

## Authors

Authors

Joe Griffiths &amp; James Curran

## General Information

Project Name	Ruthin Review - New School for Llanfair DC
Project Reference	PR004007
Brief Description	The business case is seeking an investment of £5.3 million to provide new learning facilities within the village Llanfair DC that will provide permanent facilities that are fit for purpose for the delivery of primary education.
Programme	Corporate Programme: Modernising Education
Client	Education and Childrens Services
Start Date	08/12/2016
End Date	30/11/2019
Which area(s) are impacted by the project?	Ruthin Denbighshire

## Project Scale

## Decision Matrix

## Project Scale

What is the total cost of the project?	Over £150K OR Over £1 million (Construction)	2
How long will it take to develop and implement the project?	Over 12 months	2
Which stakeholders are involved?	Internal & External	1
Has Denbighshire done this sort of project before?	Many times	0
What is the reputational risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Medium	1
What is the financial risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Medium	1
<b>Total</b>		<b>7.0</b>

Total

7.0

Project Scale

Medium

Is the funding source Capital or Grant funded?

Yes

## Project Members

## Project Members

Eryl Williams

Project Role

Council Lead

James Curran

Project Role

Programme Manager

Karen Evans

Project Role

Project Executive

Joe Griffiths

Project Role

Project Manager

## Executive Summary

Highlight the key points in the Business Case, which should include benefits and the return on investment (ROI)

This Business case seeks an investment of £5.3 million to progress the preferred option for a new school for the village of Llanfair.

The preferred option is a new school to be built on a new site with a capacity of 126 full time pupils and 18 part time pupils. The other business options that have been considered are listed within the business option section with reasons for them being discounted.

The proposal represents the best opportunity to safeguard and sustain educational standards for the future and provide a platform for improvement through significant investment in facilities.

The proposal demonstrates the Council's commitment to sustaining and developing further standards of attainment and learning opportunities for all children in order for them to fulfil their potential.

Benefits associated with the investment are:

- Improved school building and facilities.
- The new school building will be more energy efficient, reduce the maintenance backlog and ensure compliance with DDA legislation.
- An improvement in the performance of the school.
- There is a clear link between new and improved school buildings and improved performance as highlighted by Estyn. The provision of distinct Foundation Phase and Key Stage 2 learning environments, outdoor classrooms and appropriate resource space will have a positive impact on the learning environment enabling staff and pupils to achieve their potential.
- Improved educational environment for pupils and staff.
- Pupils and staff will benefit from an improved learning environment. The provision of specific facilities to deliver the Foundation Phase curriculum and the Key Stage 2 curriculum, along with the skills and expertise of a larger cohort of staff will create learning environment for pupils and staff to thrive in.
- Improved morale of pupils and staff.
- Reduction in the maintenance backlog of £70,343.16.
- Removal of annual costs of 2 mobile units at the Llanfair site, currently £18,756 per annum.
- Removal of car park charges- Denbighshire County Council currently pay a set amount annually to the village hall for use of their car park for the staff of the school. ( £2 per day for approx. 195 days per year=£390)
- The new school will have a lower cost per pupil as it will provide a more efficient education system that reduces expenditure of building, site and energy expenses allowing resources to be redirected towards improving the education provision for pupils within the County.
- A more energy efficient building.
- Improved education and ancillary facilities.
- Removal of mobile accommodation.
- Improved morale of pupils and staff.
- Compliance with accessibility legislation.

## Reasons

This project will deliver:

The project will provide a new school with a capacity of 126 full time pupils in the village of Llanfair.



Explain the reasons for undertaking the project and how the project will enable the achievement of corporate strategies and objectives

Denbighshire County Council is committed to providing 21<sup>st</sup> century school buildings and facilities to ensure all pupils reach their maximum potential. The status quo within the area of Ruthin has the potential to impact negatively, and put at risk the high quality provision as a result of buildings and facilities that are not fit for purpose.

The project will provide a new school of 126 full time capacity in the village of Llanfair.

This project forms part of Denbighshire County Council's Strategic Outline Programme for 21<sup>st</sup> Century Schools funding and is a priority within the Corporate Plan.

### Strategic Context

This section provides an overview of the context within which the investment will be made.

The overall aims of Denbighshire's 21st Century Schools Programme reflect the overall national programme objectives:

*Aim 1 - Learning environments for children and young people aged from 3 to 19 that will enable the successful implementation of strategies for school improvement and better educational outcomes*

*Aim 2 - Greater economy through better use of resources to improve the efficiency and cost-effectiveness of the education estate and public service provision*

*Aim 3 - A sustainable education system with all schools meeting a 21st Century Schools Standard, and reducing the recurrent costs and carbon footprint*

### Business needs / Problems with the status quo

Site Issues: The school site is located on the A525 right in the centre of the village. The classroom areas in the main building are reasonably well related, allowing some flexibility in use, but some of the ancillary areas are cramped and poorly arranged. The school is reliant on two mobile classrooms to provide classrooms for years 5 & 6 with year 4 accommodated in a first floor area. Access to the first floor is via a narrow staircase. There is not a dedicated dining area.

Highways: Significant road safety concerns expressed in regard to lack of parking/drop off /pick up and pedestrian facilities.

The current maintenance backlog at the school is £70,343.16.

Potential for Development: The site area is sufficient for development as a 105 capacity school, although there does not appear to be acceptable solutions to the provision of parking/drop off/pick up facilities on the existing site with concerns about the safety of the existing arrangement.

Condition	B
Suitability	B
Deficiencies	Car Parking, Staff Areas, Public Areas, Accessibility

### Current demand for places

The table below shows the pupil number over the past 5 years and the current demand for places at the school at Ysgol Llanfair:

Full Time pupil numbers – January PLASC					
2011	2012	2013	2014	2015	2016
96	93	90	84	94	89

### **Projections for the next 5 years indicate the following:**

Full Time pupil numbers – Projections				
2017	2018	2019	2020	2021
90	93	93	97	98

There is currently a planning application being considered for the development of 63 dwellings within the village. If the application is successful this will increase pupil numbers by 15 based on new development calculations for the likely demand. This provides justification to future proof the school with a capacity of 126 full time pupils.

### Business Options

Has an options appraisal and feasibility study been undertaken?

Yes

### Delivery Options



## Retain the Status Quo (Do Nothing)

Brief Description	This would mean retaining the school as it is with no changes or improvements to existing facilities.
Costs Comparison	Costs less
Time Comparison	Is quicker to deliver
Quality Comparison	Is a lower quality
Benefits Comparison	Worsens benefits
What is the main reason this option has not been selected	<p>This option would not address any of the issues associated with the schools condition, maintenance backlog, mobile accommodation and lack of suitable facilities. This would not result in any savings or increase the efficiency and effectiveness of the school estate. This option would not improve the learning environments for pupils.</p> <p>Accessibility issues would remain at the school whilst they school would still be reliant upon mobile classrooms which would remain. The school would remain to be without a school hall on site, and would not have any dining and internal PE areas either.</p> <p>In addition the long term sustainability of the school could be threatened by the new builds in Ruthin- Ysgol Pen Barras (Category 1) and Rhos Street school (category 5) as parental support and confidence could be lost and could impact on pupil numbers in the future.</p>
Summary of WIA findings	<p>As this proposal is to maintain the status quo at Ysgol Llanfair many of the implications are neutral. The proposal would not be sustainable long term and with other developments of new schools within the town of Ruthin the long term sustainability of the school could be threatened as parental support and confidence could be lost and could impact on pupil numbers in the future. Issues with the current site remain and due to the size of the school site there would be limitations for future-proofing at a later date.</p>

## Clear Maintenance Backlog - Remedial Repair (Do minimum)

Brief Description	Complete any remedial repairs to the current school buildings. This option would address the maintenance backlog at the sites.
Costs Comparison	Costs less
Time Comparison	Is quicker to deliver
Quality Comparison	Is a lower quality
Benefits Comparison	Worsens benefits
What is the main reason this option has not been selected	<p>This option would involve capital expenditure that would not improve the learning environment for pupils to any extent. The option would not deliver significant efficiencies and deficiencies in facilities would remain. There would be some disruption to pupils and staff during periods of work. This option would not resolve the issue of parking and the lack of pick up and drop off facilities.</p> <p>Accessibility issues would remain at the school whilst they school would still be reliant upon Mobile classrooms which would remain. The school would remain to be without a school hall on site, and would not have any dining and internal PE areas either.</p> <p>This option would not result in savings or increase the efficiency and effectiveness of the school estate. The long term sustainability of the school could be threatened by the new builds in Ruthin- Ysgol Pen Barras (Category 1) and Rhos Street school (category 5) as parental support and confidence could be lost and could impact on pupil numbers in the future.</p>
Summary of WIA findings	<p>As this proposal is to clear the Maintenance backlog at Ysgol Llanfair many of the implications are neutral. The proposal would not be sustainable long term and with other developments of new schools within the town of Ruthin the long term sustainability of the school could be threatened as parental support and confidence could be lost and could impact on pupil numbers in the future. Issues with the current site remain and due to the size of the school site there would be limitations for future-proofing at a later date.</p>

