



21st CENTURY LEARNING IN TORFAEN

Outline Business Case

3-16 Roman Catholic School
in Torfaen

September 2018



ARCHDIOCESE
of CARDIFF
ARCHESGOBAETH
CAERDYDD

TORFAEN
COUNTY
BOROUGH



BWRDEISTREF
SIROL
TORFAEN

1.0 Executive summary

This is to seek approval from Welsh Government for an 85% contribution, which equates to £25.5M, in support of a proposal by the Archdiocese of Cardiff to build a new £28M Roman Catholic School in Cwmbran. The new school would accommodate 42 nursery aged children, 315 primary aged pupils and 600 secondary aged pupils.

The preferred option is for a new 3-16 school which will replace St. David's RC Primary School, Our Lady of the Angels Primary School and St. Alban's RC High School.

The agreed type of business case agreed with DfES officials is to conflate the SOC into the OBC.

The project has been considered by the Archdiocese as part of Torfaen's overall Strategic Outline Programme since 2010. The **Strategic Case** for change for this project is summarised in the following investment objectives:

- To ensure through rigorous strategic planning, that this proposal is part of a diocesan-wide programme to create a world class Catholic education system that is a beacon of educational excellence in Wales and that meets Welsh Government's improvement agenda as well as the needs of the faith and wider communities in Torfaen.
- To restructure Catholic education in the area, creating a 3-16 learning village which is a centre for teaching excellence that enables all its children to achieve their educational and spiritual potential. The learning village allows for closer and more systematic collaboration with its wider group of feeder primary schools and will provide a lead in pedagogical and faith development for the region.
- To replace structurally inadequate and potentially failing/ageing school buildings at St Alban's R.C High School in Pontypool, St. David's R.C Primary School in Cwmbran and Our Lady of the Angels R. C. Primary School in Cwmbran, with a new state of the art learning village for 3-16 year olds.
- To create a learning environment where students will develop their knowledge, skills and faith as confident world citizens for the 21st century, shaped by values and proud of their local community.
- To create a transformational and inspirational learning village which is sustainable for the future and allows for seamless cross-phase and inclusive educational planning in line with Welsh Government curriculum and inclusion reforms. The new facilities will particularly enhance the life chances of the most deprived and vulnerable in the community through inclusively designed facilities and multi-agency meeting and activity spaces.
- To provide a learning, leisure and social centre for use outside of school hours for the schools' parishes and its community. A new place of worship would be incorporated on to the learning village site, available for use at all times of the day and ensuring even closer links between the school and its parish communities.

The proposal would see the replacement of three existing schools whose buildings are in poor condition. The project will result in the replacement of three Category C/D schools with one that is Category A.

The percentage of Catholic pupils is declining and in replacing the existing schools, the total number of pupils places required is therefore less than the current capacities. Therefore, the Archdiocese's assessment is that going forwards, a 4 form entry, 600 place secondary provision in the proposed 3-16 school would be sufficient along with a 1.5 form entry, 315 place primary provision. The relatively new single form entry school at Padre Pio would remain separate.

Regarding nursery provision in the new 3-16 school, based on current 315 place primary school designs, a 42 FTE (84 PTE) nursery is regarded as proportionate.

In summary, the Archdiocese's assessment is that the new 3-16 should be sized as follows:

- Secondary provision – 600 places and 4 form entry
- Primary provision – 315 places and 1.5 form entry
- Nursery provision – 42 FTE places (84 PTE)

The **Economic Case** is based on critical success factors and an "Options Framework" which has been applied to the long list of options and the resultant preferred way forward is as follows:

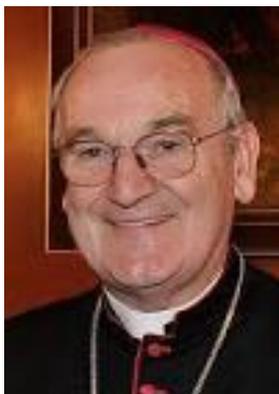
- **Scope:** Close all 3 schools and create a single 3-16 school, adjusting capacity to meet Catholic demand.
Nursery – 42 FTE places
Primary – 315 places
Secondary – 600 places
- **Service Solution:** New build
- **Delivery:** Use a new site.
It is proposed that the new school is built on a new site in Torfaen. It is yet to be acquired, but several options are under review and a preferred site is being advanced.
- **Implementation:** 3-5 year period of investment.
- **Funding:** Blended funding package of Archdiocese, Local Authority and Welsh Government.
- **Advantages/ Disadvantages:** Whilst being the most ambitious option, it is the one which best meets the investment objectives and critical success factors.

In terms of the **Commercial Case**, the preferred procurement route is through the South and Mid Wales Collaborative Construction Framework (SEWSCAP2). A collaborative two stage procurement methodology (Design and Build) is being proposed, involving early contractor engagement which aligns with the Welsh Government Construction Procurement Strategy. The maximising of Community Benefits will form part of the selection criteria. The use of the Community Benefits Tool will be stipulated in the contract.

The **Financial Case** outlines that the project is affordable and is consistent with the latest funding profile submission for Band B. Torfaen County Borough Council and Archdiocese of Cardiff capital funding sources have been identified.

The **Project Management** approach is in accordance with Prince2 principles.

Foreword by The Most Reverend George Stack, Archbishop of Cardiff



'In your Catholic schools, there is always a bigger picture over and above the individual subjects you study, the different skills you learn. All the work you do is placed in the context of a growing friendship with God and all that flows from that friendship. So you learn not just to be good students, but good citizens, good people.' (His Holiness Pope Benedict XVI)

'The mission of the school is to develop a sense of truth, of what is good and beautiful. And this occurs through a rich path made up of many ingredients.' (His Holiness Pope Francis)

Within the Archdiocese of Cardiff part of our mission is to build on our current good practice to ensure the future excellence and viability of Catholic education. This mission is based on strong spiritual values and sound educational research. Our ambition is:

- The creation of a world class Catholic education system that enables all the children of the Archdiocese to achieve their spiritual, educational and human potential.
- To work closely with stakeholders on re-structuring our schools to deliver a sustainable system that is fit for the future.

Our mission is wholly in line with Welsh Government's aspirations for education. This is backed by Organisation for Economic Co-operation and Development (OECD) evidence. I am conscious of the need for closer working between our schools. This proposal for a new 3-16 school to replace St. Alban's High School, St. David's Primary School and Our Lady of the Angels Primary School will allow for a seamless transition from early years up to GCSE. It will allow us to continue to build upon the good education currently offered by those schools in a state-of-the-art campus.

