

Ysgolion yr 21ain Ganrif
21st Century Schools



Llywodraeth Cymru
Welsh Government

Monmouthshire County Council

21st Century Schools Programme.

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>	£45.4m
Requested Welsh Government contribution <i>e.g. £7,500,000</i>	£22.7m
LA/ FEI contribution <i>e.g. £7,500,000</i>	£22.7m

2. Summary of changes

<p>What has changed since the latest version of your SOP/ Estates Strategy? <i>1000 words maximum</i></p> <p>At its heart Monmouthshire's strategic outline programme retains the clear ambition to rebuild the four secondary schools across the County. These key community facilities in our four main towns represent our most significant civic presence and are key to the delivery of our ambition for our children and young people. Band B offers Monmouthshire the opportunity to maximise our shared investment to maximise its public value and lead a new period of place shaping.</p> <p>The four key areas of focus within the 2010 SOP remain highly relevant:</p> <ol style="list-style-type: none"> i. The development of enriched pedagogy within technology rich environments ii. Contribution to the agreed strategic purpose of creating 'sustainable and resilient communities' iii. Creating technology based schools which can leverage the high levels of tech entrepreneurs in Monmouthshire iv. Minimise our environmental footprint by building BREEAM Excellent Schools which are environmentally sound. <p>There have been substantial changes in education in Monmouthshire and significant changes within the County and our geographic region. These have led to a re-appraisal of the options for re-developing our school estate across the County particularly concerning the sequencing of the redevelopment.</p> <p>The key areas that our programme seeks to address are the condition of our school buildings in particular the secondary school in Abergavenny, King Henry VIII. Address issues of sufficiency in ensuring that the schools are of an appropriate size and design to facilitate 21st Century Learning and to promote and enable greater learning within the County through the medium of Welsh.</p>

Educational outcomes in Monmouthshire have improved significantly since 2010. The Estyn inspection of 2012, which resulted in the authority being placed in special measures, acted as a point of clarification and catalysation. The period since 2012 has seen Monmouthshire improve its performance across all stages of education; consolidating its outcomes at the primary phase and developing higher outcomes in Key Stage 3 & 4.

Foundation Phase: Ranked first in Wales for all years since 2012 except for 2014/15. Performance has risen from 86.8% to 91.7%

Foundation Phase Welsh (LLCW) 86% in 2012/13 to 93.8% in 2015/16

Key Stage 2: Ranked first in Wales for three of the last five years. Performance has risen to 94.1% in 2015/16 from 86.3% in 2011/12.

Key Stage 2 Welsh medium Welsh first language has risen from 82.6% in 2012/13 to 95.1% in 2015/16.

Key Stage 3: Ranked third in Wales in 2015/16, the authority's highest ranking and performance in the CSI has risen to 91.9% from 77.7% in 2011/12.

Key Stage 4: Ranked first in Wales for two of the last three years. Performance has risen from 56.3% to 67% in 2015/16.

Despite this progress, there remains a significant challenge to ensure that all of our secondary children are achieving all that they should. We recognise that whilst individual schools have progressed there is still a pattern of variability and this requires minimisation. The two new Band A schools (Caldicot Comprehensive School and Monmouth Comprehensive) will be delivered in September 2017 and September 2018. The planning for pedagogical changes through new spaces and technology is well advanced and we expect to see further progress in these two schools.

Monmouthshire is strategically located between Cardiff in the West and Bristol in the East and whilst there has been strong continuity in the strategic purpose of the organisation, recent significant changes to the region have affected our thinking and planning. Since 2010, the Cardiff City Region and the City Deal have emerged and more recently, the decision of the Westminster Government to end the tolls on the two Severn crossings will fundamentally change the nature of the county.

Increased relocation from Bristol and rising house prices in the south of the county are immediate pressures. These changes and to some extent the unquantifiable nature of their impact in the medium term has had a material impact on the the sequencing of developments.

We have experienced significant cost pressures and inflation during Band A. The figures identified in 2010's original SOP indicate £85m for Band A which should have included c. £11m for leisure services and £40m for the redevelopment of cluster primary schools to allow for pedagogical alignment to the redeveloped secondary schools. However, the actual delivery, agreed through our 21st Century Schools Programme Board and the Welsh Government has seen a £90m development focused entirely on the delivery of the two secondary schools. This has put pressure

on the authority's capital programme and has led to a review of the options available to us in Band B.

