

Ysgol Glan Clwyd

Extending Secondary Welsh Medium Education Provision

Full Business Case (FBC)



Version No: 1.0

Date: March 2015

Version History:

Version	Date Issued	Brief Summary of Change	Owner's Name
0.1	12.02.2015	First Draft	Peter Clayton
0.2	27.02.2015	Updated following DCC SIG Comments	Peter Clayton
1.0	10.03.2015	Issued to DCC Cabinet Issued to Welsh Government	Peter Clayton

EXECUTIVE SUMMARY

(500 words maximum)

This Full Business Case (FBC) presents a proposal to extend, remodel and refurbish the County's existing Welsh medium secondary school, Ysgol Glan Clwyd, St Asaph to create a school with a capacity of 1250 via delivery of the identified 'preferred option'.

The school as of March 2014 had 968 pupils and is close to its current capacity of 1,000 pupils. The Council in partnership with the Welsh Government has increased the capacity in the Welsh Medium Primary schools which serve Ysgol Glan Clwyd. Current pupil forecasts suggest that the pupil numbers at the school will increase to 1,140 by March 2020. Without this project the Council will be unable to meet the growing demand for Welsh Medium education in the secondary sector.

This will address the following:

- Contribution to raising educational attainment;
- Improving condition – *raise retained School buildings to Condition Category B and any new build to Condition Category A plus elimination of maintenance backlog;*
- Improving suitability – *appropriateness of accommodation to enable delivery of 21st Century accommodation for forecast numbers of pupils on roll up to 1250 places;*
- Better matching of demand for and supply of pupil places – *provision of 1250 places to meet forecast increase in Welsh Medium demand in region, removal of all temporary accommodation;*
- Support delivery of other services – *improve facilities and access to leisure offer and wider community;*
- Quality of Design – *provide an aspirational environment suitable and flexible for delivery of 21st Century education.*

The 'preferred' option, following a re-assessment of the short list is a variation on the Option 3 presented at OBC stage. This new Option 3 still being a refurbishment, partial replacement & extension but focused on a slightly larger

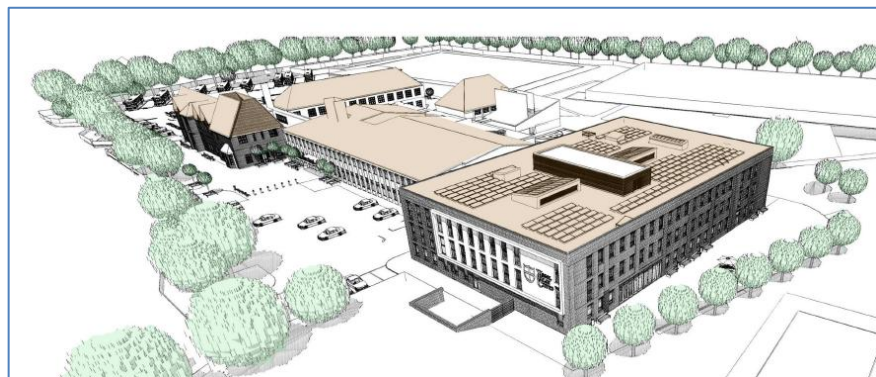
proportion of demolition and greater new build to the southern part of the school site.

The total cost of this preferred option is £15.9 million and this investment is being sought to deliver the 'preferred' option over the period 2014-2018.

Current School:



Proposed Design:



STRATEGIC CASE

(1000 Words Maximum)

The overall Strategic Case as described in detail within the Outline Business Case (OBC) remains valid.

To reconfirm in line with the detail in the OBC, satisfying the potential scope for this investment will deliver the following high-level programme wide strategic benefits:

1. **Investment Objective 1:** Learning environments for children and young people aged from 3 to 19 that will enable successful implementation of strategies for school improvement and better educational outcomes;
2. **Investment Objective 2:** Greater economy through better use of resources to improve efficiency and cost-effectiveness of the education estate and public provision;
3. **Investment Objective 3:** A sustainable education system with all schools meeting a 21st Century Schools Standard, and reducing recurrent costs and carbon footprint.

Guided by these overarching strategic objectives, a number of benefits criteria have been developed for the project against which to assess the options developed to address the business need. Based on an appraisal of the options available against these criteria, a 'preferred' option is proposed that will best contribute to delivering against these criteria, with the appraisal also including a value for money assessment to moderate the appraisal from an affordability perspective plus and initial assessment of risk attached to each option.

In summary the benefits criteria areas include:

- Raising attainment
- Support service delivery
- Building condition
- Suitability
- Matching demand / supply of places
- Design

The criteria have been used to identify specific measurable benefits against which the preferred solution can be assessed.