I firmly support this proposal which will develop:

- a learning village where children will develop their faith, skills and knowledge as confident citizens of the 21st century who are proud of their community and heritage;
- continued improvement founded on current good practice;
- a campus with excellent facilities for each age range;
- a centre of excellence in Catholic teaching and learning that works in close partnerships with all its feeder church schools;
- a learning, leisure and social centre for the schools' parishes and the communities on the learning village site. A new place of worship will be incorporated onto the learning village site ensuring even closer links between the school and local parish communities.

I am confident that the proposed 3-16 Catholic learning village will be a strong and nurturing environment. It will build on the ethos, successes and achievements already recognised in the three separate schools it will replace. It will continue to build on the high standards of its wider group of feeder primaries by working in ever closer partnership with them.

The Most Reverend George Stack
Archbishop of Cardiff

2.0 Strategic case

2.1 Investment Objectives

“The mission of the school is to develop a sense of truth, of what is good and beautiful. And this occurs through a rich path made up of many ingredients”. (Pope Francis, Address to teachers in Italy, 2010). Within the Archdiocese of Cardiff one of our key missions is to ensure the future excellence and viability of Catholic education (Archbishop Stack, 2017). Our mission is based on strong spiritual values and sound education research evidence. The Diocesan Schools’ Commission has recently redefined its mission as **spreading the joy of the Gospel by motivating, advising, supporting and sustaining Catholic education throughout the Archdiocese (MASS)**. The Commission’s ambition is:

- The creation of a world class Catholic education system that enables all the children of the Archdiocese to achieve their educational and spiritual potential.
- To work closely with stakeholders on the re-structuring of our schools to deliver a sustainable system that is fit for the future.

The Commission’s aspiration is that all its schools are in the top two Welsh Government categories by 2021.

This mission is wholly in line with Welsh Government policy development and its wide-scale agenda for school improvement to be realised over the next decade. A major component for building the capacity of the school system to set in place this improvement is greater collaboration between teachers and greater school-to-school support working. This is backed by OECD evidence (OECD 2014, 2017) and forms a major component of Welsh Government’s latest strategic plan for the school system: Education in Wales: Our national Mission (2017). It is echoed at regional school improvement consortium level by numerous EAS programmes and in the diocesan close partnership with Torfaen County Borough Council.

The Archdiocese recognises that underpinning these models is the need for forms of closer and more formal collaboration, federation of schools and the establishment of 3-16 and 3-18 single learning village campuses where the opportunity arises. It has compiled a number of case studies indicating how these various models have been successfully deployed in Wales and beyond. However, these new models must reflect the diocesan mission and Welsh Government’s vision. This requires a change of paradigm in the ways in which our school teams operate and develop evidence-based innovation to raise standards. This is exemplified by Schleicher (2012), Hargreaves (2010 and 2012) and more recently by Priestley (2015) and Priestley and Drew (2016) among others. Staff need structures and patterns of

governance based on world best practice as identified by the OECD and other reliable peer reviewed sources. This will allow them to develop seamless education for all students throughout and beyond statutory education.

This business case has been developed following The Archdiocese of Cardiff Strategic Plan for Education and is informed by and in line with Torfaen's 21st Century Schools proposal for re-structuring education in the borough.

The Archdiocese of Cardiff is proposing to build and operate a 915 place 3-16 Catholic learning village on a site in the south of Torfaen on land identified by Torfaen Borough Council at an estimated build and fit out cost of £28M. The new Catholic Learning Campus will replace Catholic VA education in three Catholic schools in Torfaen.

The main driving forces behind the proposal are:

- to restructure Catholic education in the area so that it is a beacon of educational excellence in Wales that meets Welsh Government's improvement agenda (identified above) as well as the needs of the faith and wider communities in Torfaen;
- the urgent need to replace structurally inadequate and potentially failing school buildings at St Alban's R.C High School in Pontypool.
- the need to replace inadequate and ageing school buildings at St. David's and Our Lady of the Angels. R.C. primary schools in Cwmbran.

The proposal will enable us to set in place and develop:

- a learning environment where students will develop their knowledge, skills and faith as confident world citizens for the 21st century, shaped by values and proud of their local community;
- maintained improvement in pupil outcomes and value added;
- a transformational, inspirational and inclusive learning village which is sustainable for the future and allows for seamless cross-phase and inclusive educational planning. The new facilities will particularly enhance the life chances of the most deprived in our community;
- a centre for teaching excellence that will allow for collaboration with its other feeder primary schools and provide a lead in pedagogical and faith development for the region. The centre will develop cross-phase pedagogic and leadership skills and capacity just as in the past the merger of separate infant and junior schools developed the primary sector capacity;
- a learning village designed specifically to deliver the Welsh Government's priorities and aspirations as set out in Education in Wales: Our National Mission;

- a worship, learning and social centre for the schools' parishes and its communities through the diocesan funding of a new place of worship as part of the learning village which will act as a centre for the other schools and parishes that will feed children into the new school at the age of 11. This model of incorporating a new place of worship onto a learning village site has been successful in Hemel Hempstead at the John F. Kennedy School.

References:

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- Center on International Education Benchmarking (2015) Beyond Professional Development: Teacher Professional Learning in High Performing Systems. <http://ncee.org/wp-content/uploads/2015/08/PLEventBeyondPDTakeaways-FINAL.pdf>
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- OECD (2014) Improving Schools in Wales, an OECD Perspective. Paris OECD
- OECD (2017) The Welsh education reform journey: a rapid policy assessment. Paris OECD
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- Schleicher, A. (2012), Ed., *Preparing Teachers and Developing School Leaders for the 21st Century: Lessons from around the World*. OECD Publishing.
- Welsh Government, Department for Education and Skills (2015). *A Curriculum for Wales, a Curriculum for Life*. Welsh Government, Cardiff.
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2.2 Related Business cases

The Archdiocese's proposal complements Torfaen's wider 21stC Strategic Outline Programme. This is particularly so in relation to proposals already agreed to close

English Medium school based sixth forms and replace them with a 6th form centre in Cwmbran.

The Archdiocese is proposing to incorporate a new worship centre onto the learning village in order to bring together the two parish communities from where the Primary age children will be drawn, in a closer relationship with the new school.

2.3 School Condition and Suitability

It will see the replacement of 3 existing schools:

School	Condition Grade	Maintenance Backlog
St Alban's R.C High School	Category C/D (some parts C, some parts D)	£1,450,098
St. David's R. C. Primary School	Category C	£553,501
Our Lady of the Angels RC Primary School	Category C	£370,167

Padre Pio, a 210 place primary school is condition A and will not be affected by these proposals.