## Refurbishment of the Existing Building

Brief Description	This would mean retaining the current school site. The existing school site would be refurbished and a small extension would be build to accommodate a standalone hall and to provide additional classrooms to allow for the removal of the mobile classrooms.
Costs Comparison	Costs less
Time Comparison	Is quicker to deliver
Quality Comparison	Is a lower quality
Benefits Comparison	Improves benefits
What is the main reason this option has not been selected	<p>This option would involve significant capital expenditure. This option would not deliver significant efficiencies and deficiencies in facilities would remain.</p> <p>A refurbishment would also not resolve parking classrooms areas not being fit for purpose and would leave the site unable to be extended further to accommodate growth in housing in the village leaving the overall site below required size.</p> <p>The long term sustainability of the school could be threatened by the new builds in Ruthin. The learning environment provided would be inferior to the new build in Ruthin and parental support and confidence could be lost and could impact on pupil numbers in the future.</p>



Summary of WIA findings	<p>Although there would be an improvement in facilities with this proposal the long term sustainability would be a concern. The current school may not be able to deliver an environment fit for 21st century education and scope for future growth of pupil numbers in the future. Other developments of new schools within the town of Ruthin would put the long term sustainability of the school under threat as parental support and confidence could be lost and could impact on pupil numbers in the future. Issues with the current site remain and due to the size of the school site there would be limitations for future-proofing at a later date.</p>
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#### New 180 FTE build in Llanfair on a new site (Do Maximum)

Brief Description	<p>A new school would be built in the village of Llanfair with a capacity of 180 full time pupils, on a new site with suitable facilities. The existing sites would then be declared surplus. This option would address the condition of the existing buildings, reduce the maintenance backlog, improve facilities and would provide a 21<sup>st</sup> century learning environment.</p> <p>This option would have a positive impact on the learning environment as pupils would have access to improved facilities including a suitable hall space. The removal of mobile classrooms would result in an annual revenue saving of £18k. All pupils would be educated under one roof.</p> <p>The new school building would employ new technologies resulting in a greater energy efficiency and reduction in carbon footprint. Would achieve and EPC rating of 'A'.</p> <p>The build would have no impact on educational delivery during any period of work.</p>
Costs Comparison	Costs more
Time Comparison	Takes the same time to deliver
Quality Comparison	Is the same quality
Benefits Comparison	Worsens benefits
What is the main reason this option has not been selected	<p>This option would require greater capital spend over the allocated budget. This option would be more than the school and community needs. The size of the school following construction would result in a number of surplus places.</p> <p>This level of surplus places could put the project at risk of claw back from the Welsh Government as part of the Contract conditions regarding surplus places.</p> <p>This investment could potentially put other projects within the Modernising Education Programme at risk through the reallocation of resources.</p> <p>This option would be more than the community needs and could undermine the future sustainability of community owned facilities and other schools within the wider area.</p>

Summary of WIA findings	<p>The case for investment complies with the Councils identified issues that needed to be addressed to achieve long term sustainability and improved educational provision in the Ruthin area. The need for investment is enhanced by the condition of the current school, including the absence of a school hall, adequate dining facilities and the reliance on 2 mobiles. However the size of the school is required to reflect the existing demand now and in the future, taking into account the Local Development Plan and the housing allocation in the village.</p> <p>Therefore the school must not be sized too big as this could have a detrimental impact on surrounding schools in the area. Taking these factors in to consideration, a capacity of 180 would be too big.</p>
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#### Project Scope

Within Scope	<p>The proposed new building located in the village of Llanfair will deliver a primary school with capacity for 126 full-time pupils &amp; 18 part-time pupils. The project will provide a total of five classrooms for the delivery of mixed year classes (Nursery &amp; Reception, Year 1 &amp; 2, Years 3 &amp; 4 and Years 5 &amp; 6) and additional areas including a hall, kitchen, community room, staff room, administration office, head teachers office, toilets and storage.</p>
Outside Scope	<p>The future use of the existing site will be managed in partnership with the Church in Wales and will be managed outside of the project.</p>

#### Stakeholders, Communication and Partners

Stakeholders	
School Staff	
Stakeholder	Staff

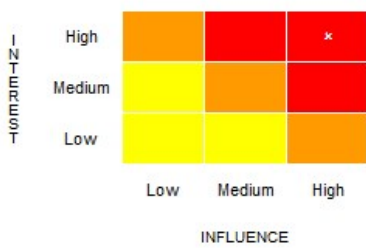
Stakeholder	School Staff																							
Organisation	Ysgol Llanfair																							
Department (if internal)	Primary (Ed)																							
Interest & Influence	<table border="1"> <tr> <td rowspan="3">I N T E R E S T</td> <td>High</td> <td>Orange</td> <td>Red (x)</td> <td>Red</td> </tr> <tr> <td>Medium</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>Low</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> </tr> <tr> <td></td> <td></td> <td>Low</td> <td>Medium</td> <td>High</td> </tr> <tr> <td colspan="2"></td> <td colspan="3">I N F L U E N C E</td> </tr> </table>	I N T E R E S T	High	Orange	Red (x)	Red	Medium	Yellow	Orange	Red	Low	Yellow	Yellow	Orange			Low	Medium	High			I N F L U E N C E		
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	Medium		Yellow	Orange	Red																			
	Low	Yellow	Yellow	Orange																				
		Low	Medium	High																				
		I N F L U E N C E																						
How will their interest be managed?	Keep informed																							
Communication message/details	Communication to staff will primarily be through the Headteacher at the school following progress meetings and briefing sessions. Staff will be regularly updated and informed on the developments regarding the new build and also consulted at the detailed design stage.																							
Communication Frequency	As necessary																							
Form of Communication	<ul style="list-style-type: none"> <li>• Progress meetings</li> <li>• Newsletters</li> <li>• Emails</li> <li>• Letters</li> </ul>																							
Owners	Joe Griffiths																							

Parents

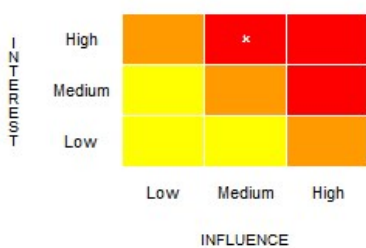
Stakeholder	Service Users																							
Stakeholder	Parents																							
Department (if internal)	EXTERNAL																							
Interest & Influence	<table border="1"> <tr> <td rowspan="3">I N T E R E S T</td> <td>High</td> <td>Orange (x)</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Medium</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>Low</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> </tr> <tr> <td></td> <td></td> <td>Low</td> <td>Medium</td> <td>High</td> </tr> <tr> <td colspan="2"></td> <td colspan="3">I N F L U E N C E</td> </tr> </table>	I N T E R E S T	High	Orange (x)	Red	Red	Medium	Yellow	Orange	Red	Low	Yellow	Yellow	Orange			Low	Medium	High			I N F L U E N C E		
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	Medium		Yellow	Orange	Red																			
	Low	Yellow	Yellow	Orange																				
		Low	Medium	High																				
		I N F L U E N C E																						
How will their interest be managed?	Keep informed																							
Communication message/details	During the detailed design stage drop-in sessions will be provided for the community to provide feedback on the designs for the new school. Parents will be regularly updated and informed on developments regarding the progress of the new build.																							
Communication Frequency	As necessary																							
Form of Communication	<ul style="list-style-type: none"> <li>• Nesletter</li> <li>• Education Blog</li> <li>• Letters</li> <li>• Email</li> </ul>																							
Owners	Joe Griffiths																							

Elected Members

Stakeholder	Members
Stakeholder	Elected Members
Organisation	Denbighshire County Council
Department (if internal)	Member Development and Support

Interest & Influence	
How will their interest be managed?	Manage closely
Communication message/details	Keep members informed of any developments regarding the new build. Invite members to key milestone events of the project.
Communication Frequency	As necessary
Form of Communication	<ul style="list-style-type: none"> <li>• Highlight reports</li> <li>• Newsletter</li> <li>• Education Blog</li> <li>• Progress meetings (if applicable)</li> <li>• Email</li> <li>• Letters</li> </ul>
Owners	Joe Griffiths