Business strategies

The Council has a 5 year Corporate Plan, approved by elected members in October 2012, which identifies 7 priority areas for Council activity and action and contextualises national and regional policy developments for Denbighshire.

Specifically within this plan there is a priority work stream for:-

- Improving performance in education and the quality of our school buildings

This priority includes the following intended outcomes:-

- We will invest significantly to improve school buildings and facilities and provide improved learning environments for pupils
- We will continue to review school provision across the county to ensure that we provide the right number of school places, of the right type, in the right location. Specifically we aim to deliver:
 - A brand new high school for Rhyl
 - Extension and remodelling of Ysgol Glan Clwyd
 - Bodnant Community School extension as a single site school
 - A new area school in Cynwyd
 - A new faith-based school in the north of the county

The Corporate Plan states that the programme will be funded through the use of reserves, balances and by selling assets with the rest being generated through prudential borrowing. Further detail is contained within the Financial Case of this FBC. The affordability of this plan has been reconfirmed by Councillors recently as part of the overall budget setting process and Council on the 3rd February 2015 confirmed its commitment "that the delivery of the Corporate Plan takes priority in future budget setting rounds."

Other organisational strategies

These corporate priorities are further supported by service delivery plans and the establishment of a number of Corporate Programmes. These include:

- Economic Ambition
- Modernisation

which are supplemented by:

- Modernising Education (Inc. 21st Century Schools Programme)

Of particular relevance to this proposed project is the 21st Century Schools Programme. The Council believes that the Programme, through effectively addressing issues around surplus and deficit places, will lead to the reduction in the number of schools maintained whilst focusing resources on remaining schools to provide an estate that is modern, efficient and effective for delivery of a modern curriculum. In addition, delivery of projects within the 21st Century Schools Programme will also contribute to the development of the Economic Ambition programme via the investment in the economy and the development of appropriate community benefits.

Welsh in Education Strategic Plan

The Council recognises the importance of bilingualism in 21st Century Wales and has adopted a long term aspiration that all children and young people in the County will leave full-time education being competent and confident in using both Welsh and English languages. The Council recognises that this is a long term aspirational aim that will not be achieved for a number of years.

Since the submission of the Council's Outline Business Case the investment projects as part of the Tranche 3 21st Century Schools transitional funding at two of the main Primary feeder schools to Ysgol Glan Clwyd have been completed. This has allowed the increased demand in Welsh Medium education in the primary sector to be met and this now needs to be reflected in the Secondary Sector.

The Council's Welsh in Education Strategic Plan which covers the period 2014 – 17 reaffirms the Council's commitment to increasing the number of pupils

receiving their education through the medium of Welsh. In particular it includes actions to “increase the percentage of learners aged 14-16 studying for qualifications through the medium of Welsh” to which this project will assist those pupils who currently receive Welsh medium primary education and will continue to do so in the secondary sector.

ECONOMIC CASE

(500 Words Maximum)

The critical success factors, as identified and detailed in the OBC remain valid.

The short list of options as detailed in the OBC are summarised below:

Option Reference	Summary Description	Option Type
1	Do minimum – increase space provision via modular units	Comparator
2	Refurbishment, partial replacement & extension of Ysgol Glan Clwyd – Courtyard	Preferred
3	Refurbishment, partial replacement & extension of Ysgol Glan Clwyd – Rear block	Less Ambitious
4	New build Ysgol Glan Clwyd	More Ambitious

Following appointment of a contractor in August 2014 based on an Early Contractor Involvement (ECI) as described in the Commercial Case of this FBC, key stakeholders were re-engaged and an exercise undertaken to challenge the assessment of the short listed options originally developed as part of the initial feasibility work in 2010 and detailed in the OBC.

This re-assessment was undertaken to challenge the assumptions made when developing the original OBC short list; these assumptions and areas of challenge included:

- Practicality
- Buildability
- Value for money – in light of new construction approaches
- Latest construction market – costs
- Costs of options – figures used for OBC were based on Cost Plans originally developed in 2010 (albeit they included price uplift forecast)
- Areas of inefficiency in original short listed options

The proposed preferred solution was reviewed and it was considered that this project was unaffordable within the initial allocation for the project without compromising many of the elements which would deliver key benefits for the project.

This re-assessment exercise led to the development of an alternative approach to the original Option 3 as presented in the OBC. This approach has allowed for a revised approach to be taken to the delivery of the project which ensures that the key benefits can be delivered within the existing funding envelope for the project.

This new Option 3 still being a refurbishment, partial replacement & extension but focused on a slightly larger proportion of demolition and greater new build to the southern part of the school site – 47% new build against 40% new build with the OBC preferred option.