2.4 Pupil projections, capacity and size of school required.

The Catholic schools in Torfaen have the following current capacities:

- St Alban's R.C High School – 725 (11-16 element)
- St. David's R. C. Primary School - 210
- Our Lady of the Angels RC Primary School – 210

A study undertaken by the Archdiocese of Cardiff concludes that the number of Catholic pupils in Torfaen is declining and is down to 35% in the most recent Catholic Education Service census. Our Lady of the Angels and St. David's primary schools attract a high proportion of non-Catholic pupils. The number of secondary pupils who are designated non-Catholics in the study include those of Anglican faith due to the lack of Anglican secondary schools in the area. However, discussions have taken place between the Anglican Diocese of Monmouth and Newport Local Authority about the potential development of a new Anglican secondary in that area, which if developed would be fed by the Anglican primary schools in Monmouthshire and Torfaen.

The two primary schools directly affected by this proposal (Our Lady of the Angels and St David's RC) have on average 50% Catholic children attending. This would justify an admission number (AN) of 45, as opposed to the combined AN of 60.

Similarly at secondary level, with on average 40% Catholic pupils at St Alban's, a reduction in the AN from 145 to 120 would continue to meet the demand for Torfaen and those parts of Monmouthshire and Blaenau Gwent that the school serves, including an element for other faiths.

Therefore the Archdiocese's assessment is that the new 3-16 should be sized as follows:

- Secondary provision – 600 places and 4 form entry
- Primary provision – 315 places and 1.5 form entry
- Nursery provision – 42 FTE places (84 PTE)

The relatively new single form entry school at Padre Pio would remain with their pupils transferring at age 11 to the new 3-16 school where they currently transfer to St. Alban's.

Regarding nursery provision in the new 3-16 school, a 42 FTE (84 PTE) nursery is regarded as proportionate based on current 315 place primary school designs.

Using WG 21st Century Schools benchmarking data, although there is no actual 3-16 school model, we estimate a school of 7904sqm is required.

2.5 Potential integration of other services

Through a separate Childcare Offer Capital Grant application, the intention is to fund a wrap-around early years and child care service along with an outreach centre for parents and the community. There are clear benefits to the establishment of early years and wrap-around care centres for children. They are known to provide support and nurture educational and social inclusion and development, especially among those in the community who are subject to social and economic deprivation. Evidence to support this has been shown over longitudinal studies carried out by Siraj-Blatchford et al. Community engagement and use of facilities builds the relationship between the school, the Catholic parish and the wider community. This will be enhanced by the incorporation of the new place of worship on the learning village site.

2.6 Benefits

The potential benefits of carrying out the project are defined below and are SMART (specific, measurable, achievable, realistic and time bound).

Benefit	Measures	Targets (SMART)
1. Fewer schools to maintain and fund.	- 1 RC secondary 11-18 - 3 RC primaries Total 4	- 1 RC 3-16 school - 1 RC primary school Total 2 by end of 2022
2. Excess Catholic surplus places removed. The Catholic schools in Torfaen do not have surplus places. However, they attract significant numbers of non-Catholic pupils giving rise to surplus places in some LA schools.	Reduce capacity of Catholic schools to meet Catholic needs only. <u>4-11 places currently:</u> - St. David's – 210 - Our Lady's – 210 - Padre Pio – 210 <u>11-16 currently:</u> - St. Alban's - 725	<u>4-11 places:</u> St. David's/Our Lady's – 315 Padre Pio – 210 <u>11-16 places:</u> St. Alban's - 600
3. Pupils and parents can use their local school, encouraging walking and reducing traffic congestion	Currently 34% of secondary pupils and 41% of primary pupils go out of catchment for English medium (May 2014). This one is more of a measure for the LA as part of its overall 21 st Century Schools Programme, but is partly contributed to by the RC schools because they currently take learners from a very wide geographic base.	N/A Not a measure directly applicable to Catholic schools. This will be reviewed by the LA on their other schools after the implementation of this project.
4. Fewer, cost inefficient smaller primary schools (less than 420 places)	Currently 3 RC Primary schools of capacity 210 each.	The case cannot be made for 420 place RC primary schools and Padre Pio is relatively new, so the target is replacement of two 210 place primary schools (St. David's and Our Lady of the Angels) with one 315 place provision.
5. High quality buildings and facilities that inspire learners and the community	Condition grades A to D Currently RC in Torfaen has (June 2018) A – 1 (Padre Pio) B – 0 C – 2 (Our Lady's, St. David's) C/D – 1 (St. Alban's)	A – 2 B – 0 C – 0 D – 0 By end of 2022
6. More economical to run and minimising CO2 emissions	BREEAM rating of schools. Currently RC in Torfaen has: - 0 Excellent	By end of 2022: - 1 Excellent

7. Hazardous life expired buildings and facilities replaced	Currently 3 category C/D schools	Zero Category C/D schools by end of 2022.
8. School improvement and better educational outcomes for pupils	<u>Primary Schools</u> - ESTYN judgement - Section 50 judgement - WG categorisation <u>Secondary Schools</u> - ESTYN judgement - Section 50 judgement - WG categorisation	<u>Primary Schools</u> - Good or better - Excellent - Yellow or above <u>Secondary Schools</u> - Good or better - Excellent - Yellow or above Timescale – 2 years after the investments
9. Increased continuity of provision to avoid dips in pupil achievement.	RC in Torfaen currently has: One 4-11 primary school Two 3-11 primary schools One 11-18 secondary school.	By end of 2022: One 4-11 primary school One 3-16 school
10. Community facilities on a shared school site.	As a minimum, the school(s) should give access to some of its facilities to the community after school hours.	Community access to at least 1 facility.

2.7 Constraints

The project is subject to the following constraints, some of which may have also been covered in the risk register:

- Welsh Government education policies
- Roman Catholic Church education policies
- Torfaen County Borough Council education policies
- Environmental building and planning restrictions
- Building control
- BREEAM
- Capital funding envelope of £28M

2.8 Dependencies

The project is subject to the following external factors which will need to be managed throughout the project life cycle so that issues are properly identified and mitigated in a timely manner.

- The successful opening of the new 6th Form Centre in Cwmbran town centre and the closure of St. Alban's 6th Form in Aug/Sep 2020.
- Approval of the SOC/OBC/FBC and receipt of Grant letter from WG.
- Planning permissions
- Authority approvals
- Archdiocese approvals
- Successful statutory consultation
- Timely land purchase and preparation of site.