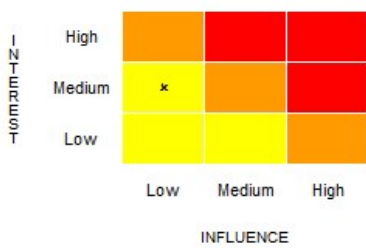
Governing Body - Ysgol Llanfair DC

Stakeholder	Service Users
Stakeholder	Governing Body - Ysgol Llanfair DC
Organisation	Denbighshire County Council
Department (if internal)	Education
Interest & Influence	
How will their interest be managed?	Manage closely
Communication message/details	To provide briefing sessions to the Governing Body when necessary that will form part of the governing body meeting. The chair of the Governing Body will feed into the process, specifically during conception and detailed design stages.
Communication Frequency	As necessary
Form of Communication	<ul style="list-style-type: none"> <li>• Briefing Meetings</li> <li>• Newsletters</li> <li>• Education Blog</li> <li>• Emails</li> <li>• Letters</li> </ul>
Owners	Joe Griffiths

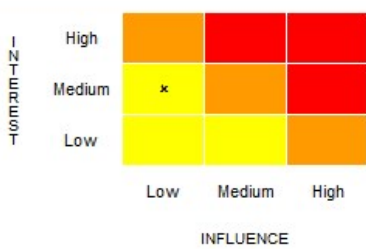
Pupils

Stakeholder	Service Users
Stakeholder	Pupils
Department (if internal)	EXTERNAL



Interest & Influence	
How will their interest be managed?	Keep informed
Communication message/details	Consultation and pupil engagement will take place to provide them with opportunities to share their views in the design process stage.
Communication Frequency	As necessary
Form of Communication	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Education Blog</li> <li>• Newsletters</li> </ul>
Owners	Joe Griffiths

Local Residents and the Surrounding Community

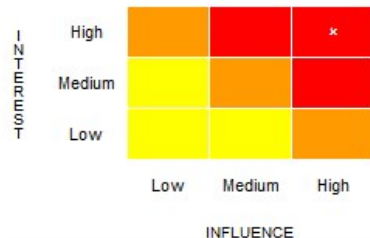
Stakeholder	Residents
Stakeholder	Local Residents and the Surrounding Community
Department (if internal)	EXTERNAL
Interest & Influence	
How will their interest be managed?	Keep informed
Communication message/details	<p>Local residents near the new school site will have an interest in the development. To inform local residents there will be drop in sessions to view designs of the new school build. In addition there will be a consultation at the pre planning and planning stage.</p> <p>During the construction phase the contractor will keep the residents informed of the progress of the builds and any potential disruptions.</p>
Communication Frequency	As necessary
Form of Communication	<ul style="list-style-type: none"> <li>• Drop in sessions</li> <li>• Consultation at the planning stages</li> <li>• Newsletters</li> <li>• Education Blog</li> </ul>
Owners	Joe Griffiths

Modernising Education Board

Stakeholder	Senior Management
Stakeholder	Modernising Education Board
Organisation	Denbighshire County Council
Department (if internal)	Education



Interest & Influence



How will their interest be managed?

Keep informed

Communication message/details

Regular progress updates will be provided to members of the board. Any risks or issues that require escalating will be done as necessary and reported to the board.

Communication Frequency

Bi-Monthly

Form of Communication

Progress reports

Owners

Joe Griffiths

Church in Wales

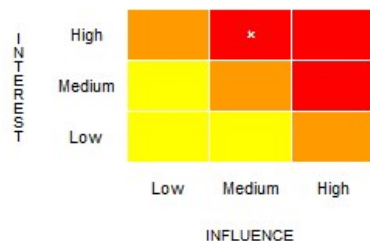
Stakeholder

Partners

Stakeholder

Church in Wales

Interest & Influence



How will their interest be managed?

Manage closely

Communication message/details

The Church in Wales will be a key partner in the project, who will be included in the progress meetings and briefing sessions. Representatives from the Church in Wales will feed into the process, specifically during conception and detailed design stages.

Communication Frequency

As necessary

Form of Communication

- Progress meetings
- Involvement within the detailed design stage.
- Emails
- Newsletters

Owners

Joe Griffiths

Communications Plan

Key messages

Agreed milestones for communication will be agreed. Issues for communication will be a standard item on design meetings with the school.

Interdependencies

Interdependencies

00001 Proposals for a new school/s within the town of Ruthin

Title

Proposals for a new school/s within the town of Ruthin

00002 Ruthin area Primary School Review

Title

Ruthin area Primary School Review

Cashable Benefits

Cashable Benefits

BEN.4007.01 - Removal of Mobiles Used for Teaching Accomodation

Benefit Number

BEN.4007.01

Title	Removal of Mobiles Used for Teaching Accomodation
Description	The new school will provide a permanent learning environment, eradicating the need for mobile classrooms. This would result in the removal of annual costs of 2 mobile units at the Llanfair site, currently costing £18,756 per annum. Additional saving would also be made as a result maintenance on the mobiles no longer being required.
Benefit Owner	Modernsing Education
Status	On Target
Department Claiming the Benefit	Education
Benefit Term	Recurring
Revenue or Capital?	Revenue
Confidence	Medium
Disbenefit	The cost to remove the mobiles may result in a decrease in the initial savings.
Expected Delivery Date	01/10/2019
Delivery Notes	This saving would be realised upon the completion of the new school.
Achieved	No
Responsible For Delivery	Joe Griffiths

## Savings

	Expected (£000s)	Actual (£000s)	Repeatable (£000s)
2019/20			
October 2019		19.000	
<b>Total</b>		<b>19.000</b>	
<b>TOTAL</b>		<b>19.000</b>	
BEN.4007.02 - Decrease in Maintenance backlog of £70k			

Benefit Number	BEN.4007.02
Title	Decrease in Maintenance backlog of £70k
Description	The development of a new school build would lead to a reduction in the overall school maintenance backlog of £70k (minimum).
Benefit Owner	Education Estate
Status	On Target
Department Claiming the Benefit	Education
Benefit Term	One-off
Revenue or Capital?	Revenue
Confidence	Medium
Disbenefit	None Expected
Expected Delivery Date	01/10/2019
Achieved	No
Responsible For Delivery	Joe Griffiths

## Savings

	Expected (£000s)	Actual (£000s)	Repeatable (£000s)
2019/20			
March 2020		70.000	
<b>Total</b>		<b>70.000</b>	
<b>TOTAL</b>		<b>70.000</b>	
BEN.4007.03 - Increase in Energy Efficiency and Reduction in Carbon Emissions			

Benefit Number	BEN.4007.03
Title	Increase in Energy Efficiency and Reduction in Carbon Emissions



Description	The preferred option would result in a greater energy efficiency and a reduction in the carbon emissions based on the current school site. the new building would achieve an EPC rating of 'A' and BREEAM score of Excellent.  As a result of the current technologies and efficient approaches used the new site would be more economical to run.
Benefit Owner	Education Estate
Status	On Target
Department Claiming the Benefit	Education
Benefit Term	Recurring
Revenue or Capital?	Revenue
Confidence	Medium
Disbenefit	If staff are not trained correctly in how to use the new systems, then the new systems may not generate a saving.
Expected Delivery Date	01/10/2020
Achieved	No
Responsible For Delivery	Joe Griffiths

## BEN.4007.06 - Reduction in Maintenance Wholelife Costs

Benefit Number	BEN.4007.06
Title	Reduction in Maintenance Wholelife Costs
Description	A new build in the short term will lead to minimal maintenance costs. The design will consider the wholelife costs, the design and choice of materials will ensure that maintenance costs for the school will be reduced in the medium to long term.  This will be beneficial for the school budget and the overall management of the education estate.
Benefit Owner	Education Estate
Status	On Target
Department Claiming the Benefit	Routine Maintenance (H&ES)
Benefit Term	Recurring
Revenue or Capital?	Revenue
Confidence	Medium
Achieved	No
Responsible For Delivery	Joe Griffiths

## BEN.4007.11 - Removal of Car Park Charges

Benefit Number	BEN.4007.11
Title	Removal of Car Park Charges
Description	Denbighshire County Council currently pay a set amount annually to the village hall for use of their car park for the staff of the school.
Benefit Owner	Education Estate
Status	On Target
Department Claiming the Benefit	Education
Benefit Term	Recurring
Revenue or Capital?	Revenue
Confidence	Medium
Expected Delivery Date	31/03/2020
Responsible For Delivery	Joe Griffiths

## Savings

	Expected (£000s)	Actual (£000s)	Repeatable (£000s)
2020/21			
September 2020		0.380	
Total		0.380	

Expected (£000s)	Actual (£000s)	Repeatable (£000s)
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0.380

## TOTAL

## Non Cashable Benefits

## Non Cashable Benefits

## BEN.4007.07 - Improvement in Pupil and Staff Morale and Satisfaction

Benefit Number	BEN.4007.07
Title	Improvement in Pupil and Staff Morale and Satisfaction
Description	There are many complexities with the current site that pose many challenges for both staff and pupils. These issues impact on the day to day management of the site as described in the executive summary. A new school and facilities will improve pupil and staff morale and satisfaction.
Benefit Owner	Education
Status	On Target
How will the benefit be measured?	<ul style="list-style-type: none"> <li>• Staff retention</li> <li>• Pupil attendance</li> <li>• Pupil attainment</li> </ul>
Confidence	Medium
Achieved	No
Responsible For Delivery	Joe Griffiths