A workshop was held at the school on October 08th 2014 with key stakeholders to re-appraise the original OBC short list and the new Option 3 against the critical success factors.

Option 3, the new preferred option, delivers better value for money based on the revised options appraisal. It also offers potential for a reduced overall delivery timescale of approximately 6-8 weeks on the construction phase and a reduction in the number of those construction phases required compared to the original OBC preferred option. The initial plan included works being undertaken across 5 phases, the revised plan should be completed in 2 distinct phases. Overall this revised approach will reduce the level of disruption to an operational school and subsequently reduce the potential negative impact on learning.

Given the introduction of this new Option 3, now the 'preferred' option, the Economic Appraisals detailed in the OBC were revisited and updated to reflect the re-assessment exercise findings. This exercise confirmed that the new Option 3 was indeed the 'preferred' option when appraisal included other issues on cost, NPC, benefit, cost per benefit point and risk.

The short list of options as finalised, including identification of the FBC preferred option, are summarised below:

Option Reference	Summary Description	Option Type
1	Do minimum – increase space provision via modular units	Comparator
2	Refurbishment, partial replacement & extension of Ysgol Glan Clwyd – Courtyard	Preferred at OBC
3	Refurbishment, partial replacement & extension of Ysgol Glan Clwyd – Southern block	Preferred at FBC
4	New build Ysgol Glan Clwyd	More Ambitious

COMMERCIAL CASE

(1500 Words Maximum)

Method of procurement

Procurement for the project was via the North Wales Schools and Public Buildings Contractor Framework (NWSPBCF). This Framework was officially launched in April 2014 and sets out clear call off procedures via mini-tender exercises for Authorities to follow in procuring teams for specific projects. The Framework was developed and set up following an OJEU compliant procurement exercise that included PQQ and ITT stages to procure a limited number of main contractors to a set number of Lots under the Framework.

Given the anticipated project construction value of £13.9M, the project falls within Lot 2 of the Framework for projects valued between £7.5M and £15M.

Under the guidelines set out within the Framework for call off via mini-tender exercises for individual projects a number of procurement approaches are possible ranging from Early Contractor Involvement (ECI), through degrees of Design & Build to Full Design or Novation.

An appraisal of these options was undertaken based on an assessment of a number of priorities that included: complexity, quality, risk, management and price certainty. These priorities were discussed at a workshop held with key stakeholders, including the school in July 2013. The conclusion reached given the specific nature, scale and ambition for the project was to adopt an ECI approach with a Target Cost. A report was presented to the Modernising Education Board in October 2013 recommending an ECI approach for this project; this recommendation was adopted.

Based on the decision to proceed on an ECI / Target Cost approach, a mini-tender was prepared, using the guidelines set out in the Framework and issued on May 30th 2014 to all 6 contractors in Lot 2 of the Framework. This mini-tender was structured based on a 70% Quality / 30% Price ratio. Within this ratio a number of Quality Questions were posed and a Cost question in reference to a defined Scope of Services. Individual Quality Questions were also weighted based on their relative importance. In addition, an explicit and clear Evaluation

Criteria document was issued to the Contractors on Lot 2 to accompany the mini-tender to ensure the evaluation process was clear and transparent.

The mini-tender submissions, returned on July 25th 2014, were scored by an evaluation panel according to the guidance in the Evaluation Criteria issued. In addition, all bidders were invited to interview to present their written responses and answer any questions or clarifications that arose out of their written responses.

The project, as expressed within the mini-tender has been structured in phases; Phase 1 – Feasibility, Phase 2 – Detailed Design & Target Cost preparation and Phase 3 – Construction. The forms of contract proposed for the project are from the NEC 3 suite of contracts. An NEC 3 Professional Services Contract (PSC) is being used for Phases 1 & 2 and an NEC 3 Option C proposed for Stage 3. A break point option is retained at the end of Stage 2 – Detailed Design & Target Cost Preparation before contractual commitment to proceed to Stage 3 – Construction. It is also worth noting that there is still an option, before the end of Stage 2, in discussion with the appointed contractor, to switch NEC 3 options from C to another NEC 3 option for Stage 3 if this is deemed of mutual benefit based on the balance or risks remaining at that stage.

The above mini-tender process and evaluation exercise was facilitated via the Proactis portal and guided by the County's Procurement Service.

As a result of the evaluation of the written tender responses with moderation at interview, a successful contractor, in this case Willmott Dixon Construction Ltd. was notified of their success via formal correspondence on August 27th 2014.