2.9 Risks

In the development of this proposal, a risk appraisal was undertaken in August 2018. The workshop participants were:

- Anne Robertson, Director of Schools, Archdiocese of Cardiff
- Christopher Jones, Architect, Property Management, Archdiocese of Cardiff
- Brett Pugh, Chair of Diocesan Schools Commission
- John Tushingam, Head of Access & Engagement, Education Service, TCBC
- Mark Horton, Forward Planning Principal Officer, Education Service, TCBC
- Steve Tong, Project Manager, Education Service, TCBC
- John Lewis, Group Leader Property Construction, TCBC

The risks and counter measures are described below:

<u>Risks</u>	<u>Counter measure</u>
Failure to get WG approval.	Follow the 5 case guidance and Better Business Case sessions and templates.
Failure to get Archdiocese approval.	This is project is supported by the Archdiocese of Cardiff.
Failure to get TCBC approval for business case and related statutory consultation.	The RC schools strategy has been part of Torfaen's overall SOP since 2010. This project is already supported in principle by TCBC but is still subject to statutory consultation on the closure of the current

	school sites.
Delays in receiving political approval (Ministerial) delays project.	WG has streamlined the process of business case approval, but experience tells us that complex business cases involving school closures can experience delays in ministerial decisions. Keep in close contact with WG DfES officials on progress.
Critical building failure leading to Education service failure.	Approval of the business case will avoid this risk. If it is not approved, funding will need to be found to clear maintenance backlogs.
Insufficient capacity for future demand.	TCBC Education Forward Planning annually reviews demand for school places. This includes assessment of all future planned housing developments and takes them into account when planning school sizes. The Archdiocese assesses the actual number of Catholics in its schools and has concluded that the capacity of the school(s) can be reduced as currently non-Catholic pupils attend the existing schools. Ensure a clear explanation of new capacity/capacities is published.
At the point of transfer, there may be more pupils on roll than can be accommodated in the new school.	The current schools will seek to manage down their admissions (subject to the appropriate consultation) and the building will be appropriately sized to manage the situation at the point of occupation.
Failure to acquire a suitable site will prevent the project going ahead.	Conduct a site options review and develop a plan for acquiring a suitable site.
Site development costs exceed budget	Carry out extensive site surveys and also ensure sufficient abnormal budget is available.
Construction cost exceeds budget	Ensure cost planning throughout pre-con phase and be prepared to carry out Value Engineering exercises.
Project delivered late due to excessive abnormal ground conditions.	Undertake thorough site surveys and plan for worst case scenarios.

<p>Failure to achieve BREEAM Excellent may impact the WG funding</p>	<p>The preferred option (new build) is most likely to be able to achieve BREEAM Excellent and the location close to amenities should also help to achieve this.</p>
<p>Project delayed by statutory undertakings. (e.g. Welsh Water, Bats, FIT for Wales, Countryside Alliance, Slow worms)</p>	<p>Carry out surveys early on in pre-construction programme in order to plan accordingly.</p>

3.0 Economic case

3.1 The long list

TCBC's 2010/11 SOP incorporated the Archdiocese's then aspirations for its estate which are shown in the following long list.

Option Number and Name	Description
Option 1 - Do Nothing	Maintain Status Quo and address maintenance backlog. Discounted - does not address condition and continues "patch and mend" philosophy. Goes forward for baseline comparison purposes only.
Option 2 – Maintain current number of Primaries keeping existing capacities	<ul style="list-style-type: none"> • St David's – new on site to determined. • Our Lady's – new on site to determined. • Padre Pio – No change. Discounted - does not address surplus places or small schools.
Option 3 - Maintain current number of Primaries adjusting capacities to meet demand.	<ul style="list-style-type: none"> • St David's – new on site to determined. • Our Lady's – new on site to determined. • Padre Pio – No change. Discounted - does not address surplus places or small schools.
Option 4 - Reduce Primaries from 3 to 2 adjusting capacities to meet demand.	<ul style="list-style-type: none"> • St David's/Our Lady's – new on site to be determined. • Padre Pio – No change. Possible.
Option 5 - Reduce Primaries from 4 to 2 (1 being C in W) adjusting existing capacities to meet demand.	<ul style="list-style-type: none"> • St David's/Our Lady's/Ponthir (CiW) – new site to be determined. • Padre Pio – No change. Possible.
Option 6 - Reduce Primaries from 3 to 2 adjusting existing capacities to meet demand and co-located 3 – 16 provision.	<ul style="list-style-type: none"> • St David's/Our Lady's – new co-locating with a new secondary on site to be determined. • Padre Pio – No change. Possible, but preferred if only RC.
Option 7 - Reduce Primaries from 4 to 2 (1 being C in W) adjusting existing capacities to meet demand and co-located 3 – 16 provision.	<ul style="list-style-type: none"> • St David's/Our Lady's/Ponthir (CiW) – new co-locating with a new secondary on site to be determined. • Padre Pio – No change. Possible.
Option 8 - Reduce Primaries from 5 to 3 (2 being C in W)	<ul style="list-style-type: none"> • St David's/Our Lady's/Ponthir (CiW) – new co-

adjusting existing capacities to meet demand and co-located 3 – 16 provision.	locating with a new joint faith secondary and new C in W primary on site to be determined. <ul style="list-style-type: none"> • Padre Pio – No change. Preferred.
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At the time, as some of the options considered show, the RC Archdiocese was considering collaborating with the Church in Wales. However, this has since been ruled out due to the aspiration for the CiW Diocese to have its own secondary school in the region.

Therefore, Options 5, 7 and 8 have now been discounted.

Following the June 2018 Business Case Guidance update, these remaining possible options from the long list above have been re-examined using the Better Business Case Options Framework. In accordance with the guidance, 'Do Nothing' options are now referred to as 'Business as Usual' options.

The options are considered against the Investment Objectives and Critical Success Factors.

3.2 Investment Objectives

These are summarised from section 2 as follows:

- To create a world class Catholic education system that it is a beacon of educational excellence in Wales that meets Welsh Government's improvement agenda as well as the needs of the faith and wider communities in Torfaen.
- To restructure Catholic education in the area, creating a centre for teaching excellence that enables all the children of the Archdiocese to achieve their educational and spiritual potential will allow for collaboration with its other feeder primary schools and provide a lead in pedagogical and faith development for the region.
- To replace structurally inadequate and potentially failing/ageing school buildings at St Alban's R.C High School in Pontypool and St. David's R.C. Primary and Our Lady of the Angels R.C. primary schools in Cwmbran.
- To create a learning environment where students will develop their knowledge, skills and faith as confident world citizens for the 21st century, shaped by values and proud of their local community;
- To create a transformational and inspirational learning campus which is sustainable for the future and allows for seamless cross-phase and inclusive educational planning.
- To provide a learning and social centre for the schools' parishes and its communities.

3.3 Critical Success Factors

- CSF 1 Business needs
- CSF 2 Strategic fit
- CSF 3 Benefits optimisation
- CSF 4 Potential achievability
- CSF 5 Potential affordability

The Investment Objectives listed in section 3.2 are incorporated into Critical Success Factor 1 for the purpose of analysis in the tables that follow.