The original SOP had a broader remit focused on redevelopment of the whole educational estate. Given the financial constraints set out above we have re-focused our plans on the two remaining secondary schools; King Henry VIII in Abergavenny and Chepstow Comprehensive School. Whilst the needs of both schools are significant, the case for King Henry VIII is more pressing given its building condition and offers greater potential to address other emerging policy aims. Situated in the most deprived area of Monmouthshire, King Henry VIII school has the highest level of free school meal entitlement of our four secondary schools. This programme of investment would allow the Council to begin a fundamental programme of place shaping around the King Henry VIII site and neighbouring public services. For the first time the ability to realign our wellbeing offer in the area along with other wellbeing initiatives such as the re-provision of allotments would allow the Authority to work closely with partners to deliver an enhanced 'wellbeing campus' in one of our most vulnerable communities. This would also align with Monmouthshire's participation in the European Union Agri-Urban programme.

The north of the county has traditionally been a focal point of Welsh language development. In 2016, Monmouthshire hosted the Welsh National Eisteddfod for the first time in 100 years. This successful event created the desire to create a longer and more permanent legacy for the Welsh language in north Monmouthshire. The proposal developed in the revised Band B programme offers the potential to expand our Welsh medium primary education and potentially for the first time offer a Welsh medium secondary setting. This is a significant development since the 2010 SOP and aligns with the priorities of our new administration.

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

The 21st Century Schools Programme aligns well to both local and national policy aims and objectives.

Monmouthshire's strategic purpose is to create 'sustainable and resilient communities' this has a strong alignment to the Well Being of Future Generations Act. In particular there are strong links to:

A prosperous Wales: through creating a skilled and well educated population

A resilient Wales: Through the integration of renewable technologies and sustainable buildings we will minimise our impact on the environment

A healthier Wales: Enhanced leisure facilities in the new school will engage all parts of the local community and provide opportunities for sport and wellbeing

A more equal Wales: Critically being placed in the most deprived area of Monmouthshire and formally a Communities First area the school will allow a consolidation of interventions to tackle the socio-economic challenges in that area.

A Wales of cohesive communities: through better integration of communities in the town and promoting a safe place for all

A Wales of vibrant culture and thriving Welsh language: a key part of our proposals will be the creation of a 3-19 bi-lingual school.

A globally responsible Wales: In providing excellent education in a sustainable and cohesive setting, the school will prepare students to recognise their full part in the world.

Proposals that are now in development will support and contribute to the Welsh Government's stated target of a million Welsh Speakers by 2050. The development of a bi-lingual Welsh 3-19 school would enable Monmouthshire to grow its Welsh speaking population within its own borders. This benefit would extend beyond the Welsh medium cohort. Improving standards and a renewed estate in Abergavenny and Chepstow would allow the authority to retain more of its children. The loss of pupils from the Abergavenny cluster of primary schools has been, on average, 34% over the last seven years.

Our WESP has clearly informed the development of the Band B proposals. The recognition that if Wales is to meet the bold ambition of a million Welsh speakers by 2050 there must be a substantial change in the way in which we educate a greater proportion of our young people. Whilst there is not the need for a Welsh medium secondary school in the north of the county, the option to develop a bi-lingual setting would allow Welsh medium education to have a post 16 presence in Monmouthshire and keep our Welsh learners in the County thereby building the base of Welsh speakers we have.

There are very clear links to the Welsh Government's programme: Taking Wales Forward. The developments planned in Band B will allow the Flying Start initiative to

trace its success from pre-school, through to the end of Key Stage 4, in one of most deprived areas. This means that effective interventions can be targeted and delivered across all phases to ensure the gap between those eligible for free school meals and those who are not eligible can be identified and closed at the earliest opportunity and in doing so, support a key aspect of the Pupil Development Grant.

The alignment to Qualified for Life is clear – for all Monmouthshire Schools, the child is the centre of everything and the principal focus is ensuring that all children experience excellent teaching and learning. Our proposal will ensure the continued development of the Foundation Phase, which will align seamlessly with the roll out of the new Successful Futures curriculum. Fundamentally, the new school and associated facilities will create a technologically rich, fit for purpose environment in which students are able to fulfil their potential. When Welsh Government publish Qualified for Life II the alignment of our programme to the new strategy will be tested; this is anticipated to be in September 2017.

The development of Band B also has high levels of alignment with our own local priorities. Critically it would allow for a period of re-invigorated place shaping in Abergavenny. Allowing an exercise in master planning to take place where we look beyond the simple parameters of education or education plus leisure to consider what the broader needs are for the communities in Abergavenny. Along with all public bodies, the wellbeing agenda is paramount for the new administration and the opportunity to work with partners across the estate is a generational opportunity.

Monmouthshire's Local Development Plan is already experiencing pressure in ensuring that we have a sufficiency of land supply for housing development. In the autumn of 2017, the process for reviewing the existing LDP will commence with a view to the development of a new plan. Notwithstanding this review, there is the potential in Abergavenny to review the provision and reduce the number of surplus places at both primary and secondary within the area. Abergavenny schools have the highest level of surplus places in Monmouthshire of 16.4% compared to the County average of 12.8%. We expect significant local developments to come on line in the next period and will ensure that the schools are appropriately sized, whilst retaining their efficiency.