Required services

The required products and services in relation to the preferred way forward were defined briefly as follows:

- Appointment of a lead contractor (& design team) with:
 - A successful recent track record of designing and constructing innovative secondary schools
 - Experience of using 'partnering-ethos' arrangements

- Ability to provide and lead a team of appropriate technical specialists (Education consultants, ICT and Energy specialists, et al.)
- Understanding of the emerging education and economic trends in Wales and locally in Denbighshire
- A sound reputation for maximising use of local suppliers within the construction supply chain
- A history of delivering significant community benefits through their construction ventures
- Technical ability to lead a complex design and build project to replace the existing school buildings including design, construction, demolition and reinstatement/re-landscaping works

In addition to the above, a specific Scope of Services was included in the draft contract documents that were issued with the mini-tender specifying the services required for Phases 1 & 2 of the project.

Negotiated deal and contractual arrangements

As set out in the section above, the project will use the NEC suite of contracts. To undertake Phase 1 & 2 of the project an NEC Professional Services Contract is being let. At the end of Phase 2, subject to final approval of the Full Business Case, the intention will be to let an NEC Option C Engineering and Construction Contract for delivery of Phase 3 – Construction however as noted above there remains the option, via agreement with the Contractor, to switch to another NEC Option e.g. Option A.

The final decision to enter into a formal contract for Phase 3 is scheduled to be taken by Denbighshire's Cabinet in September 2015 in accordance with the Council's Financial Regulations. The decision will be made following an assessment of the submitted works information by the Contractor.

Financial implications of deal

Under the proposed contractual arrangements and procurement approach the Contractor has been engaged based on a Target Cost. The main contractor will be responsible for undertaking both the design and construction work on the

project, for a negotiated target cost. The target cost is developed in conjunction with the clients cost advisors using an open book and transparent approach. The target cost should represent the actual cost of the construction work to the main contractor which will include the associated add-ons for overheads, profit etc.

There is also a pain / gain incentive proposed within the Phase 3 contract arrangements. At present within the draft Phase 3 contract there is an incentive based on the following share range:

- Less than 100% (under Target Cost) - Contractor share 50% / Client share 50%
- 100% (on Target Cost) – Contractor share 0% / Client share 0%
- Greater than 100% - (over Target Cost) - Contractor share 100% / Client share 0%

Risk transfer arrangements

The general principle is that risks should be passed to 'the party best able to manage them', subject to value for money. The general approach will be guided by these main principles:

- a 'pain/gain' model to offset risk to the Council
- development of target cost for the project; firming of prices
- an insight into their experience and perceptions of 'partnering'

The final allocation of risk within the project is being determined as part of the negotiation with the successful contractor as the project is developing. This involves discussions via dedicated Risk Workshops between Denbighshire and Willmott Dixon whereby project risks are allocated to the party best able to manage them and allocation of risk sums to deal with any residual risks remaining. Initial Risk Workshops have been undertaken in the lead up to Stage C of the design process. As the project continues to develop, risks will be under constant review with the ownership, likelihood, impact and potential cost associated reviewed; it is anticipated that the level of risk will reduce as the design process progresses.

Community Benefits

As part of the mini-competition exercise the commitment of the Contractor to Community Benefits was rigorously examined. In particular the Contractors were required to outline how they would maximise potential community benefits as part of this project. The Contractors proposals included targeting spending of £7million within a 30 mile radius of the school and a project target of 1,052 weeks of activities as opposed to the minimum requirement via the framework of 1,014 weeks of activities.

The progression of these community benefits will be measured during the project in accordance with the toolkit and reported on annually to the Welsh Government. In addition, as the design phase of the project develops Denbighshire County Council will enter into discussions on the principle of adopting a Project Bank Account approach with a view to assisting and supporting the supply chain where possible.

FINANCIAL CASE

(1000 Words Maximum)

Funding Sources

In July 2013, a report was submitted to Denbighshire’s Cabinet recommending approval of £1.0M from the county’s own resources to demonstrate the commitment to taking the project forward through detailed design. This recommendation was approved at Cabinet with the £1.0M being included in the Corporate Plan matrix. This has enabled Phases 1 and 2 to progress in parallel with the Welsh Government Business Case process so as to inform the business case development in a timely manner and place the project in a good position to proceed without delay within the County’s overall 21st Century Schools Band A Programme given formal approval from Welsh Government.

The payment stream for the capital to fund the preferred option (Option 3) will see 47.1% of the funding coming from the WG, the remaining 52.9% coming from DCC. This will enable a balance to be made across the 21st Century Schools Programme for approved projects to date at 50/50. Any revenue implications will be dealt with once the new project is in place via the standard school budget formula setting process.