3.4 Scope

This section examines the main options in relation to the service scope of the proposal which are as follows:

- 'Business as Usual' - Continue with existing provision structure and capacities.
- 'Do Minimum' - Continue with existing provision structure, adjusting capacities of primary schools to meet true RC demand.
- 'Intermediate' - Close 2 existing primaries and create 1 single primary, adjusting capacity to meet true RC demand. Secondary school remains the same.
- 'Maximum' - Close all 3 schools and create a single 3-16 school, adjusting capacity to meet true RC demand.

Advantages/Disadvantages Analysis

- 'Business as Usual' – Although this option will have the least opposition to change and is likely to have the lowest initial capital cost, it fails to address business need, strategic fit nor benefits optimisation.
- 'Do Minimum' – Although it begins to address some critical success factors, it does not go far enough and small schools are unaffordable to run.
- 'Intermediate' – An improvement on the do minimum, this option delivers a sustainable primary school, partially addressing the critical success factors.
- 'Do Maximum' – This option fully addresses the investment objectives and critical success factors, although it is the most ambitious option.

Conclusions

The table below summarises how well the above options meet the investment objectives and the Critical Success Factors agreed for the scheme.

	Business as Usual					Do Minimum					Intermediate					Do Maximum				
Scope	Continue with existing structure					Reduce primaries' capacities					Amalgamate and adjust primary capacity					Create 3-16 and adjust capacity				
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Green	Yellow	Red	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green

On the basis of the above analysis, the preferred way forward is the 'Do Maximum': Close all 3 schools and create a single 3-16 school, adjusting capacity to meet true RC demand. The 'Do Minimum' is discounted and the 'Intermediate' is a possibility. The 'Business as Usual' goes forward for benchmarking purposes only.

3.5 Service Solution

This section examines the main options in relation to the service solution of the proposal.

- 'Business as Usual' – Continue 'patch and mend', clearing maintenance backlog on a priority basis as funds become available.
- 'Do Minimum' - Refurbish primaries, refurbish secondary.
- 'Intermediate' – New build primaries, refurbish secondary.
- 'Maximum' – New build all provision.

Advantages/Disadvantages Analysis

- 'Business as Usual' – This fails to address the long term sustainability of the schools and funds may not be forthcoming for this activity other than emergencies.
- 'Do Minimum' – Addresses the condition of the schools, but does not address the long term suitability of the secondary school, which is partially set in a listed building.
- 'Intermediate' – Addresses the condition of the schools, but does not address the long term suitability of the secondary school, which is partially set in a listed building.
- 'Do Maximum' – Achieves all the investment objectives and is most likely to achieve all the potential benefits.

Conclusions

The table below summarises how well the above options meet the investment objectives and the Critical Success Factors agreed for the scheme.

	Business as Usual					Do Minimum					Intermediate					Do Maximum				
Service Solution	Continue 'patch and mend'					Refurbish primaries, refurbish secondary					New build primaries, refurbish secondary					New build all				
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

On the basis of the above analysis the preferred way forward is the 'Do Maximum', rebuild all provision. 'Business as Usual' goes forward as the benchmark only. 'Intermediate' is a possibility.

3.6 Service Delivery

This section examines the main options in relation to the service delivery of the proposal.

- 'Business as Usual' – N/A
- 'Do Minimum' - Redevelop existing sites
- 'Intermediate' – Use a mixture of existing and new sites.
- 'Maximum' – Use all new sites.

Advantages/Disadvantages Analysis

- 'Business as Usual' – N/A
- 'Do Minimum' – Carrying out projects on existing sites whilst keeping schools live is a significant challenge and the sites are not particularly suitable for it. It can also prolong projects, increasing costs.
- 'Intermediate' – Carrying out projects on existing sites whilst keeping schools live is a significant challenge and the sites are not particularly suitable for it. It can also prolong projects, increasing costs.
- 'Do Maximum' – Most likely to achieve all the potential benefits and is the best solution, keeping the building site away from the live schools.

Conclusions

The table below summarises how well the above options meet the investment objectives and the Critical Success Factors agreed for the scheme.

	Business as Usual	Do Minimum					Intermediate					Do Maximum				
Service Delivery	N/A	Redevelop all existing sites					Use a mixture of existing and new sites					Use all new sites				
Critical Success Factors	N/A	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
		Yellow	Red	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green

On the basis of the above analysis the preferred way forward is the 'Do Maximum', rebuild all provision.

3.7 Implementation

This section examines the main options in relation to the implementation timescales of the duration of the construction period which are as follows:

Options	Advantages / Disadvantages
'Business as Usual'	N/A
'Do Minimum' Deliver the Scheme over a 5 year+ period.	<u>Advantages</u> Spreads resource demand over longest period of time. <u>Disadvantages</u> Delay to scheme and benefits realisation. Disruption period longest.
'Intermediate' Deliver the scheme over a 3-5 year period.	<u>Advantages</u> Spreads resource demand over longer period of time. Allows for complex consultation on school closures and site acquisition. Affordable and in line with funding matrix. <u>Disadvantages</u> Some delay to benefits realisation.
'Do Maximum' Deliver the scheme over a 1-2 year period.	<u>Advantages</u> New provision and benefits delivered soonest. Minimum disruption period. <u>Disadvantages</u> Maximum demand on resources but in shortest period of time. May not allow enough time for successful conclusion of consultation or site acquisition Does not fit with overall funding matrix.

Conclusions

The table below summarises how well the above options meet the investment objectives and the Critical success Factors agreed for the scheme:

	Business as Usual	Do Minimum					Intermediate					Do Maximum				
Implementation	N/A	Deliver the Scheme over a 5 year+ period					Deliver the scheme over a 3-5 year period					Deliver the scheme over a 1-2 year period				
Critical Success Factors	N/A	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
		Yellow	Red	Yellow	Red	Red	Green	Green	Green	Green	Green	Green	Red	Green	Red	Red

On the basis of the above analysis, the preferred way forward is the 'Intermediate' option. The Do Minimum and Do Maximum are discounted.

3.8 Funding

This section examines the main options in relation to the funding of the proposal which are as follows:

Options	Advantages/disadvantages
'Business as Usual'	N/A
'Do Minimum' – 100% RC Archdiocese funded	The main advantage of this approach is that it gives full control of the investment to the Archdiocese. However, it is not affordable.
'Intermediate' – 85% Welsh Government, 15% RC Archdiocese / LA	This option is affordable. However, investment is potentially delayed as a result of the application process.
'Do Maximum' – 100% Welsh Government	The advantage is that it does not impact on the Archdiocese or LA budgets. However, this is not aligned with WG policy.

Conclusions

The table below summarises how well the above options meet the investment objectives and the Critical Success Factors agreed for the scheme.