## BEN.4007.08 - Improvement in Education Achievement and Attainment

Benefit Number	BEN.4007.08
Title	Improvement in Education Achievement and Attainment
Description	Ysgol Llanfair provides a good level of educational provision as reflected in their recent ESTYN report. There is a clear correlation between new facilities and an increase in achievement and attainment. The preferred option would deliver state of the art education facilities for pupils and staff, providing greater opportunities to deliver an innovative 21st century curriculum.
Benefit Owner	Education
Status	On Target
How will the benefit be measured?	<ul style="list-style-type: none"> <li>• Future ESTYN Inspection</li> <li>• Comparison of stats for pupils attainment</li> </ul>
Confidence	Medium
Achieved	No
Responsible For Delivery	Joe Griffiths

## BEN.4007.10 - Sustainable Education System

Benefit Number	BEN.4007.10
Title	Sustainable Education System
Description	The preferred option would ensure a sustainable education system for the future. Providing parents with a comprehensive choice including English medium, Welsh medium and faith based primary provision. The development of a sustainable education system would safeguard educational attainment and achievement within the town of Ruthin and the wide school estate.
Benefit Owner	Education
Status	On Target
How will the benefit be measured?	School admissions and demand for school places: - there is adequate school places within the ruthin area to cater for the demand.
Confidence	Medium
Expected Delivery Date	01/09/2020
Responsible For Delivery	Joe Griffiths

## BEN.4007.12 - Compliance with Accessibility Regulations

Benefit Number	BEN.4007.12
Title	Compliance with Accessibility Regulations



Description	Ysgol Llanfair currently isn't compliant with accessibility regulations. Neither site has a accessible toilet and there is limited access to parts of the school accommodation.
Benefit Owner	Education
Status	On Target
How will the benefit be measured?	New school site will meet accessibility requirements.
Confidence	High
Expected Delivery Date	01/09/2019
Responsible For Delivery	Joe Griffiths

## Expected Dis-benefits

Outcomes perceived as negative by one or more stakeholders	<p>Building a new school on a new site may be viewed as negative for members of the community who own properties overlooking the proposed school site.</p> <p>Concerns if there are no clear proposals emerging for the future use of the existing site, which is in a prominent location within the village.</p>
--	---

## Milestones

## Milestones

## 00011 Develop Business Case for Approval

Milestone ID	00011
Milestone Title	Develop Business Case for Approval
Description	Approval of Initial Business Case and then development of Business Justification Case for approval by Welsh Government
Start Date	05/12/2016
End Date	22/12/2017
Active	Yes
Status	On Target
Percentage Complete	5

## 00001 SIG Business Case

Milestone ID	00001
Milestone Title	SIG Business Case
Description	Business case for preferred option to be submitted for consideration by SIG on 11/01/2017.
End Date	11/01/2017
Active	Yes
Status	On Target
Percentage Complete	80

## 00003 Cabinet

Milestone ID	00003
Milestone Title	Cabinet
Description	To take the business case to cabinet to seek approval.
End Date	24/01/2017
Active	Yes
Status	On Target
Percentage Complete	0

## 00015 Approval of Business Justification Case

Milestone ID	00015
Milestone Title	Approval of Business Justification Case
Description	Approval by SIG, Cabinet, Council and Welsh Government of Business Justification Case
End Date	22/12/2017

Active	No
Status	None
Percentage Complete	0

## 00012 Design Stage for new school

Milestone ID	00012
Milestone Title	Design Stage for new school
Start Date	05/12/2016
End Date	23/04/2018
Active	Yes
Status	On Target
Percentage Complete	0

## 00002 Design Brief

Milestone ID	00002
Milestone Title	Design Brief
Description	A detailed design brief of the requirements for the new school, to allow design and construction to design proposed layouts for the school.
End Date	16/12/2016
Active	Yes
Status	Completed
Percentage Complete	100

## 00006 Concept Design Stage

Milestone ID	00006
Milestone Title	Concept Design Stage
End Date	12/05/2017
Active	Yes
Status	On Target
Percentage Complete	10

## 00004 Planning Permission

Milestone ID	00004
Milestone Title	Planning Permission
End Date	16/02/2018
Active	No
Status	None
Percentage Complete	0

## 00007 Detailed Design Stage

Milestone ID	00007
Milestone Title	Detailed Design Stage
End Date	23/02/2018
Active	No
Status	None
Percentage Complete	0

## 00014 Procurement Stage

Milestone ID	00014
Milestone Title	Procurement Stage
Start Date	26/03/2018



End Date	03/08/2018
Active	No
Percentage Complete	0

## 00005 Tender Stage

Milestone ID	00005
Milestone Title	Tender Stage
End Date	03/08/2018
Active	No
Status	None
Percentage Complete	0

## 00013 Construction Stage for New School

Milestone ID	00013
Milestone Title	Construction Stage for New School
Start Date	06/08/2018
End Date	30/08/2019
Active	No
Percentage Complete	0

## 00008 construction Stage

Milestone ID	00008
Milestone Title	construction Stage
End Date	30/08/2019
Active	No
Status	None
Percentage Complete	0

## 00009 Handover

Milestone ID	00009
Milestone Title	Handover
End Date	01/09/2019
Active	No
Status	None
Percentage Complete	0

## 00010 Project Closure Report

Milestone ID	00010
Milestone Title	Project Closure Report
End Date	31/03/2020
Active	No
Status	None
Percentage Complete	0

Costs

Costs

Forecast (£000s)	Committed (£000s)	Actual (£000s)	How much will it cost? (£000s)
---------------------	----------------------	-------------------	--

2020/21

March 2021

	Forecast (£000s)	Committed (£000s)	Actual (£000s)	How much will it cost? (£000s)
march 2021				
Construction	108.110			
<b>Total</b>	<b>108.110</b>			
2019/20				
March 2020				
ICT	173.817			
Furniture	119.498			
Construction	1,344.446			
Design Fees	22.523			
Project Management Costs	10.000			
Client Contingency	10.000			
<b>Total</b>	<b>1,680.284</b>			
2018/19				
March 2019				
Construction	2,151.113			
Client Contingency	5.108			
Design Fees	126.128			
Project Management Costs	22.000			
<b>Total</b>	<b>2,304.349</b>			
2017/18				
March 2018				
Land Purchase	900.000			
Design Fees	234.239			
Project Management Costs	22.000			
<b>Total</b>	<b>1,156.239</b>			
2016/17				
March 2017				
Design Fees	31.624			
Project Management Costs	21.849			
<b>Total</b>	<b>53.473</b>			
2015/16				
March 2016				
Design Fees	29.426			
Project Management Costs	18.007			
<b>Total</b>	<b>47.433</b>			
2014/15				
March 2015				
Design Fees	6.519			
Project Management Costs	13.144			
<b>Total</b>	<b>19.663</b>			
<b>TOTAL</b>	<b>5,369.551</b>			
2020/21				
March 2021				



Category	Construction, refurbishment or maintenance
Title	Construction
Forecast (£000s)	108.11

## 2019/20

March 2020

Category	ICT Infrastructure and Hardware
Title	ICT
Forecast (£000s)	173.817

March 2020

Category	Furniture, Fittings and Equipment
Title	Furniture
Forecast (£000s)	119.498

March 2020

Category	Construction, refurbishment or maintenance
Title	Construction
Forecast (£000s)	1344.446

March 2020

Category	Design Team Fees (Architects, QS etc)
Title	Design Fees
Forecast (£000s)	22.523

March 2020

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	10

March 2020

Category	Client Contingency
Title	Client Contingency
Forecast (£000s)	10

## 2018/19

March 2019

Category	Construction, refurbishment or maintenance
Title	Construction
Forecast (£000s)	2151.113

March 2019

Category	Client Contingency
Title	Client Contingency
Forecast (£000s)	5.108

March 2019

Category	Design Team Fees (Architects, QS etc)
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Title	Design Fees
Forecast (£000s)	126.128

## March 2019

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	22

## 2017/18

## March 2018

Category	Land / Property Acquisition
Title	Land Purchase
Forecast (£000s)	900

## March 2018

Category	Design Team Fees (Architects, QS etc)
Title	Design Fees
Forecast (£000s)	234.239

## March 2018

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	22

## 2016/17

## March 2017

Category	Design Team Fees (Architects, QS etc)
Title	Design Fees
Forecast (£000s)	31.624

## March 2017

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	21.849

## 2015/16

## March 2016

Category	Design Team Fees (Architects, QS etc)
Title	Design Fees
Forecast (£000s)	29.426

## March 2016

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	18.007

## 2014/15

March 2015

Category	Design Team Fees (Architects, QS etc)
Title	Design Fees
Forecast (£000s)	6.519

March 2015

Category	Internal Staff Costs
Title	Project Management Costs
Forecast (£000s)	13.144

Cost Benefit Analysis

Comparison of the aggregated benefits and dis-benefits to the project costs and ongoing incremental operational and maintenance costs. The cost benefit analysis should address how the project will be funded.