Summary spend profile and funding sources:

	13/14	14/15	15/16	16/17	17/18	18/19	TOTALS
Total	£5,000	£246,447	£3,595,469	£9,407,184	£2,404,917	£240,983	£15,900,000
WG			£2,521,998	£4,195,377	£531,582	£240,983	£7,489,940
DCC	£5,000	£246,447	£1,073,471	£5,211,807	£1,873,335		£8,410,060

NOTE: the above is based on the current best understanding of the preconstruction and construction programme at Stage C in the design process and may be reviewed as the design process moves forward.

The capital cost of the project is £15,900,000 over the expected lifetime of the project. A submission to access 47.1% of the project value is being made to WG with the remaining funding coming as contribution from Denbighshire. This approach was outlined in the SOP and has been agreed at Council.

The detail on the proposed method of delivery for the contribution from Denbighshire was included within the latest Capital Plan that formed part of the latest Corporate Plan that was agreed at Council on 03th February 2015. The funding provided by the authority will be found from reserves, balances and by selling assets with the rest being generated through prudential borrowing.

This Full Business Case was presented to Denbighshire's Strategic Investment Group on the 17th February 2015. The Group reviewed the business case, financial affordability and to ensure it aligned with the approved Council Capital Plan. The Group recommended its approval to the Council's Cabinet and Council. Both Cabinet and Council are scheduled to consider and approve the Business Case in March / April 2015 prior to final determination of this Business Case by the Welsh Government in April 2015.

Preferred Option Costs

The detailed costs associated with the construction element of the preferred option have been developed as part of progressing Phase 1 – Outline Design of the project, equivalent to the RIBA Stage C Report for the project.

The proposed capital expenditure will increase the overall value of the Council's asset estate by replacing aged buildings with new structures. Consequently, the balance sheet will show an increase in total asset value.

MANAGEMENT CASE

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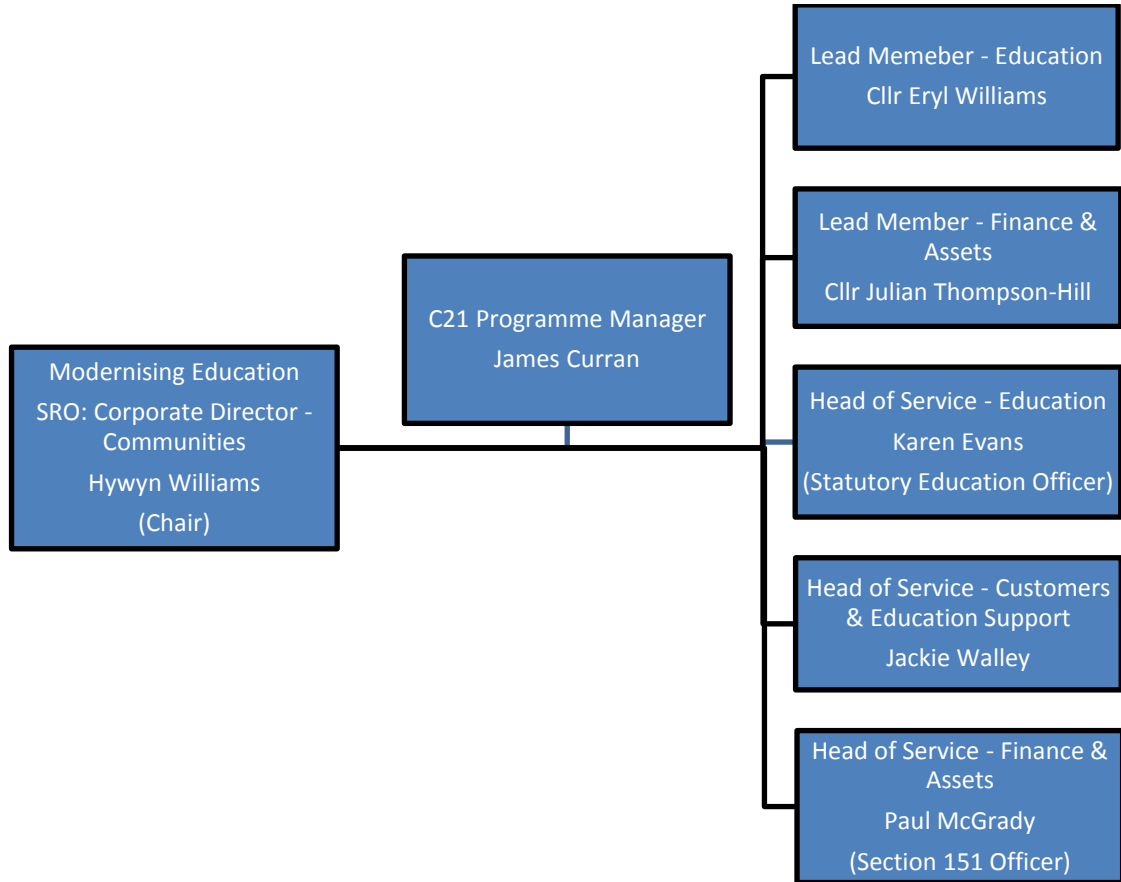
Programme Management

