual scheme and will be based on Design Team capacity, current workload and project size.

Procurement Strategy

We will use the North Wales Major Works Contractors Framework 2 to appoint our private sector partners. Contractor appointment will be by mini-competition. The framework is a collaborative and integrated framework, building on the foundations of a successful NWCF 1 harvesting benefits and savings from use of technology, improved processes, collaborative working, supply savings and efficiencies through fairness, transparency and competitive collaboration on projects.

- Maximising local community impact through SME engagement and intelligent quality based selection and clearly defined targets and benchmarked performance.
- A strong commitment to supporting and developing the local supply chain through training and best practice sharing
- Finding market gaps and encouraging companies to backfill those gaps.
- Working alongside supporting agencies and education establishments providing avenues for training, development and directing them to funding available to upskill Local SMEs
- We will align our outputs to the Well Being of Future Generations Act measuring the Framework and project performance in line with the Act.
- Fair payment practices are and will continue to be built into the Framework as well as the commitment to train and develop future generations and promoting sustainable development.

The NWCF2 framework will consist of 5 tender value bands

£250k > £1m

£1m > £2.5m

£2.5m > £5.5m

£5.5m > £10m

Over £10m

We will also look at various options – including grouping some of our schemes and also consider joint procurement across the North Wales Authorities by collaboration. This will help to maximise the economic viability for Anglesey and across North Wales. Procurement of individual larger projects and grouping of smaller projects will be considered.

Innovative procurement

On recent successful projects, early contractor involvement has been key to project delivery. The framework supports this approach and a number of Projects within Band B to follow this option. It will allow the team, including the contractor, to look in detail at the buildability and the programming of the project. We will look to achieve greater price certainty before appointing the preferred bidder and to work together to reduce and eliminate risks.

Two different timber frame construction system solutions have been used recently on schools on Anglesey where all wall and roof panels were manufactured off-site. These systems, along with other off-site constructed systems will be investigated the Band B projects - which can have a dramatic impact on the programme and on reducing site waste. The Authority and its officers are always looking to push the boundaries and to look at innovative design and modern construction techniques. Ysgol Rhyd y Llan is the first complete school construction in the UK to use straw bale panel construction.

Community Benefits

Anglesey County Council will continue to use standard Community Benefit clauses within the procurement of all projects. Delivering Community Benefits is at the heart of the collaborative procurement approach of the North Wales Major Works Contractors Framework 2. It is a commitment to contributing to the social, economic and environmental well-being of the North Wales region. The aim of the Framework and approach is to deliver value for money both in the method of procurement and

the projects themselves. This can be achieved by maximising the benefits of the projects to the local community and sustain economic development across the region. This approach will help support the tackle poverty agenda for Welsh Government. The current economic climate and the economic priorities of the 6 North Wales authorities is a key driver for developing Community Benefits at the heart of the Framework and wider approach. The scope is to strategically manage and co-ordinate the huge investment in the region and economics of scale to deliver wider benefits and drive economic growth through creating more training and job opportunities, job retention, supply chain initiatives and community initiatives. This approach will deliver sustainable economic growth that allows for opportunities for everyone in Wales.

The current framework has proved to be a huge success with regard to Community Benefits on the two completed Anglesey Projects with 5 jobs created, 12 apprentices employed, 40 training opportunities and 793 pupil interactions taking place.

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

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Indicative capital costs, together with associated capital receipts and estimated revenue savings are shown below: **(Table below will need to be completed once a decision will be made on which of the options in part 4 will be pursued).**

Description	Estimated Capital Cost	Estimated Capital Receipts	Estimated (Revenue Saving) / Additional Cost – excluding borrowing costs
Y Graig and Talwrn	£3,870,660	£140,000	(£43,730)
Gaerwen	£3,251,739	£0	+£23,420
Henblas	£618,307	£0	+£9,690
Syr Thomas Jones and nearby primary schools, and to include Llannerchymedd	£14,559,703	£445,000	(£99,854)
Goronwy Owen, Llanbedrgoch, Moelfre and Phentraeth	£6,727,327	£1,830,000	(£146,700)
Biwmares, Llandegfan and Llangoed	£7,108,765	£1,416,000	(£14,486)
TOTAL	£36,136,501	£3,831,000	(£271,660)

Total Cost excluding interest from unsupported borrowing and revenue saving of the programme is estimated to be £36m .