	Business as Usual	Do Minimum					Intermediate					Do Maximum				
Funding	N/A	Use of entirely Archdiocese funding					85% WG 15% Archdiocese/LA					100% WG				
Critical	N/A	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Option 1: Business as Usual (benchmark for value for money)

- **Scope:** Continue with existing provision structure and capacities.
- **Service Solution:** Continue 'patch and mend', clearing maintenance backlog on a priority basis as funds become available. This is a short term solution.
In the long term, full scale refurbishment of each school will be required.
- **Delivery:** Existing premises.
- **Implementation:** Short term investment to clear maintenance backlogs over the next 1-2 years.
Long term investment in 10 years to carry out thorough refurbishment.
- **Funding:** Blended funding package of Archdiocese, Local Authority and Welsh Government.
- **Advantages/ Disadvantages:** Whilst this option is discounted, it goes forward as a baseline comparator. It represents a continuation of the current patch and mend process with under-investment in the short term and no school reorganisation. For a true economic comparison, this will result in the schools needing to be fully refurbished at some point in the future as they will continue to deteriorate. This will be reflected in the NPC/EAC analysis.

Option 2: Preferred way forward

- **Scope:** Close all 3 schools and create a single 3-16 school, adjusting capacity to meet true RC demand.
Nursery – 42 FTE places
Primary – 315 places
Secondary – 600 places
- **Service Solution:** New build
- **Delivery:** Use a new site.
It is proposed that the new school is built on a new site in Torfaen. It is yet to be acquired, but several options are under review and a preferred site is being

- advanced.
- Implementation: 3-5 year period of investment.
- Funding: Blended funding package of Archdiocese, Local Authority and Welsh Government.
- Advantages/
Disadvantages: Whilst being the most ambitious option, it is the one which best meets the investment objectives and critical success factors.

Option 3: Alternative way forward

- Scope: Close 2 existing primaries and create 1 single, adjusting capacity to meet true RC demand.
Nursery – 42 FTE places
Primary – 315 places
Secondary school remains the same.
- Service Solution: New build primary.
Re-furbish secondary.
- Delivery: Use a new site for the primary.
It is proposed that the new school is built on a new site in Torfaen. It is yet to be acquired, but several options are under review and a preferred site is being advanced.
- Implementation: 3-5 year period of investment.
- Funding: Blended funding package of Archdiocese, Local Authority and Welsh Government.
- Advantages/
Disadvantages: Addresses the condition of the schools, but does not address the long term suitability of the secondary school, which is partially set in a listed building.
Fails to realise the full economies of scale and benefits of full 3-16 integration of the preferred option.

3.10 Cost Analysis of Short List

A cost analysis of the short listed options has been carried out. As the options include a mixture of new builds and refurbishments, the appraisal periods are different and therefore the comparison is made using the equivalent annual cost, EAC rather than net present cost. See Appendix A for full details including assumptions. The following table shows a summary of the findings:

Discounted Cash flow (DCF) Summary Sheet		Including Optimism Bias
Option No.	Option Name/Description	EAC (£m)
Option 1:	Business as Usual Clear maintenance backlog, then deferred refurbishment.	5.608
Option 2:	Preferred way forward New 3-16 school on a new site	5.512
Option 3:	Alternative way forward New 3-11 school on a new site and a refurbished secondary	5.255

EAC = Equivalent Annual Cost

The equivalent annual cost of each option is broadly similar, with option 3, having the lowest value, option 2 has the middle value and option 1 has the highest EAC.

Sensitivity Analysis - Scenarios

The preferred and alternative ways forward have similar EACs. The revenue costs of each option are virtually the same, so in order to test the robustness of the analysis, we have compared the two options by adjusting the capital costs. Regarding the new build elements of each one, these are similar in terms of risk and estimating basis. The refurbishment aspect of option 3 however could be adjusted to examine the effect on cost. Therefore we have chosen to increase the refurbishment cost upwards by 20% for option 3.

The resulting EAC of option 2 is then £5.315m, which does not change their ranking position.

Sensitivity Analysis – Switching Values

Since the increase in refurbishment costs by 20% has not changed the relative rankings of the preferred and alternative ways forward, we have examined to what extent they would have to increase to switch values. The refurbishment cost element of option 2 would have to increase by 90% before the options switched rankings at which point the overall capital costs become similar.

Conclusions

The EAC of option 3 is lower than option 2, even when the refurbishment costs of option 3 increase by up to 80%. This is when the total capital costs become similar.

3.11 Risk Appraisal

The comparative risk assessment of the shortlist has been carried out and is presented in Appendix B. The result of that is the option scores are now:

Option	Risk score	Risk ranking (1 st = lowest)
Option 1 (Business as Usual)	109	3rd
Option 2 (Preferred way forward)	85	1st
Option 3 (Alternative way forward)	104	2nd

Option 2, the preferred way forward has the lowest risk.

A detailed risk register will be developed as the design process gets underway in relation to the preferred way forward.

4.0 Commercial case

4.1 Procurement Options

The procurement options considered were:

- OJEU notified tender
- SEWSCAP Fully designed scheme (Single Stage)
- SEWSCAP Design & Build (Collaborative Two Stage)

The advantages and disadvantages of using each one are:

Procurement Route	Advantages	Disadvantages
OJEU	Breadth of design options to select from is wide. Widest possible competition.	Lengthy process in terms of time. Resource intensive in terms of Officer time and Contractor time in submitting expressions of interest. Possibility of unsuitable tenderers being allowed to tender.
SEWSCAP2 Fully designed Scheme. Single Stage Tender	OJEU process undertaken when compiling the framework. Contractors assessed as competent in this sector. Maximum design control.	Cost of developing the design with External Consultants. Non-collaborative approach to construction due to not engaging Contractor in the design process. Adversarial form of contracting.
SEWSCAP2 Design and Build. Two Stage Tender	OJEU process undertaken when compiling the framework. Contractors assessed as competent in this sector. Some standardised design options available with the Contractors, but can also lead to bespoke design. Early engagement of the Contractor which aligns to WG	The opportunity to tender is limited to those contractors on the framework list.

	Construction Procurement Strategy for collaborative working.	
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The preferred procurement route for the scheme is SEWSCAP2 Design and Build, using a collaborative two stage tender which is supported by Welsh Government procurement policy. The alternative procurement route is OJEU.

4.2 Short List of Contractors

The SEWSCAP2 Framework is set out in contractor lots based on the value of the contract. This project falls into Lot 5 currently comprising the following contractors:

- Kier Construction
- Willmott Dixon Construction Ltd.
- BAM Construction
- Morgan Sindall Plc
- Interserve

4.3 Selection Criteria

The Preferred Supplier will be selected on the following set of criteria:

- Programme
- Resources
- Engagement of stakeholders
- Management and consultant design team experience
- Supply chain
- Community benefits
- Design
- Risk register
- Building Information Modelling
- BREEAM
- Adherence to employer's requirements
- Price
- Value added options

- Sustainability and whole life costs
- Quality of the learning environment

The relative weightings of each criterion will be set out in the tender document.