The project will be funded by Denbighshire County Council on a 50/50 basis as part of the 21st Century Schools Programme. There are a number of project benefits including cashable savings and re-direction of resources to ensure the efficiency and effectiveness of the school estate.

Financial savings include:

- The removal of mobile accommodation resulting in an £18,756 per annum saving.
- Reduction in the maintenance backlog of £70k

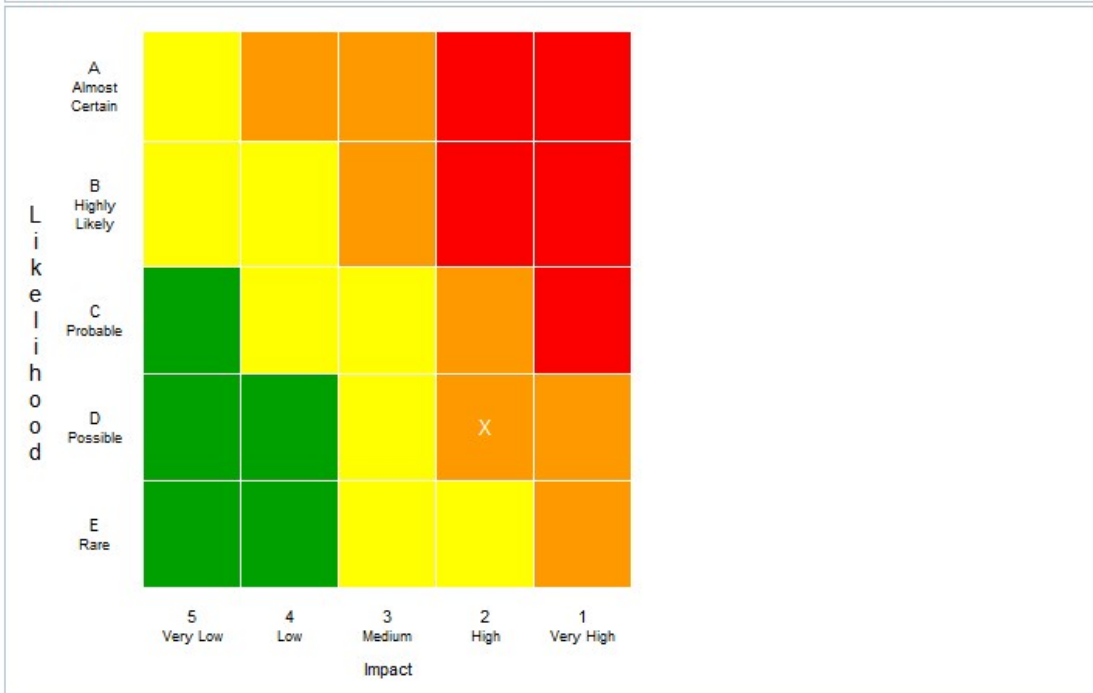
Risks

Risks

00001 Construction Costs

Description	Costs submitted at the point of the detailed design are incorrect or are significantly under estimated by the QS team leading to an increase in the overall cost of the project.
Date Last Reviewed	16/12/2016
Mitigating Action	Ensure that costs are reviewed at key stages of during the design and tender stages.
Risk	Economic/Financial/Market
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



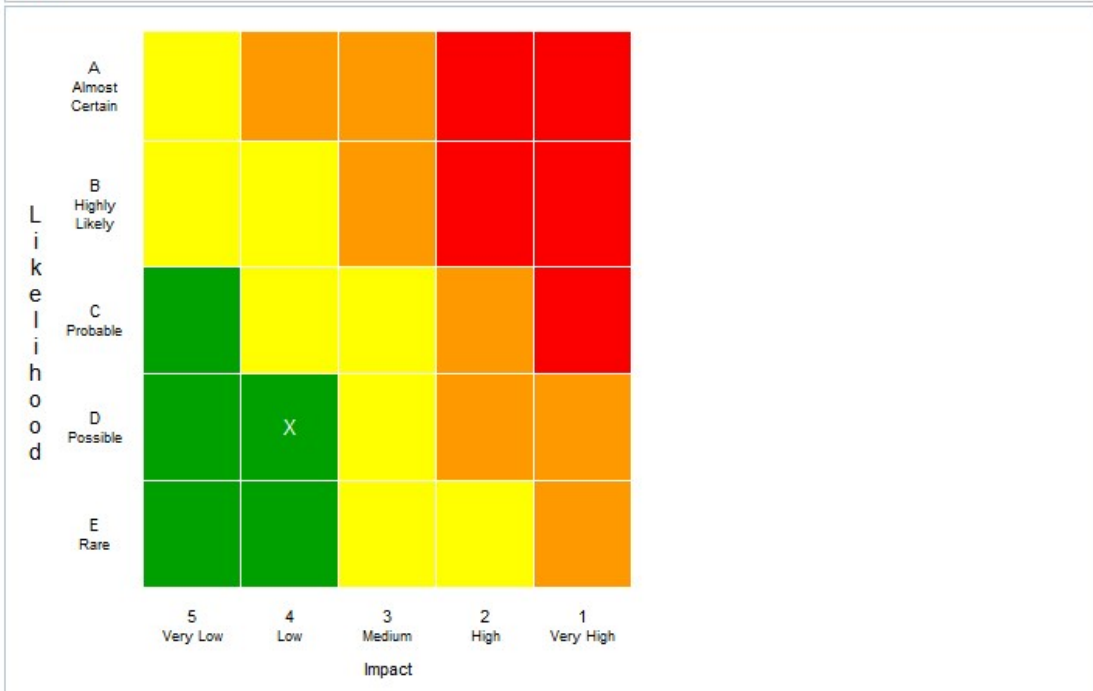


Owners	Joe Griffiths
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00002 Fail to gain key stakeholder buy-in

Description	Failure to gain stakeholder buy-in, leading to issues in starting up the project.
Date Last Reviewed	16/12/2016
Mitigating Action	Project Manager to work closely with key stakeholders, specifically those who are also end users to gain support and buy-in to the project.
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact

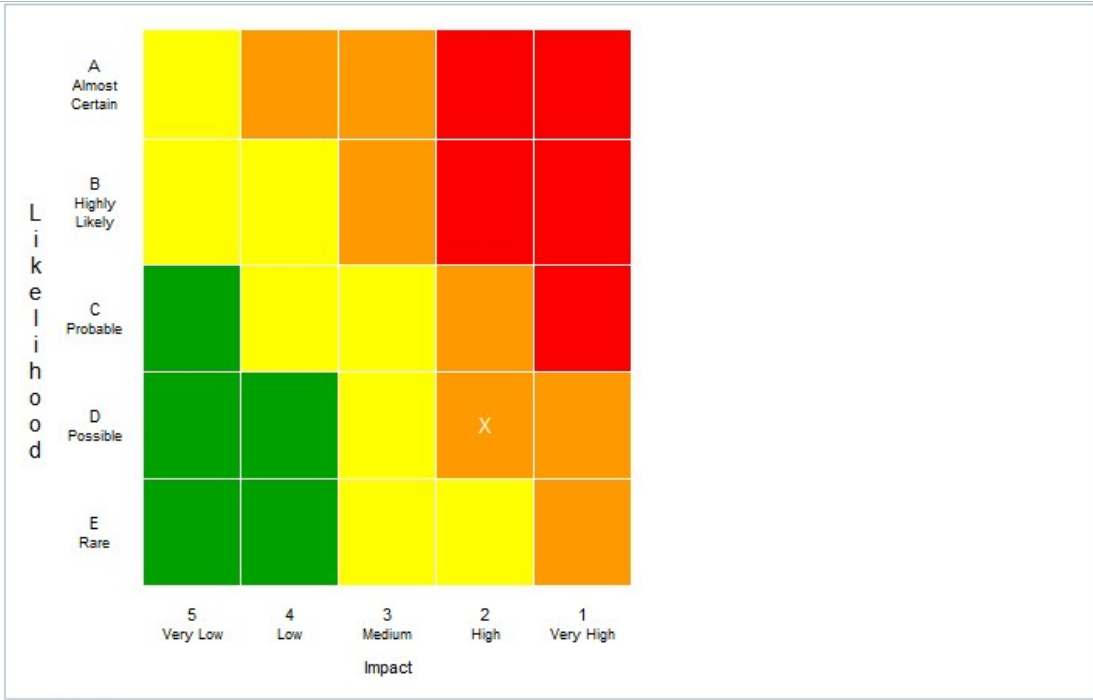


Owners	Joe Griffiths
--------	---------------

00003 Capital Funding Restrictions/ Insufficient Finance

Description	Capital funding allocation is reduced due to budget constraints. This could delay or render the project unviable.
Date Last Reviewed	16/12/2016
Mitigating Action	Modernising Education Programme manager and finance team undertake regular monitoring of the programmes finance position.
Risk	Economic/Financial/Market
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



Owners

Joe Griffiths

00004 Key Stakeholders not in Agreement with the Design/Schedule of Accommodation

Description

End users (Ysgol Llanfair senior leadership team, Governing Body working group and Diocese) are dissatisfied with the design and lay out of the development.