A baseline funding profile has been prepared using the following assumptions:

- Government grant support will be provided, up to the lowest of '50% of Capital Cost' or '50% of the recommended cost guideline for BB98/99'
- All capital receipts generated from the sale of redundant facilities will be applied to the programme;
- The balance of the expenditure will be met through unsupported borrowing.

This produces the following figures:

FUNDING SOURCES	
WG Grant	£18,068,250
Capital Receipts	£3,831,000
Unsupported Borrowing	£14,237,251
Total	£36,136,501

Borrowing cost to repay the unsupported borrowing equates to approximately £673,422 per annum.

There would be some short-term transitional costs associated with the minimum, intermediate and maximum options. These costs include:

- Early appointment of a Headteacher before pupils are enrolled at the new school.
- Potential redundancy costs for Headteachers / Teachers.
- Pay protection for Headteachers or Teachers who will potentially receive a pay reduction.
- Premises costs for the closed schools, until the schools have been disposed of.

The scheme's affordability is dependent on generating sufficient savings from Delegated Schools Budgets through school rationalisation, or by identifying savings from other services, or by increasing council tax or identifying other sources of income.

7. Management Case

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

1000 words maximum

The schools modernisation programme and the associated projects continue to be monitored by the Education Transformed Board. The biggest change to the governance of the programme is the revision of the corporate programme boards. There were 3 programme Board originally, they now operate as two boards. The Transformation Education Board previously reported to the Service Excellence Board, and now reports to the Partnerships, Community and Service Improvement Programme Board. The role and responsibilities of the Board now includes overseeing and driving change programmes and projects, providing an overview, direction and offering recommendations to the Executive about funding programmes and change projects. The Board is also accountable for the risks of the programmes/projects, delivering at key milestones and approving timescales of large and complex programmes.

The Education Transformation Board has adopted programme and project management principles. The school modernisation projects and business cases require the approval of the Education Transformation Board.

Since the introduction of the previous SOP the SRO's role has continued to ensure the success of the programme and that the benefits of the programme will be delivered. There has however been a change in SRO - Delyth Molyneux the Head of Education is the current SRO. The previous SOP also noted that a Programme Manager should be appointed to manage the plethora of projects. The Programme Manager has been in post for three years .

The Welsh Government's Gateway Review Team notes that Anglesey is an exemplar of good practice in the 21CS Programme. The Gateway Reviews have confirmed that the programme is on the right track to meet its objectives. The Council has integrated the corporate performance and programme management teams in order to further address achievement and performance management.

The previous SOP highlighted the importance of setting up a project team. The team has now been established and is operating successfully, and consists of a range of skills and knowledge.

The communication plan has changed significantly and the project team has explored various communication methods in order to meet the needs of various stakeholders. A School Modernisation Facebook page has been produced and has over 300 followers. The project teams is eager to explore further methods to convey key messages such as videos and Local Radio station interviews.

Lesson logs are updated and discussed frequently as the key to successful projects is to learn from past project challenges and successes. Further lessons have been learned about the process of consultation and engagement and the documents and the process have been amended as a result, and will continue to evolve. Stakeholder Engagement groups encouraging open dialogue are established during the development stage of the projects, with the overall aim of ensuring transparency and ownership of the process and the project by all stakeholders .

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

The Authority has a corporate project management and governance system in place for the School Modernisation Programme that is sufficiently robust to ensure that progress is made; adequate and appropriate resources are engaged; key stakeholders are informed and involved as appropriate, and that decisions can be made in a timely manner. The arrangements reflect and recognise the scale of the spending commitment involved and the complexity of the consultation in the course of delivering this project.

The Education Transformation Board (ETB) will continue to be accountable to the Partnerships, Community and Service Improvement Programme Board – this governance structure ensures that the ETB and its school modernisation projects can demonstrate a delivery at pace to the Senior Leadership Team. The Corporate Asset Management Group also reports to the ETB to ensure a consistent approach to the management of the Authority's assets. The ETB adheres to the corporate project management principles, works to an agreed project plan and reports on progress. Each school modernisation projects and their business cases will require the ETB'S approval.

As outlined above, an internal project team has been assembled, based upon their range of skills and knowledge and their project management experience. The core members of the internal project team comprise of the following:

Senior Responsible Officer	Delyth Molyneux Head of Learning
Programme Manager	Emrys Bebb Prince 2 and MSP
Programme Manager	Nonn Hughes Prince 2 and MSP
Architectural Services Manager	Gareth Thomas RIBA Chartered Architect
Accountant	Arwyn Hughes
Senior Valuation Officer	Dylan Edwards
Planning Officer	Dewi Francis
Solicitor	Arwel Jones
Engineer	Hugh Percy

The Management of Issues

An issue is an event that has happened which was not planned and requires management action. It could be a problem, query or concern affecting all or part of the programme in some way, or a risk that has been realised. All issues raised, from whatever source, will be logged on the issue log which is part of the project manager's management tools. The issues will be

raised at project team level and where they cannot be resolved, will be referred to the Education Transformation Board for resolution.