The Council's Wellbeing Objectives were agreed at the last meeting of the previous administration. These proposals align well to these key local strategic objectives:

- i. Provide children and young people with the best start in life and help them achieve better outcomes
- ii. Maximise the potential in our communities to improve wellbeing for people throughout their life course
- iii. Maximise the benefits of the natural and built environment for the wellbeing of current and future generations
- iv. Develop opportunities for communities and business to ensure a well-connected and thriving County.

The proposal to redevelop the Abergavenny site addresses all of these objectives both directly and indirectly. As we build towards the agreement of the wellbeing objectives of the Public Service Board (PSB) we can be confident that this

investment would meet objectives beyond a 'simple' educational focus. This holistic redevelopment opportunity could provide additional recreational and sporting facilities, to be provided such as a 3g pitch and in partnership with Welsh cycling we are investigating the potential to include a cycle track.

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

At one level the changes to our 2010 SOP are limited given that the original document concluded that its strategic aims were:

- i. To redevelop our four secondary schools
- ii. Investing in technological solutions for our schools allowing a technology rich environment suitable for a 21st century pedagogy
- iii. Develop the outstanding redevelopment of a small number of primary schools.

Substantively points, i and ii remain entirely consistent and valid. With the development of Caldicot and Monmouth Comprehensive schools ongoing the Council retains a strong commitment, based on the factors of equality across the County, to redevelop the remaining secondary schools.

As outlined above, two factors preclude both schools considered for Band B.

1. The first is that the expected significant changes in the south of the county, driven by removal of the bridge tolls and greater housing development are likely to take a between 3-5 years to crystallise. This delay into Band C will allow us to make a more informed decision about the future of secondary and post 16 provision in the south of the County.
2. The second relates to cost. The original Band A allocation was for £85m for secondary and primary school development alongside a set of other investments. Eventually cost pressures within the programme led the delivery of the two schools being circa. £90m, placed real pressure on the authority's capital programme. We need to ensure that this does not happen again.

The investment required to bring the two remaining schools up to an appropriate standard for 21st Century learning means that we have reduced our envisaged investment in the primary estate. We made significant investments in this part of the estate in the last strategic education review and we believe now that our primaries are in a suitably located and are broadly of a consistent standard. However, some localised pressure on school places needs to be reviewed to realise the best way to accommodate and meet the local need. It isn't envisaged to be a large programme of works but some small alterations / extensions or adaptations to existing school environments.

Potential significant future housing developments in the south of the county would require the use of Section 106 funding to increase the size of the primary estate. We are confident that our approach to 21st Century design and build will allow us the flexibility within our existing secondary pattern.

The benefits associated with our proposals within Band B are:

- The opportunity to affect major change in an area of relatively high socio-economic deprivation

- Provide a fit for purpose secondary school capable of delivering the new curriculum in an effective way – it would be more closely aligned to the type of learning environments that exist in our primary schools
- The remodelling of a 3-19 school in Abergavenny would change the dynamics of primary education in the town and address a number of long standing challenges
- Allow for a significant increase in the number of primary pupils educated through the medium of Welsh with the county
- Provide new facilities for secondary pupils to be educated through the medium of Welsh within the county for the first time.
- Allow greater public service integration in the north of the county
- Allow greater financial resilience within the school through greater capacity for income generation
- Allow a reduction in the running costs of the school through
 - i) reduced energy costs and;
 - ii) changes in pedagogy would support a different teaching model with the potential to improve wellbeing and outcomes for learners
- Allow the authority to potentially pilot a new design and construction methodology which could have the potential for scalable benefits across Wales
- Provide a school that is environmentally sound
- The renewal of a school which is substantially in Category C
- The reduction in backlog maintenance of c. £ 3.0m
- Rationalisation of surplus places in the Abergavenny area
- Greater retention of English and Welsh medium Monmouthshire pupils within the county

There are a number of risks associated with Programme that we are committed to working to mitigate:

- The failure to redevelop the site in Abergavenny would disadvantage children in our most vulnerable community
- We would fail to maximise the opportunity that redeveloping the site in Abergavenny offers for broader public service benefits
- We would not make the progress in creating a million Welsh speakers by 2050
- We would continue to have high surplus places in the Abergavenny area
- There are financial risks associated with the programme:
 - i. Can the authority afford the associated capital costs with the development without significant capital receipt
 - ii. Will the programme have too significant an impact on the rest of the authority's capital programme

4. Economic Case

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

1000 words maximum

The original vision and measures of success within the last version of the SOP around bringing our whole school estate (36 schools) to the same high standard of condition, suitability and ability to deliver a 21st C Schools teaching and learning environments remains the same. With most of the work carried out in our primary stock already (apart from some moderate works) the main priority still remains the same: i.e. developing our secondary education offer to meet the needs of 21st Century learners as well as reducing surplus places and resolving a growing condition / suitability issue.