Date Last Reviewed

16/12/2016

Mitigating Action

Working closely with the stakeholders during the design stage - Project Manager and Design Lead. This will allow them to feed in to the design and layout of the school.

Risk

Organisational/Management/Human Factors

Active

Yes

Key Risk?

Yes

Corporate Risk

Yes

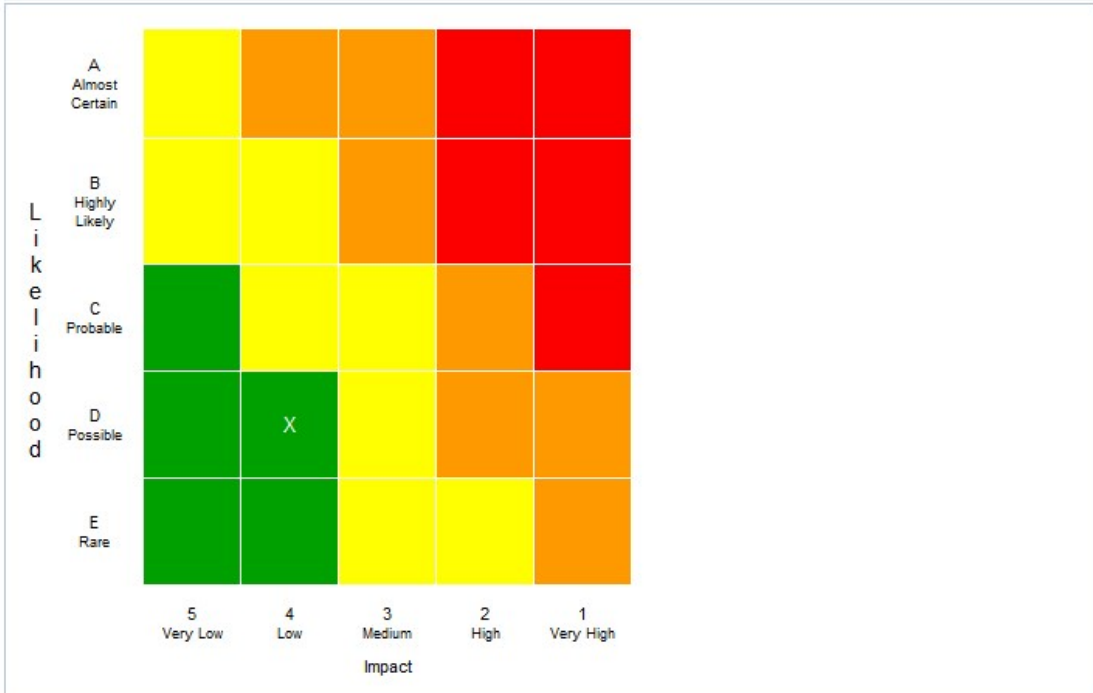
Mitigation Strategy

Avoidance

Trend

Same

Likelihood & Impact



Owners

Joe Griffiths

00005 Site Constraints/ Issues

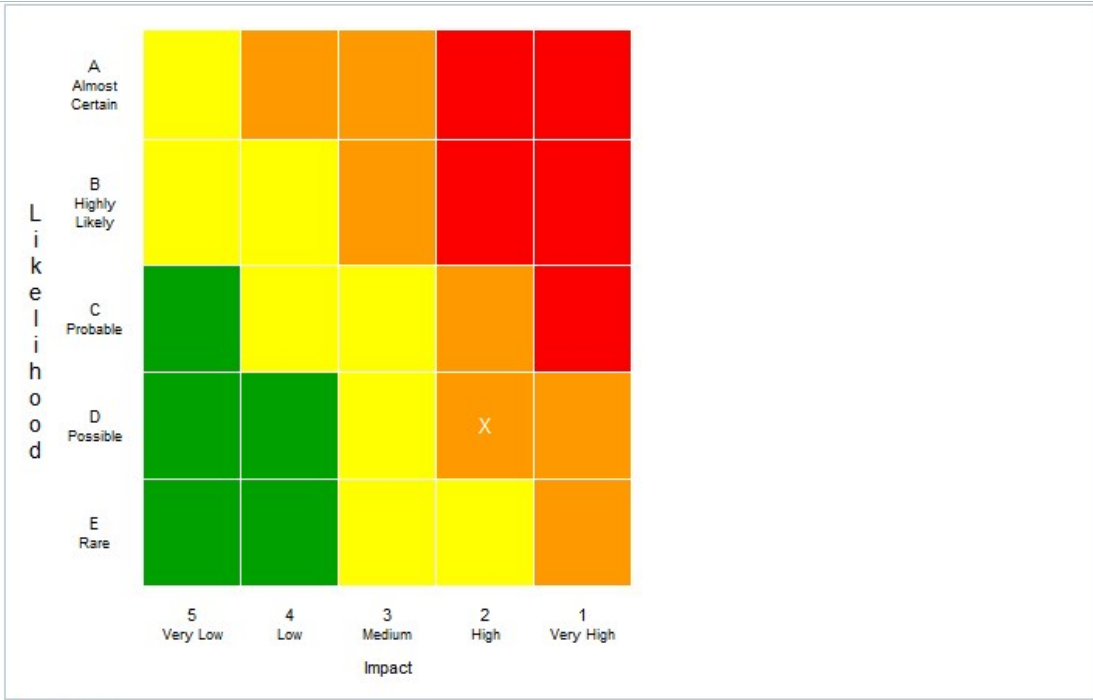
Description	Unforeseen issues regarding site characteristics such as topography, archaeology, ecology etc. That may emerge during design and early stages of construction could increase cost.																																													
Date Last Reviewed	16/12/2016																																													
Mitigating Action	Surveys and feasibilities will be undertaken to minimise and avoid any issues that may require to be overcome by design leading to an increase in the project cost.																																													
Risk	Environmental																																													
Active	Yes																																													
Key Risk?	No																																													
Corporate Risk	Yes																																													
Mitigation Strategy	Reduction																																													
Trend	Same																																													
Likelihood & Impact	<table border="1"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4 X</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3	2	1	D Possible	5	4 X	3	2	1	E Rare	5	4	3	2	1			5 Very Low	4 Low	3 Medium	2 High	1 Very High			Impact				
L i k e l i h o o d	A Almost Certain		5	4	3	2	1																																							
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		Impact																																												
Owners	Joe Griffiths																																													

00006 Planning Delays

Description	Delays as a result of planning requirements
Date Last Reviewed	16/12/2016
Mitigating Action	All parties to work closely to ensure all criteria are fully met in the pre planning and planning consultation stages.  Project Manager to hold 'drop in' events for residents and members of the public to view the plans for the development.
Risk	Technical/Operational/Infrastructure
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same