Benefits Realisation

The benefits realisation plan will be used as a tool to ensure the intended benefits (outcomes, change processes) are realised and sustained at the end of the project. The Authority will liaise with Welsh Government to put together a tracker which enables it to track the outcomes as articulated in the business cases and report back to the Welsh Government on these.

The plan defines the roles and responsibilities for the delivery of specific benefits, and the method and timescale of their delivery. The SRO for the programme will lead the benefit reviews once the project completed.

Arrangements for risk management

Managing risk on this project is a process that includes identifying risks, risk assessment and mitigation strategy. The Project Manager maintains a Risk Register which is reviewed at

- i. The Education Transformation Board meetings and in
- ii. Project Team meetings.

The SRO also instigates stronger Risk Management disciplines within the Programme, with clear triggers, escalation and reporting mechanism. The project team has compiled a risk register for the programme. A copy of the project risk register can be made available upon request.

Arrangements for contract management

Contractually, the Construction contract will be managed by Gareth Thomas (Architectural Services Manager) and assisted by an externally appointed Quantity Surveyor. All agreements and changes within the contract are subject to negotiation and agreement between the parties.

Gateway review arrangements

The Authority's 21st Century Schools Programme has been reviewed three times to date and has maintained a Delivery Confidence of Amber-Green throughout.

The most recent Gateway Review was held 9-11 January 2017 to coincide with this FBC submission for the Bro Aberffraw / Rhosyr project. The Gateway review process and experience continues to provide assurance to the SRO that the Programme continues to make positive strides towards success. The reviewers interview key stakeholders in order to identify examples of good practice and opportunities to celebrate success.

Change Management

The school modernisation programme is about managing change. Change can lead to unplanned events and loss of stakeholder confidence. The SRO is confident that the programme has a good governance structure in place to keep major issues and deviations under tight control.

Please provide key milestones for the Programme

9. Application for Mutual Investment Model (MIM) funding

Do you intend to deliver any of your Band B projects using the Mutual Investment Model? <i>Delete as appropriate</i>	No
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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			
	Secondary			
	Total			

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

1000 words maximum

Example:

Westleaf High School

Estimated Capital Cost - £20,000,000

This is a 1000 FTE place, new build secondary school in x town which will replace the 2 existing secondary schools which are in condition category C and D.

(b) Further Education Institutions

Colleges
<p>Please provide brief details of your college project(s), together with the estimated capital cost using the Welsh Government capital rate per m².</p> <p>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.</p> <p><i>1000 words maximum</i></p>
<p>Example:</p> <p>Eastleaf Campus business and creative arts hub</p> <p>Estimated Capital Cost: £20,000,000</p> <p>This is a 600 place development for business and the creative arts based on x campus.....</p>

10. Band B Projects

How many projects do you intend to deliver in Band B?	6
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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

Rhif	Cynllun
1.	Adapt Ysgol Y Graig yn Llangejni, close Ysgol Talwrn, move pupils to Ysgol Y Graig Estimate capital cost - £3,870,660
2.	Syr Thomas Jones and nearby primary schools, including Llanerchymedd Estimate capital cost - £14,559,703
3.	Lligwy Estimate capital cost - £6,727,327
5.	Biwmares, Llandegfan and Llangoed Estimate capital cost - £7,108,765
6.	Ysgol Esceifiog, Gaerwen Estimate capital cost - £3,251,739
7.	Ysgol Henblas, Llangristiolus Estimate capital cost - £618,307

11. Bands C and D

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

1.	Refurbish 2 primary schools
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2.	Refurbish a secondary school
3.	6 th Form Building
4.	Refurbish a secondary school
5.	Refurbish a secondary school
6.	Refurbish a secondary school
7.	New build school, as a successor school for 3

BAND D

1.	New build school, as a successor school for 2 closing schools in West Anglesey
2.	Refurbish a primary school
3.	New build school, as a successor in Western Anglesey

12. Statement of Approval for Strategic Outline Programme (SOP) - 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:

Local Authority / College	
Name <i>Printed</i>	

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Name <i>Signed</i>	
Position in the organisation	
Date DD/MM/YYYY	

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.

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