Chepstow Comprehensive was placed in our Band B programme and King Henry Comprehensive, Abergavenny in our Band C however due to the deterioration of the building fabric, service infrastructure and main concrete frame at King Henry Comprehensive (as identified in a recent conditions survey and maintenance programme) the priority / order of investment has changed.

A further consideration that has influenced the programme is the increased uptake of Welsh Medium in the primary sector in the Abergavenny area. In the options studies undertaken in the original SOP the provision of a 3-19 school on our secondary school sites was considered as a viable option in some cases.

It is proposed in Band B to provide on the King Henry Comprehensive site a 3-19 school which could either be a full English medium offer, freeing up Deri View Primary school for the use of as a Welsh Medium Primary provision (as Ysgol Gymraeg Y Fenni primary school, Abergavenny cannot expand any further) or a 3-19 school which provides education in both mediums. Further work on these two options including extensive consultation is required before the final decision is made, however the relocation of the Welsh Medium Primary provision is a high priority to meet increasing demand. The sale of the existing site will provide a capital receipt to fund the Band B programme.

To do nothing at King Henry Comprehensive and not deal with the growing Welsh Medium needs in the area will result in the following;

- An ever growing backlog maintenance list as the building continues to deteriorate at an accelerated rate.
- Poor teaching and learning environments within the school will remain and will be to the detriment of what is required to deliver a 21st Century educational offer.
- A two tiered secondary educational offer within the county where the new secondary schools in Band A will be far superior in their ability to deliver differing educational settings.
- An inability to meet the growing demand for Welsh Medium education in the north of the County (WESP).

The outcome of the Authorities five case business model developed for the first SOP still remains relevant, that of a four town for secondary school estate with Chepstow Comprehensive forming the final part of this programme in Band C. By placing Chepstow into Band C it will allow the Authority to assess the real educational need in this area once the full effect of the scrapping of tolls on the two bridges, the development of the Cardiff City Deal and the development of the M4 corridor will have on predicted population and development growth in this area of the county.

In Band A we delivered an ALN provision into both our new secondary schools, Monmouth Comprehensive in the north and Caldicot School in the South ahead of programmed timelines in the original SOP. The requirement to re-locate or down size our existing SEBD School is still a consideration especially in the light of these two new facilities in the north and south of the county being provided within mainstream school. A decision is likely to be made prior to the commencement of Band B and if required it will be added to our programme.

With regards to our primary school stock, most of the major changes required were carried out prior to the start of the 21st C Schools Programme however an increase in housing development in the north of the county has put pressure on places at a number of local primary schools. This localised pressure on school places needs to be reviewed to realise the best way to accommodate and meet the local need. It is not envisaged to be a large programme of works but some small alterations / extensions or adaptations to existing school environments. A programme of small works will be developed to meet this alongside a programme of backlog maintenance works required to bring all our stock up to the same easily maintainable standard. This is to be realised through a series of learning walks at each school (including Voluntary Aided schools) and priority list drawn up. Some high priority works will be undertaken through Band B and the remaining in Band C.

The options appraisal within the original SOP requires some additional work to re-align backlog maintenance figures to take into consideration works completed under the Band A programme and re-align the whole Authorities programme cost to be in line with recent costing, funding and size data provided by WG (2017).

Our aim in the original SOP was to deliver exemplar school projects which were both innovative in their design but also the ability to deliver real change management has been achieved through the a new primary school for Raglan and the secondary school for Caldicot with Monmouth Comprehensive due to be delivered in 2018. The secondary school model we have developed in collaboration with all the key stakeholders provides an educational offer that provides a number of inspirational, agile, digitally enriched and collaborative educational settings that meets the needs of all learners within a cost effective, energy conscious, easily maintained, future proofed and robust environment.

Key milestones listed in the SOP remain relevant to our programme and these are starting to be realised through the delivery of Band A. There are lessons to be learnt going into Band B which will be fundamental in ensuring risks, costs and programme constraints are fully realised and managed appropriately prior to any engagement of a partnering contractor.

Ongoing consultation with all stakeholders including schools, the Diocese, wider community stakeholders and especially children and young people, who are the key driver in the development of our Band B, C and potentially D programmes. The approach to transforming education for all learners within the County remains a key priority of the Authority and its vision is clear in the executive summary in the SOP. Though this updated SOP has not yet gone through the political approval process (planned for September 2017) its vision has been discussed extensively with elected members and officers who have supported this transformation agenda through both Cabinet and Council decisions.