Likelihood & Impact



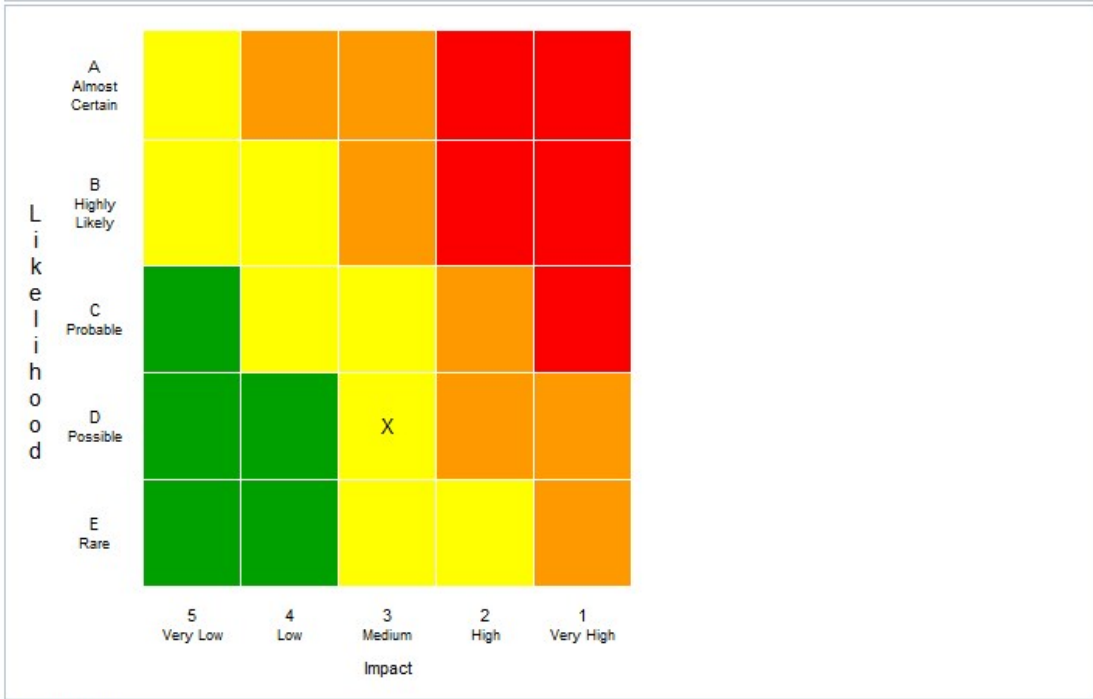
Owners

Joe Griffiths

00007 Failure to Reach an Agreement on the Land Purchase

Description	Difficulties negotiating the purchasing land for the new school site.
Date Last Reviewed	19/12/2016
Mitigating Action	Ensure that continuous involvement with the landowners by the estate office.
Risk	Technical/Operational/Infrastructure
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



Owners

Joe Griffiths

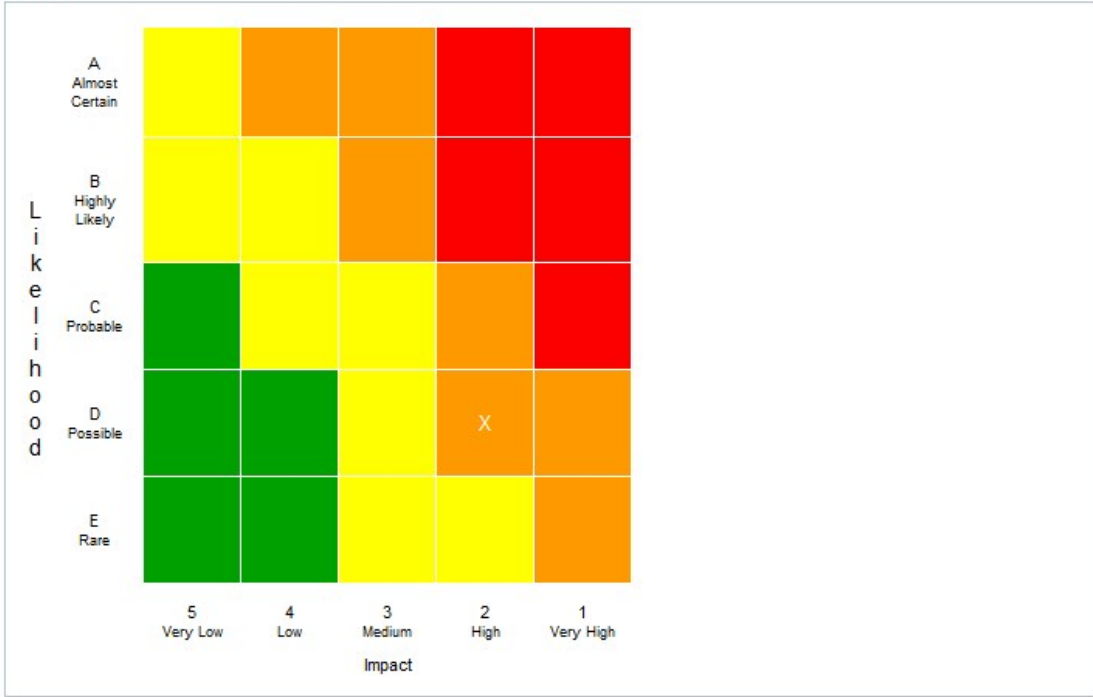
00008 Utilities Provision

Description	Problems/ issues with utilities provision such as Welsh Water. Enhancements maybe required resulting in project delays.																																						
Date Last Reviewed	19/12/2016																																						
Mitigating Action	Availability if utilities and associated capabilities is required to be assessed a feasibility stage and design stage.																																						
Risk	Technical/Operational/Infrastructure																																						
Active	Yes																																						
Key Risk?	No																																						
Corporate Risk	No																																						
Mitigation Strategy	Reduction																																						
Trend	Same																																						
Likelihood & Impact	<table border="1"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> </table> <p style="text-align: center;">Impact</p>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3	2	1	D Possible	5	4	3	2	1	E Rare	5	4	3	2	1			5 Very Low	4 Low	3 Medium	2 High	1 Very High
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Owners	Joe Griffiths																																						

00009 Increase in Construction Stage Costs

Description	Increase in the cost of construction across all 'live site' stages, although more acute at site start stage. increases in costs can be caused by multiple factors such as changes to inflation, material requirements, engineering decisions etc.
Date Last Reviewed	19/12/2016
Mitigating Action	All preliminary feasibility and design works should have completed to reduce the risk of cost increase during the construction period.
Risk	Economic/Financial/Market
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



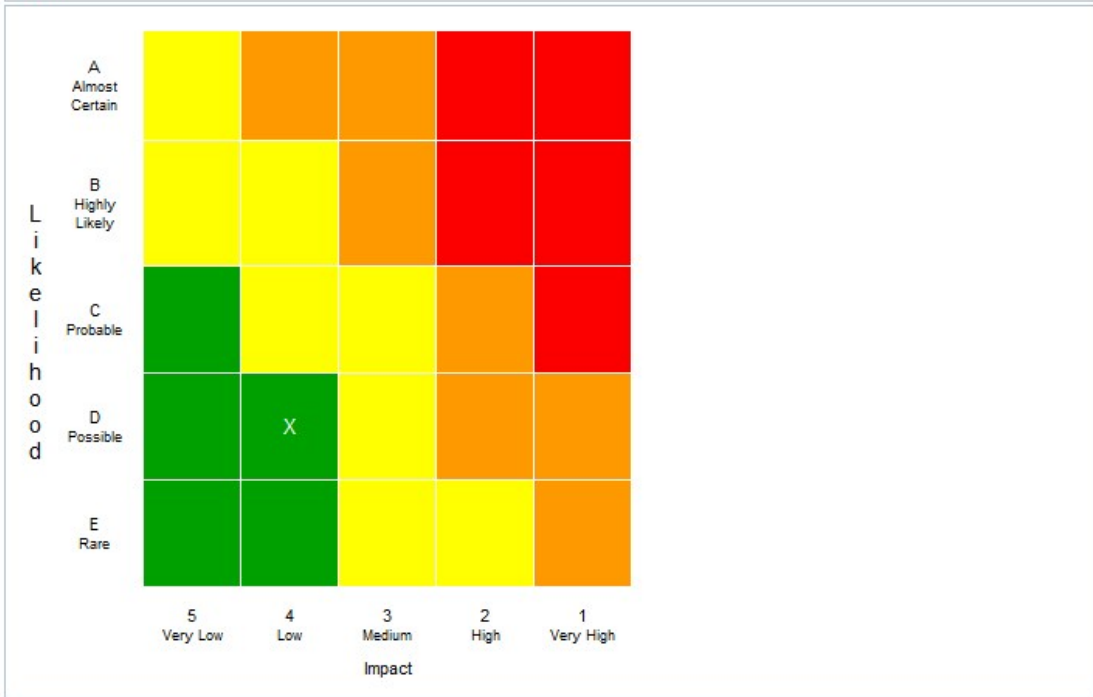
Owners

Joe Griffiths

00010 Delays in the Construction Phase

Description	Delays in the Construction Phase e.g. Inclement Weather etc.
Date Last Reviewed	19/12/2016
Mitigating Action	Time and Cost contingency to be included as part of the overall project budget and plan.
Risk	Technical/Operational/Infrastructure
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