The scheme is an integral part of the Denbighshire's 21st Century Schools Programme which comprises a portfolio of projects through which Denbighshire will deliver the necessary change to ensure that the strategic aims of the Welsh Government's 21st Century Schools Programme are fully met. Denbighshire's Strategic Outline Programme (SOP) was agreed by the Welsh Government (WG) in December 2011.

The Project Management arrangements sit within the context of Corporate Programme Management. DCC's Programme Management strategy ensures that all project development and delivery is undertaken in concert with the Council's strategic vision and politically supported aspirations and priorities. The key principles of DCC's approach to Programme Management include:

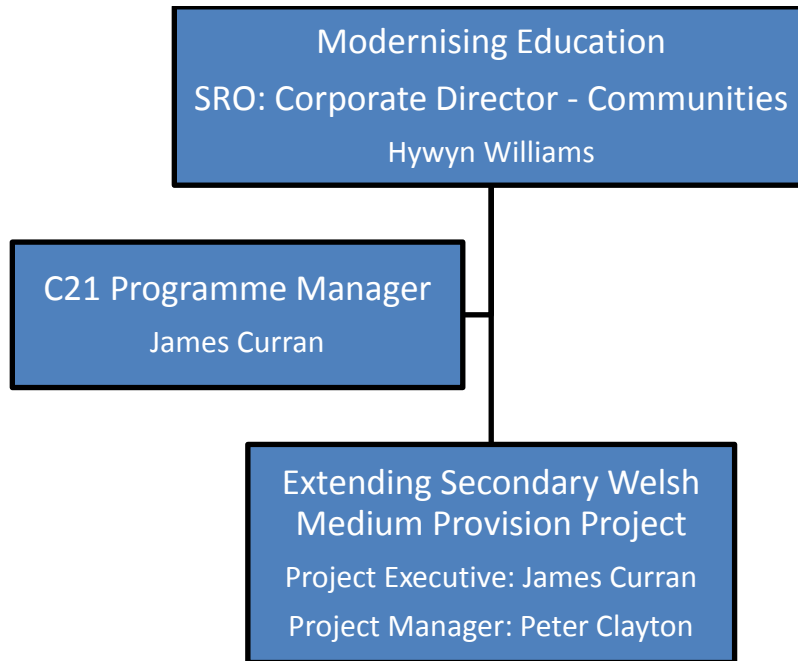
- Programme ownership at Corporate Executive level by a nominated Senior Responsible Owner
- A Programme Board with clearly defined Terms of Reference defining its:
 - Purpose
 - Scope
 - Remit
 - Membership
 - Tenure
- Programme Board membership comprising relevant Cabinet Members, Executive Officers and Service Heads
- A clear focus at strategic, corporate level on (and ultimate responsibility for) the realisation of identified Programme Outcomes and the Council's visions and priorities

The Councils' Modernising Education strategy is governed via the Modernising Education Programme Board. This Board has responsibility to oversee the 21st Century Schools Programme and the key projects therein. The Programme reporting responsibilities at Modernising Education Board level are shown below:



Modernising Education Programme Board

The operational link between Programmes and Projects is made by Executive Officers / Heads of Service / Programme Manager from the Programme Board being nominated Project Sponsors. The actual operational (Service) Programme reporting responsibilities for projects and strand activity are:



Programme – Project Link

Project Management

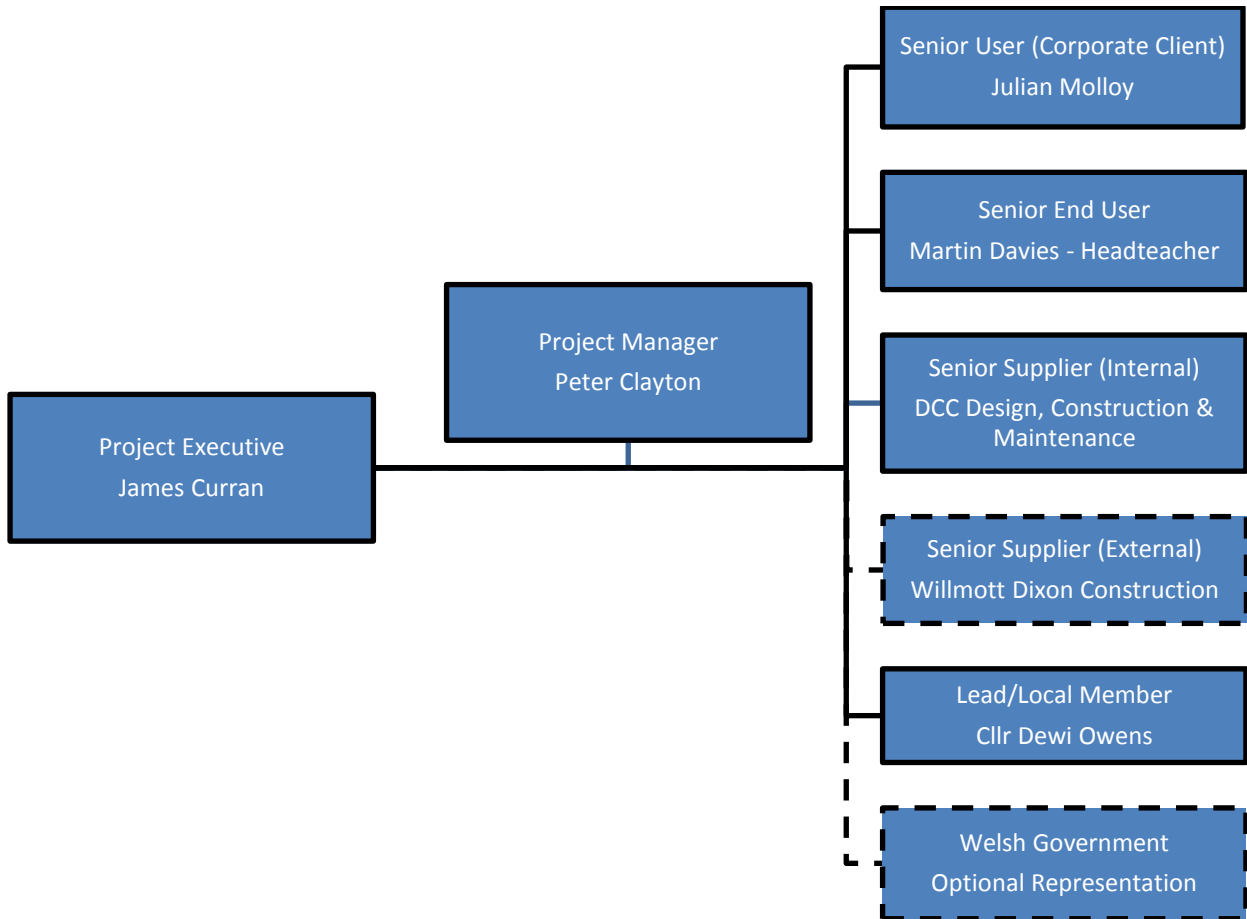
Denbighshire County Council has developed and implemented a corporate project management methodology, based on PRINCE 2, which ensures that projects are properly led, planned, resourced, monitored and controlled. The methodology has a prescribed structure of governance, structure and reporting for projects tailored according to magnitude, scope and complexity to enable successful and efficient project delivery.

A Project Board has been established to oversee the development and progress of the project. The Project Team reports to, and advises the Project Board and is responsible for the development, planning and delivery of the project. The membership of the team is dynamic and evolves over time with some roles increasing or diminishing in profile as the project progresses through its sequential stages. The team is led and coordinated by the Project Manager.

Similarly to the Programme Board, the Project Board is supported as appropriate by advisers in key areas. Where external advisers are to work on projects

consideration will be given to the role of local authority managers to supervise such work and provide line management as appropriate.

The outline reporting arrangements for the project are as indicated below:



Ysgol Glan Clwyd Project Board

It is the intention for the Project Board to meet at key milestones during the project development and delivery where key stage sign off is required before progress to the next stage; this will include at design Stage C and Stage D sign off and Pre-contract. Additional Boards may be called as and when required.

The role of Project Executive will be filled by James Curran as C21 Programme Manager.

The role of Project Manager will be filled by Peter Clayton.

The School will be represented by the Head Teacher, Martin Davies.

Further specialist roles & advice will be provided by DCC internal Design, Construction & Maintenance Department covering areas including design advice, CDMC, QS and Contract Administration.

Local political representation will be via the local elected Member for the area where the school is located, in this case currently Cllr Dewi Owens.

The External Senior Supplier, as described in the Commercial Section, will be Willmott Dixon Construction Ltd (and their design team) and they will be represented and play a role in the Project Board arrangements as required.

There is also included the option for Welsh Government representation at the Project Board as deemed required.