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

Our projects in Band A were procured and delivered through the SEWSCAP framework using NEC3 two stage form of contract with early engagement of the partnering contractor. We are keen to embrace joint procurement with other Authorities and the potential that “batching” projects might offer. The value of this approach will depend on aligning our programme / milestones with other authorities as well as fully understanding the scope of their programme and funding profile.

We intend to use the SEWSCAP framework again, gaining from the shared lessons learnt from the Band A programme. We would look to engage a partnering contractor a little later in the design development process to ensure the tight management and mitigation of project risks and costs as well as maintain the commercial competitiveness from the market. We would use a mixture of in-house resources as well as the appropriate professional support where required.

As part of Band B we will explore other models of delivery that could save cost and time, such as off-site construction, modularisation and standardisation of key building components. Currently our Band A School designs are being reviewed to see how much of these buildings can be manufactured off-site or modularised. The outcome of this review may open other avenues around the procurement of our Band B programme. We will share the outcomes from this exercise with WG in the coming months.

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 scope and financial cost of the Authorities 21st Century Schools Programme has changed since the approval of the original SOP of 2011 due to increasing financial constraints and the development of alternative ways of delivering community services and facilities.

The financial element of our 21st Century programme currently looks like this;

Band A = £92.4m – Delivering.

Band B = £45.4m – Proposed with 2fe - Welsh Medium stream secondary stream.

Band C = £50.0m – Estimated.

Band D = £tba.

Band B costs are in line with Welsh Government sizing and costings advice for schools in Band B (3rd May 2017)

- 3-19 year all through school with 2fe Welsh Medium Secondary stream - relocation of Welsh Medium Primary into Deri View Primary. £45.4m (price based 2019 figures build mid-point 2021 inflation not included)

Financing of the Band B programme will be challenging for the Authority especially in the current climate and as a result of funding Band A schools. However, the Authority remains fully committed to identifying the financing necessary to allow the programme to be prudent, affordable and sustainable from a funding perspective by exploring innovative ways of generating additional capital receipts, savings on backlog maintenance, exploring different procurement models for delivery and building methodologies. It is expected that provision of Band B will require a significant element of prudential borrowing, given the limited availability of further capital receipts. The affordability of the impact of this on the revenue budget will need to be considered in the Medium Term Financial Plan for revenue spend.

7. Management Case

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

1000 words maximum

Management of the overall programme for the delivery of Band B projects will be through our existing 21st Century Schools Programme board. This board comprises of four cabinet members (cross party), together with key council officers with a wide range of skills and responsibilities, including education, property, finance, estates, community and innovation. The Chairman is the Authorities cabinet member for Children and Young People.

The programme will be managed by the 21st Century Schools Officers on behalf of the Programme Board. The team will manage all the project(s) key stakeholders and other disciplines through a well structure communications and engagement programme, reporting back to the Programme Board as necessary. Programme Board, on the advice of the 21st Century Schools Programme Lead, will make all the key decisions around the outcome of the programme. Close liaison with the Audit section of the Authority will ensure the appropriate contractual and financial probity is followed.