4.4 Community Benefits

In accordance with, and through the SEWSCAP2 Framework, the Archdiocese, Local Authority and the preferred supplier will be committed to contributing to the social, economic and environmental well-being of the wider communities.

The preferred supplier will be contractually bound to commit to working to achieve community benefits related targets. Contractors are required to submit, as part of their tender, a Community Benefits Plan and Procurement Plan setting out their approach to appointing sub-contractors and in particular engaging local and SME participation in tender opportunities.

The key community benefits deliverables on this project are:

- Training and employment opportunities including apprenticeships, NVQs and H&S training
- Opportunities to recruit and train long term economically inactive persons as part of the workforce
- Maximising supply chain opportunities for SMEs
- Advertising sub-contracting opportunities on Sell2Wales and using the Welsh Government's Supplier Development Service and hold "Meet the Buyer" events
- Working with local schools and colleges – work experience/work placements
- Contributing to community schemes

The above will be designated as core elements and will be used as part of the evaluation criteria so that they form a factor in the decision to award the contract.

In terms of targeted recruitment and training, the minimum requirement on this project is 52 person weeks per £1m of capita spend. It is anticipated that this target will be exceeded.

The preferred supplier will be requested to complete the Value Wales Toolkit and forward to the Archdiocese/Authority and Framework Manager on a quarterly basis.

4.5 Agreed risk transfer

This section provides the assessment of how risk will be apportioned between the Public and Private sectors for Capital Projects and Services.

Under the Framework Agreements for Capital Projects, risks will be passed to the party deemed most appropriate to manage the risk.

For Capital Projects

Risk Category	Agreed allocation		
	Public	Private/Contractor	Shared
Design risk		✓	
Construction and development risk		✓	
Transition and implementation risk	✓		
Availability and performance risk			✓
Operating risk	✓		
Variability of revenue risks	✓		
Termination risks	✓		
Technology and obsolescence risks	✓		
Control risks	✓		
Residual value risks	✓		
Financing risks	✓		
Legislative risks	✓		
Other project risks	✓		

For Services

Risk Category	Potential allocation		
	Public	Private	Shared
Transport	✓		
Catering	✓		
Building Maintenance	✓		
IT Facilities	✓		
Cleaning	✓		

4.6 Proposed charging mechanisms

The project will be managed by Torfaen CBC on behalf of the Archdiocese of Cardiff. Therefore, Torfaen CBC will make payments with respect to the capital works in accordance with their Contract Standing Orders and Financial Regulations. Contractual payments will accord with contract conditions, with monthly valuations being paid to the contractor. Assessment of final account payment will be subject to review by and agreement of TCBC Neighbourhood Services. Overall technical control of the schemes will be reviewed by the Authority's professional technical

team within Neighbourhood Services in liaison with the Framework Contractor's team.

4.7 Proposed contract lengths

Pre-construction contract duration will be in the region of 92 weeks. Construction contract duration will be in the region of 102 weeks.

4.8 Proposed key contractual clauses

These will be as documented in the conditions of the NEC3 Professional Services Contract and the NEC Engineering and Construction Contract Option A, Priced Contract with Activity Schedule Contract.

4.9 Personnel implications (including TUPE)

Any staffing and personnel issues will be subject to the established policies and procedures of Torfaen CBC and the schools.

4.10 Procurement strategy and implementation timescales

The procurement strategy will embrace the principles of Risk Transfer and will comply with all European Directives and TCBC Contract Standing Orders and Financial Regulations.

Project Bank Account will be used in accordance with Welsh Government requirements.

A detailed project plan will be developed with the preferred supplier after the appointment has been made. An outline plan of anticipated milestones is presented in the Management Case.

4.11 FRS 5 accountancy treatment

FRS 5 shall be applied where applicable. The fundamental principle of FRS 5 is that an entity's financial statements should reflect the substance of the transactions entered into.

This requires that the commercial effect of a transaction and any resulting assets, liabilities, gains and losses are shown and that the accounts do not merely report the legal form of a transaction.

5.0 Financial case

5.1 Impact on the organisation's income and expenditure account

The payment stream for the scheme over the intended lifespan of the project is shown in the following table. In accordance with the business case guidance for new build projects, a 60 year cumulative cost period is shown.

Preferred Solution	Total cost	Years (years 2025/26 to 2077/78 repeat as year 2024/25)						
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£	£	£
Capital costs	28,000,000	30,000	4,110,000	6,560,000	14,260,000	3,000,000	40,000	0
Revenue costs	266,965,000	453,057	453,057	453,057	453,057	453,057	440,000	440,000
Total	294,965,000	483,057	4,563,057	7,013,057	14,713,057	3,453,057	480,000	440,000
Funded by:								
Revenue	266,965,000	453,057	453,057	453,057	453,057	453,057	440,000	440,000
Additional RC Diocese Capital Funding	3,200,000	0	0	0	1,100,000	2,100,000	0	0
Additional LA Capital Funding	1,000,000	0	0	0	1,000,000	0	0	0
Additional WG Capital funding	23,800,000	30,000	4,110,000	6,656,000	12,160,000	900,000	40,000	0
Total:	294,965,000	483,057	4,563,057	7,013,057	14,713,057	3,453,057	480,000	440,000

Notes:

- Capital costs are estimated in accordance with WG 21st Century Schools benchmark data which uses 2nd quarter 2019 figures for inflation and are net of any tax, such as VAT.
- Year in year capital spend is based on pre-contractor appointment estimates.
- Capital spend profiles are in line with the latest 21st Century Schools funding matrix submitted to Welsh Government.
- Revenue costs include lifecycle costs which include maintenance.

5.2 Overall affordability

The capital cost for the new 3-16 school is £28,000,000 spread over 5-6 years from professional fees to retention monies. The costs of the project is shared 85/15 by Welsh Government and the Archdiocese/LA. The funding split for this capital project is therefore WG £23,800,000, Archdiocese £3,200,000, TCBC £1,000,000.

Sources of capital funding are provided below as evidence that this project is affordable.

Funding Source	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2022/23 £	Total £
TCBC core capital	0	0	0	1,000,000	0	0	1,000,000
Archdiocese capital	0	0	0	1,100,000	2,100,000	0	3,200,000
WG Grant	30,000	4,110,000	6,560,000	12,160,000	900,000	40,000	23,800,000
Total	30,000	4,100,000	6,560,000	14,260,000	3,000,000	40,000	28,000,000

6.0 Management case

6.1 Introduction

The Archdiocese of Cardiff has decided to enter into an agreement with Torfaen CBC who will to act on their behalf to manage the overall project.