Key milestones

The list below details the key milestones within the design process and key approval and review stages anticipated:

Milestones					Actions Help	
Title	Start Date	End Date	Percentage Complete	Active		
▼ PR000247 Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment						
00001 Submit OBC to WG	11/09/2013	11/09/2013	100%	No	Actions	
00002 WG OBC Assessment Panel	17/10/2013	17/10/2013	100%	No	Actions	
00003 Contractors Framework Finalised	04/11/2013	30/04/2014	100%	No	Actions	
00004 Project Team Established - this includes appointment of consultants	01/05/2014	17/10/2014	100%	No	Actions	
00005 Phase 1 - Feasibility	19/09/2014	16/01/2015	100%	No	Actions	
00011 Phase 1 - Output Approval - via Project Board	16/01/2015	23/01/2015	100%	No	Actions	
00014 Prepare Full Business Case	19/09/2014	13/02/2015	100%	Yes	Actions	
00015 Submit FBC to SIG - targeting a SIG Feb 17 2015	13/02/2015	17/02/2015	100%	Yes	Actions	
00016 Submit FBC to WG (pending approval at Cabinet & Full Council)	06/03/2015	06/03/2015	0%	Yes	Actions	
00017 Submit Report & FBC to Cabinet for Cabinet Meeting on 24 Mar 2015	10/03/2015	10/03/2015	0%	Yes	Actions	
00018 Submit Report & FBC to Full Council on 14 April 2015	31/03/2015	31/03/2015	0%	Yes	Actions	
00010 Stage D Output Report	02/04/2015	02/04/2015	0%	Yes	Actions	
00019 Anticipated WG Panel Assessment Date to approve FBC	28/04/2015	28/04/2015	0%	Yes	Actions	
00012 Stage D Output - Approval - via Project Board	07/04/2015	01/05/2015	0%	Yes	Actions	
00009 Phase 2 - Detailed Design & Target Cost Preparation	07/04/2015	28/07/2015	0%	Yes	Actions	
00022 Submit Works Information		28/07/2015	0%	Yes	Actions	
00013 Phase 2 - Output Approval - via Project Board	11/09/2015	11/09/2015	0%	Yes	Actions	
00020 Submit Report to Cabinet for meeting on 29 Sept 2015 approval to proceed to Phase 3 - Construction	15/09/2015	15/09/2015	0%	Yes	Actions	
00021 Award Contract for Phase 3 - Construction following Cabinet Approval & 5 day standstill period	08/10/2015	08/10/2015	0%	Yes	Actions	
00023 Construction Phase - Start		05/11/2015	0%	Yes	Actions	
00007 Construction Phase - End	05/11/2015	25/08/2017	0%	Yes	Actions	

Risk Management

The strategy, framework and plans for dealing with the management of risk are described in the Risk Management Plan. In addition there is a DCC Risk Register for the 'preferred' option.

The DCC Risk Register is a County specific Risk Register that rolls up key general risks, in addition, as referred to in the Commercial Case is the risk profile developed with the main contractor that allocates specific risks to the party best able to deal plus an accompanying risk value.

These risk registers and management plan detail which party is responsible for the management of each risk and the required counter measures as required.

All these documents will be reviewed and updated as the design develops and specific risks are retired or mitigated.

Benefits Realisation

The strategy, framework and plan for dealing with the management and delivery of benefits are described in the Benefits Realisation Plan.

In addition there is a Benefits Register for the 'preferred' option and a Benefits Realisation Plan. In addition, there is also a document summarising the Outcomes / Benefits anticipated from the project based on an approved Welsh Government template.

These documents set out who is responsible for the delivery of specific benefits, how and when they will be delivered and the required counter measures, as required.

Gateway reviews

For individual projects within Denbighshire a Stage Review process has been established for all projects. This process allows relevant professional views to emerge on individual projects prior to moving forward to the next formal stage.

A Stage Review, via the Strategic Investment Group (SIG) for this project was undertaken prior to the submission of this document. This review process

highlighted a number of minor changes and amendments that were required which have been reflected in the latest document update.

Further key Gateway Reviews, linked to Project Board approval, are planned for key stages in the development of the design and at pre-contract stage.

The Council will discuss further proposed engagement with the Welsh Government Programme and Project Management Team regarding securing external gateway reviews of the project at appropriate milestones.

Contingency Plans

In the event that this project fails, the County will have to maintain the service within the existing facilities however they will not meet the aspirations of both the County and WG to provide facilities fit and suitable in which to deliver a 21st Century curriculum.



Signed:

Printed: Jackie Walley

Position in organisation: Head of Customers & Education Support

Date: 10.03.2015