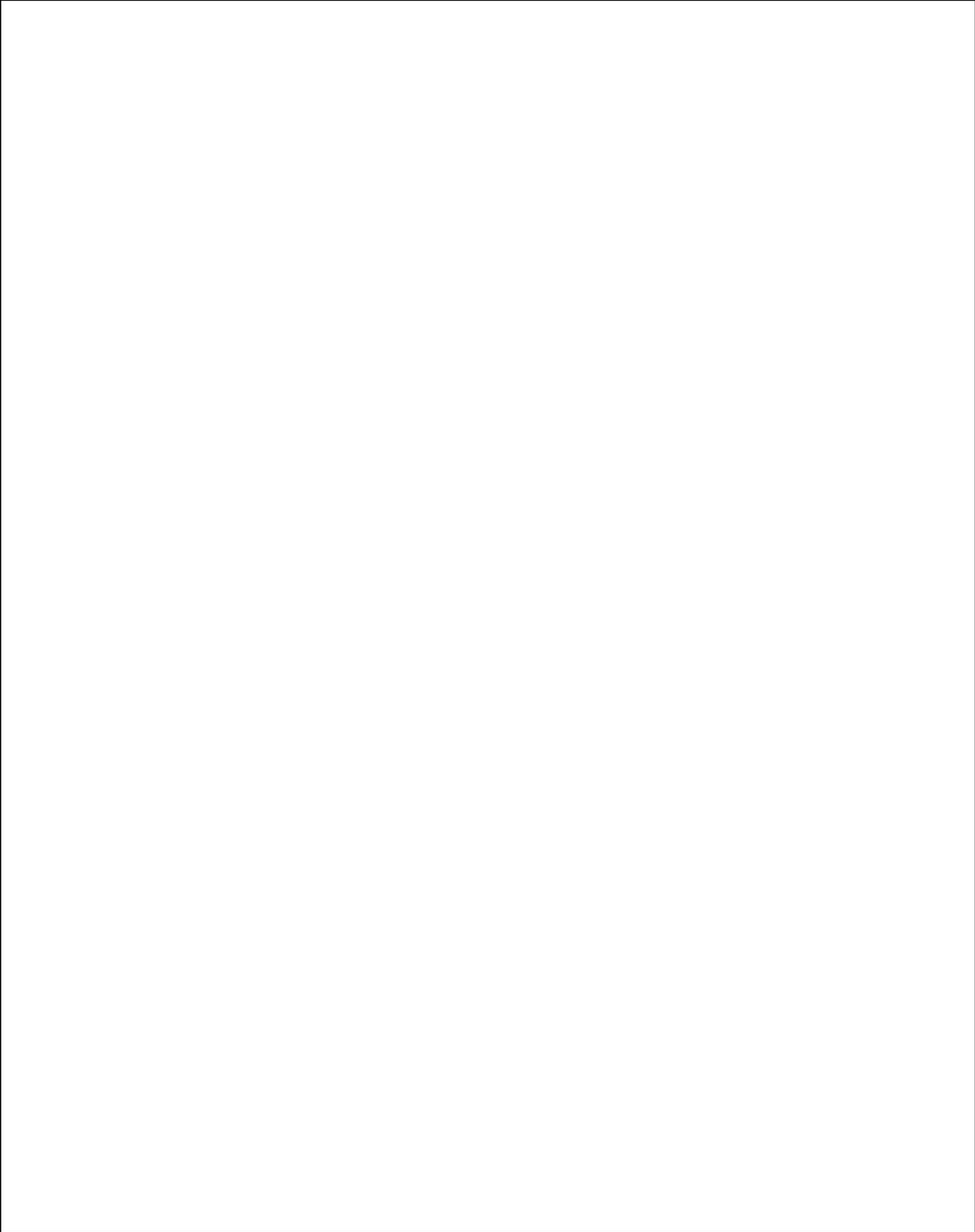
Design and construction work will be carried out by a partnering contractor appointed through the SEWSCAP Framework as our Band A programme was. The Band B programme for the Authority consists of one new build and a number of smaller scale projects, if possible the concept of batching projects with other authorities will be explored if VFM benefit can be derived doing so. This will be explored with our SEWC partners through our joint 21st C Schools Officers board.

The procurement, design development and contract administration will be executed by the 21st C Schools Team in collaboration with Property Services and our chosen framework contracting partner all in compliance with the chosen form of contract.

The in-house Project Management team (PMT) will develop the initial designs and feasibility options, including the development of a risk register, programme, desktop studies, client brief and outline cost plan prior to the appointment of our framework contracting partner. Lessons learnt from the delivery of Band A will form part of the overall briefing / tender pack approved by council before the procurement and appointment of the Contracting Partner. The appropriate stage in the process of engaging a Contracting Partner is still to be agreed and will depend on project risk, programme as well as ensuring VFM from the construction market at the time. The Project Management Team, led by the 21st C Schools Programme Manager will ensure that the appropriate resources, skills and expertise are planned and provided where necessary to support the needs of the project. These maybe provided in house or through a 3rd party provider or our partnering Contractor as necessary.

The PMT will lead all consultations with key stakeholders and end users, pre-contract cost / risk management will be essential in ensuring the management of the design process / delivery, stakeholder expectations and budget are aligned. The PMT will be required to report to Programme Board through the 21st C Schools Programme Manager on a monthly basis, reflecting the current position of the programme in relation to cost, quality and programme. Any issue that requires Programme Board direction or approval will be raised and agreed then. All Programme Board meetings will be minuted and circulated to all key stakeholders.

The 21st C Schools Project Management team is adequately resourced to manage the Band B programme. The team are the same team that are successfully delivering our Band A programme so this knowledge and expertise will be invaluable for this next phase of school development and capital investment.