The following arrangements will be put in place to ensure the successful management of the project from business case development to project completion using Prince2 methodologies.

6.2 Programme Management Arrangements

All major capital projects in Torfaen CBC are overseen by the monthly Capital Programme Board, which:

- considers the development of the Council's capital programme and strategy including 21st Century Schools Programme
- ensures all schemes developed for member approval are affordable
- reviews the PIF's (grant application proposals) from a financial perspective
- oversees asset management planning
- considers wider funding issues and opportunities
- develops and oversees a robust mechanism for capital receipts realisation
- considers all our major projects from all aspects, i.e. all issues and risks, not just financial
- considers all other non-major projects but from a financial perspective.

Membership of the Capital Programme Board is as follows:

- Assistant Chief Executive, Resources (Chair)
- Head of Financial Services
- Head of Highways, Transportation and Property
- Head of Access & Engagement
- Lead Finance Officer Capital

This board performs the role of project assurance and senior level authorisation regarding issues escalated by the project board.

6.3 Project Management Arrangements

The Education Service operates a fortnightly Education Capital Project Board to review its capital projects chaired by the Head of Access & Engagement who also acts as the Project Executive. The Client Project Manager is responsible for reporting the status of the project and gaining any approvals to proceed at this meeting from the Project Executive. The board collectively performs the role of project assurance. Issues can be escalated to the Project Executive who may decide to escalate items to the Capital Programme Board. The project board members are:

Education Capital Project Board Structure

Role	Division / Service	Responsibilities / Reporting Structure
Head of Access & Engagement John Tushingham	Education Service	Project Executive and Chair. To make key decisions as delegated by the Programme Board. Reports to Chief Education Officer
Client Project Managers (1 for each capital project) Steve Tong	Education Service	Working hand in hand with the Archdiocese, represents the Client at all design and construction meetings. Manages the Client fit-out and Project/Transition Group. Representatives of the Archdiocese will be invited to all these meetings. Reports to Head of Access & Engagement.
Assistant Chief Officer Technical Services	Neighbourhood Services	In charge of Construction and Maintenance in relation to all council buildings. Reports to Chief Officer, Neighbourhood Services
Construction Group Leader	Neighbourhood Services	Leads the team of Project Managers and Quantity Surveyors running the construction related activities and oversees the appointment and management of the main contractor. Reports to Head of Highways, Transportation and Property.
Principal Officer	Forward Planning, Education Service	Oversees and advises on the projected pupils numbers, transport implications and statutory consultation process. Reports to Head of Access & Engagement.
Lead Finance Officer Capital	Corporate Finance	Oversees and reports on the capital financial implications of the projects. Reports to Head of Financial Services.
Director of Schools	Archdiocese	Project lead
Architect	Archdiocese	Design lead

6.4 Project Plan

The following table shows key programme milestones and estimated completion dates. These dates will be reviewed again in the production of the FBC when progress on some items will have been made. Pre-construction and construction periods remain indicative until a main contractor has been appointed.

Key Programme Milestones	Completion Date
<u>Business Case</u>	
Complete Outline Business Case	end Sep 18
Cardiff Archdiocese approval of OBC	Oct 18
TCBC Cabinet approval of OBC	Oct 18
Submit OBC to WG	Oct 18
WG approval of OBC	Nov 18
Complete Full Business Case	Jan 19
Cardiff Archdiocese approval of FBC	end Jan 19
TCBC Cabinet approval of FBC	end Jan 19
Submit FBC to WG	start Feb 19
WG approval of FBC	Mar 19
<u>School Admission Numbers</u>	
Deadline to determine reduced admission numbers for Sep 2020 (Our Lady of the Angels, St David's and St Albans)	Apr 19
<u>Statutory Consultation on School Re-organisation Proposals</u>	
Publish formal consultation document on proposals	Jan/Feb 19
End of consultation period on proposal (7 weeks).	Mar 19
Report on outcome of consultation in respect of proposal and determine the next steps.	Mar 19
Statutory Notices published at the 3 schools (28 day objection period)	Mar 19
Decision to implement the proposals	end Apr 19
<u>Land Acquisition</u>	
Start discussions with site owner on land purchase and kick off design feasibility	Sep 18
Complete full design feasibility assessment on preferred site.	end Nov 18
Agree terms of purchase	Jan 19
<u>TCBC / Archdiocese Partnership</u>	

Formalise partnership arrangements – e.g. Heads of Terms	Nov 18
<u>Pre-Construction Phase (92 weeks)</u>	
Preparation of Invitation to Tender (2 wks.)	end Nov 18
Tender period (6 wks.)	mid Jan 19
Evaluation/Approval/Award (8 wks.)	Mar 19
Surveys and RIBA stages 0-2 (26 wks.)	Sep 19
Planning submission	Sep 19
Planning Approval	Dec 19
RIBA stages 3-4 (to agreement of contract sum) (52 wks.)	Aug 20
<u>Construction Phase (104 wks.)</u>	
Mobilisation (8 wks.)	Oct 20
Construction (96 wks.)	Aug 22
Handover, Fit out and transfer of existing resources and equipment	Aug 22

6.5 Arrangements for change and contract management

Project control documentation will be maintained by the Client Project Manager, reported to the Education Capital Project Board and escalated to the Capital Programme Board (TCBC) as necessary.

6.6 Arrangements for benefits realisation

The benefits of the project are presented in the Strategic Case in the outcomes/benefits table. The benefits register will be developed and presented in the FBC.

6.7 Arrangements for risk management

In developing the Economic Case for this conflated SOC/OBC, the risk register was applied across to the short-listed options. In the FBC this will be amended specifically for the chosen solution and will be managed throughout the project by the Client Project Manager.

6.8 Arrangements for post project evaluation

The outline arrangements for post implementation review (PIR) and project evaluation review (PER) will be established in accordance with best practice and are as follows:

Post Implementation Review (PIR)

These reviews ascertain whether the anticipated benefits have been delivered and are timed to take place one year post operational.

Project Evaluation Review (PER)

This review ascertains how well the project was managed and whether or not it delivered to expectations. It is timed to take place within one year post construction.

Both these reviews feed into the Lessons Learned records.

6.9 Gateway Reviews

A gateway review will be requested, as required, following submission of the FBC.

6.10 Contingency plans

Should this OBC not be approved, the default will be the 'Business as Usual' option until an alternative business case is developed.

Signed on behalf of Torfaen CBC.....

Name: John Tushingam

Position in the organisation: Head of Access & Engagement

Date:.....

Signed on behalf of the Archdiocese of Cardiff.....

Name: Anne Robertson

Position in the organisation: Director of Schools.....

Date:.....