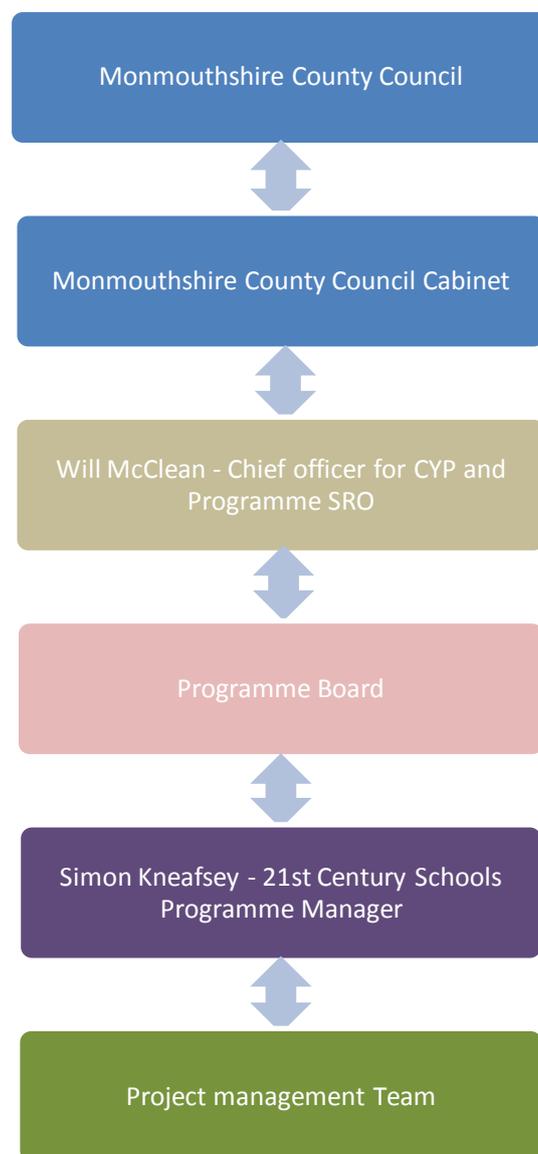


Please provide details of the structures in place to deliver the projects within your Programme and contact details of the core team.

500 words maximum / organogram

As presented in the management case question above we will maintain the Programme Board as the main vehicle for the management, decision making and a Project Management Team lead by the 21st C Programme Manager to deliver the specific projects.

Reporting Structure within Monmouthshire County Council.



Make up of Programme Board.

Name	Position
Councillor Peter Fox	Council Leader.
Councillor Richard John	Cabinet Member for CYP.
Councillor Bob Greenland	Cabinet Member for Innovation and Enterprise.
Councillor Phil Murphy	Cabinet Member for Resources.
Will Mclean	SRO – Chief Officer for CYP.
Paul Matthews	CEO
Joy Robson	Chief Finance Officer.
Simon Kneafsey	21 st C Schools Programme Manager.
Rob O'Dwyer	Head of Property Services.

Project Management Arrangements

The project will be managed by the dedicated 21st Century Schools Team, which is overseen and supported by The Programme Board.

The Programme Board will independently assess the programme and confirm that the project is on track, applying relevant procedures, and that the project activities and business rationale remain aligned to the programme objectives.

A Programme Implementation Group will focus on the building construction elements of the project and also work with the schools as Client Liaison Officers. It will also manage the work strands to ensure that the project goal is achieved and report to the Programme Board on progress made in delivering the project.

Make up of the Project Management Team.

Name	Work Strand	Position	Employer	Telephone Number
Simon Kneafsey	Programme Manager	21 st Century School Programme Manager	Monmouthshire County Council	07891 318912
Poppy Harris Richard Morgan	Client Liasion (s) CYP	Client Liaison Officer – 21 st Century School Team	Monmouthshire County Council	07595 647637

Mark Howcroft	Finance	Finance Officer	Monmouthshire County Council	01633 644740
Rob O'Dwyer	Technical Manager	Property Service Business Manager	Monmouthshire County Council	07786 114512
Mark Davies	Project Manager - Buildings	Property Services technical team leader	Monmouthshire County Council	
Mike Long	Design Adviser	Design Manager	Monmouthshire County Council	07880 783911
Sean Hobbs	Quantity Surveyor	Quantity Surveyor	Monmouthshire County Council	07775 827140
Paul Millar	IT Advisor	ICT Infrastructure -	Monmouthshire County Council	07818 091 668
David Friend	Education Adviser	Educationalist		07818 091 668
Ben Winstanley	Estates Advisor	Estates	Monmouthshire County Council	01600 775177

Project Roles and Responsibilities for the Project Management Team

Detailed project group roles and responsibilities are as follows:

- Develop the project brief, including objectives and deliverables, for approval to the Programme board.
- Ensure the Design Team develops an approved design that complies fully with the project brief.
- Develop and implement a Change Management Strategy for approval by the Programme Board.
- Develop contractual documentation that enables the required transfer of risk without unduly restricting Monmouthshire County Council's ability to influence the project.
- Oversee the implementation of the construction project
- Manage the development of RIBA Stage D plus designs and develop the phase contracts in accordance with the Commercial Case.

21st Century Schools Team

To assume the role of Client for the project and provide direction on the educational aspects of the programme to achieve the desired outcome. The team will also develop and oversee the Change Management Strategy.

Property Services

To advise and manage method of procurement. To monitor the design and delivery of the new building in accordance with the brief.

Project Manager

Project manage the delivery of the Project, including cost management.

Finance Officer

To provide financial advice and support throughout the project to ensure appropriate financial governance for this major investment.

Key Milestones for Band B Programme

Key milestone dates are dependant of the finalisation of the funding programme from Monmouthshire County Council.

Milestone activity	Month
Submission of the revised SOP (preliminary)	July 2017
Further development of the SOP	August 2017
Obtain Political Approval for revised SOP	October 2017
Feasibility work / options studies and financial planning	May 2018
Submission of Outline Business Case	December 2018 (provisional)
Submission of Full Business Case	Winter 2019 (provisional)
Commencement of Construction Works (3-19yr provision) Works to Primary Schools	Spring 2020 (provisional)
New 3- 19 year School Opens	Autumn 2021 (provisional)

8. Application for Mutual Investment Model (MIM) funding

<p>Do you intend to deliver any of your Band B projects using the Mutual Investment Model? <i>Delete as appropriate</i></p>	<p><i>It is currently the intention of the Authority not to use the MIM Investment model however depending on other financial pressures we may revisit its viability.</i></p>
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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.

9. Band B Projects

<p>How many projects do you intend to deliver in Band B?</p>	<p><i>1 x new all through school (3-19yr) With a potential of a 2fe Welsh Medium Secondary Stream.</i></p>
<p>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.</p>	
<p>The programme costs are based on the most recent information provided to authorities and we have calculated the figures on the following way:</p> <p>Abergavenny:</p> <ul style="list-style-type: none"> • A 900 pupil secondary school plus a 200 sixth form (based on WG figures) will be £28.5m in 2019. The Primary element would consist of a 420 school with Nursery £7.4m in 2019 = £35.9m. <p>Or a..</p> <ul style="list-style-type: none"> • A 1200 pupil secondary school plus a 200 sixth form (based on WG figures) will be £38.0m in 2019 – this option will be considered, it includes the development of a Welsh stream) . The Primary element would consist of a 420 school with Nursery £7.4m in 2019 = £45.4m – This is our preferred option. <p>Priority 1 - Replacement of the existing 1200 pupil secondary school King Henry in Abergavenny which is condition C with a new build 3 -19 year through school for 420 primary pupils and 1100 (900 +200) secondary pupils (reducing surplus places in King Henry VIII by 10%).</p> <p>The primary element of this proposal will be derived from the relocation of the 2FE with nursery English primary provision in Deri View Primary School Abergavenny. The Deri View Primary School then to be prepared to rehouse the relocated local Welsh Medium primary school, Ysgol Gymraeg Y Fenni, the site of the Welsh Medium School will be decommissioned and sold to provide a capital receipt for the 21st C Schools Programme.</p> <p>Priority 2 – As in option 1 but with the development of Welsh Medium secondary provision (dual stream 2fe) on the King Henry VIII site, this is our preferred option.</p>	

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

500 words maximum

The south of the county is set to see a lot of exciting changes over the next 5 / 10 years which will influence the educational provision in this area of the county. With the tolls on the two bridges being reduced or even phased out, the further development of the M4 corridor, the progress of the “City Deal” for Cardiff and the large investment programme for South Wales will see large changes in population and the development of new settlements within the areas between Chepstow and Caldicot. The effect of this development will have a fundamental effect on the educational provision in the south. This will be reviewed through our Strategic Educational Review process however it is likely to look as follows;

Priority 1 – The development of a new community campus for Chepstow Secondary School.

Priority 2 – The development of the primary school provision (both English and Welsh mediums).

Priority 3 – Development of Welsh Medium secondary provision in the north of the county In collaboration with our SEWC partners.

Band D

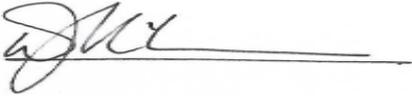
500 words maximum

Currently there are no plans to develop a Band D programme however this will be re-assessed during the Band C programme through our Strategic Educational Review process.

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

Please complete as appropriate:

This submission has not yet been signed off by the Cabinet of Monmouthshire County Council. See box below for details of this process:

Local Authority / College	Monmouthshire County Council
Name <i>Printed</i>	Will McLean
Name <i>Signed</i>	
Position in the organisation	Chief Officer, Children and Young People
Date DD/MM/YYYY	31/07/2017

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.

This submission has not been signed off at Cabinet. This will take place in September. The exact date is yet to be confirmed.