Owners

Joe Griffiths

00011 Poor Quality end Product

Description	The new school is of a poor quality and does not meet client and/or end user expectations.
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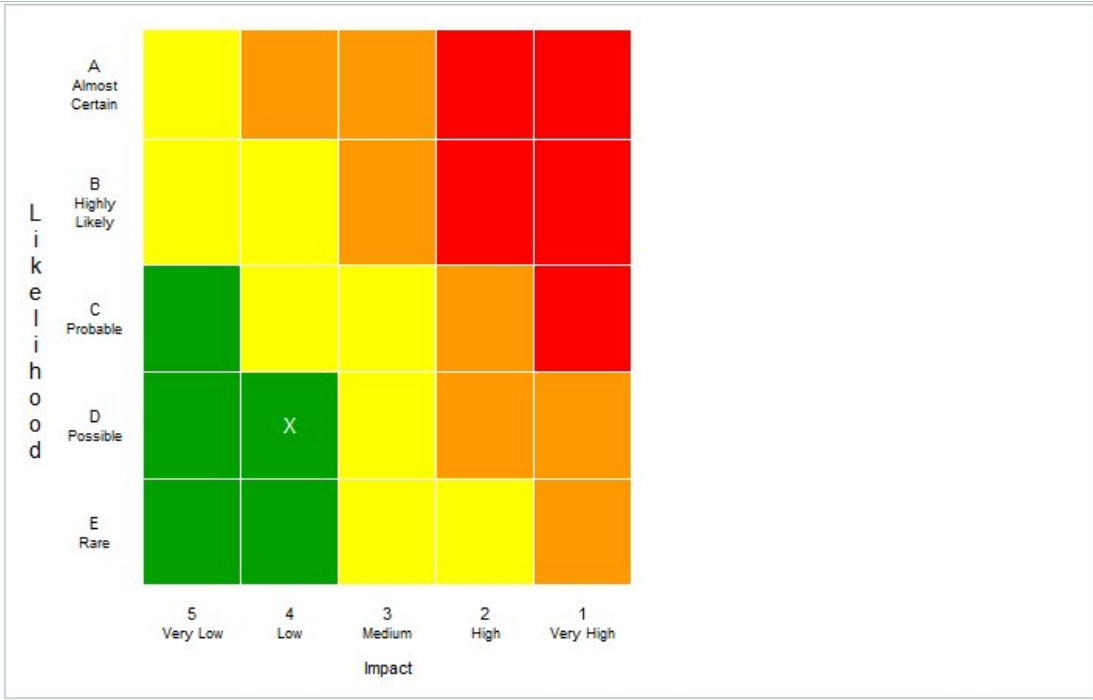


Date Last Reviewed	19/12/2016
Mitigating Action	Client team to work closely with design and the contractor. End users to have involvement during key stages throughout he project.
Risk	Technical/Operational/Infrastructure
Active	Yes
Key Risk?	Yes
Corporate Risk	Yes
Mitigation Strategy	Avoidance
Trend	Same
Likelihood & Impact	<p>The risk matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' with categories A (Almost Certain), B (Highly Likely), C (Probable), D (Possible), and E (Rare). The horizontal axis is labeled 'Impact' with categories 5 (Very Low), 4 (Low), 3 (Medium), 2 (High), and 1 (Very High). The cells are colored as follows: Row A: (5, Yellow), (4, Orange), (3, Orange), (2, Red), (1, Red). Row B: (5, Yellow), (4, Yellow), (3, Orange), (2, Red), (1, Red). Row C: (5, Green), (4, Yellow), (3, Yellow), (2, Orange), (1, Red). Row D: (5, Green), (4, Green with 'X'), (3, Yellow), (2, Orange), (1, Orange). Row E: (5, Green), (4, Green), (3, Yellow), (2, Yellow), (1, Orange).</p>
Owners	Joe Griffiths

00012 Pupil Numbers are Significantly Higher or Lower Once the new School is open.

Description	On completion of the new school build there are significantly higher or lower pupil numbers than expected.
Date Last Reviewed	19/12/2016
Mitigating Action	Project Manager to monitor the pupil forecasts and actual numbers. The capacity of the school site is designed to be flexible to ensure the building is future proofed for natural increases and decreases in pupil numbers over time.
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	No
Corporate Risk	No
Mitigation Strategy	Avoidance
Trend	Same

Likelihood & Impact



Owners

Joe Griffiths

00013 Capacity of Sewerage Network

Description

Insufficient capacity in the existing sewerage network which may require approval and extensive works from Welsh Water.

Date Last Reviewed

23/12/2016

Mitigating Action

Clarification is required of any issues prior to planning. A consultant will be appointed to undertake drainage calculations. (for discussion with Welsh Water) with a view to getting a direction on whether there is a requirement to improve sewers/treatment plant prior to the school development.

Risk

Technical/Operational/Infrastructure

Active

Yes

Key Risk?

Yes

Corporate Risk

Yes

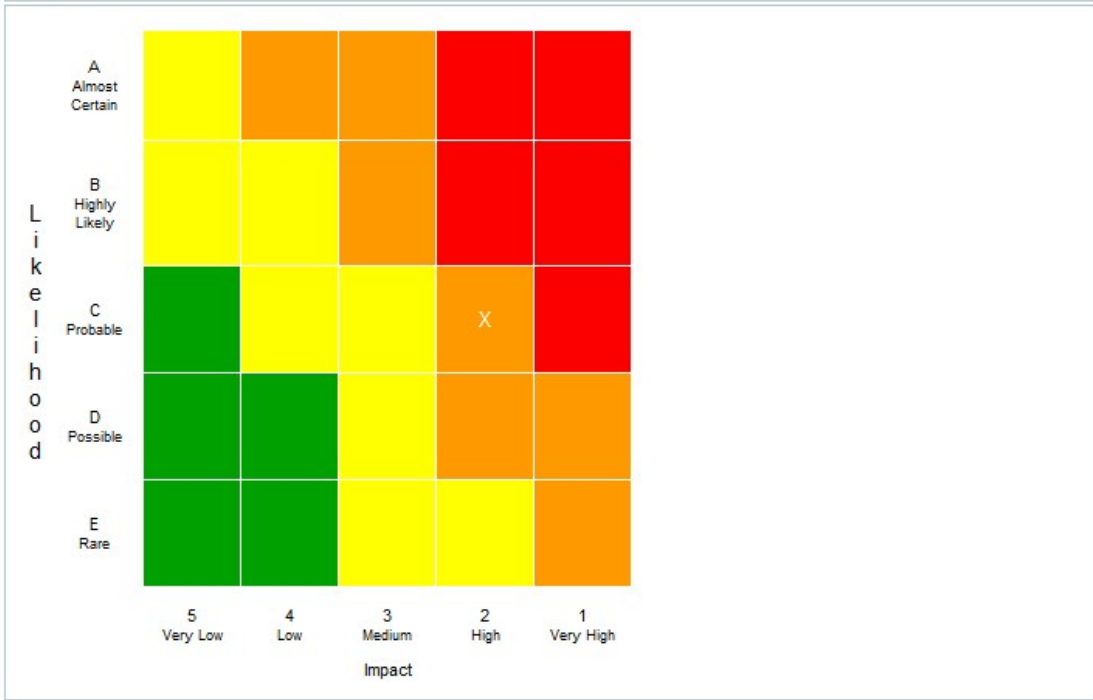
Mitigation Strategy

Acceptance

Trend

Worse

Likelihood & Impact



Owners

Sion Evans

Project Impact

## Project Impact

## HR Impact

Does the project impact on DCC employees or other workers?	No
If yes, have you contacted HR Direct?	No
Will the project impact on staffing levels?	No
Will the project impact on the skill mix?	No
Will the project affect multiple sites?	No
Have you collected information for Equality Impact Assessment purposes?	No
Have you considered timescales for consultation and notice periods?	No
Have you got a consultation plan?	No
Does the consultation plan include staff?	No
Does the consultation plan include trade unions?	No
Does the consultation plan include other workers (Contractors, Agency workers, partner organisations)?	No
Have you considered HR work streams (e.g. job evaluation, slotting in, recruitment)?	No
Have you considered the people issues connected with implementation (e.g. team building, well-being, workload, productivity?)	No

## ICT Impact

Is there an ICT element within your project?	Yes
Is it a new system?	No
An upgrade to an existing system?	No
A replacement system?	No
An amendment to an existing system?	No
Are links to other systems required?	No
Does the work require a move or a new build?	Yes
Is telephony required?	Yes
Are new PCs/laptops/mobile devices required?	Yes

## Property / Design and Construction Impact

Does the project involve any alterations / changes to an Asset (DCC or Landlords)?	Yes
Will there be any property related works/requirements included within the project?	Yes

## Procurement Impact

Will the project involve spending money on the external supply of goods, services or works?	Yes
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## Sustainable Development Principles



Note the main conclusions of the Well-being Impact Assessment, including the implications of your sustainable development score and the impacts you have identified. Please use the summary from Impact Assessment's "Summary and Conclusion" page

The sustainable development score as part of the well-being impact assessment demonstrated that the project embeds the five ways of working to secure sustainable development with a score of 19 out of 24. As the business case for the proposal develops there will be requirement for an on-going assessment process to ensure that potential impact are appropriately addressed.

The case for investment complies with the Councils identified issues that needed to be addressed to achieve long term sustainability and improved educational provision in the Ruthin area. The need for investment is enhanced by the condition of the current school, including the absence of a school hall, adequate dining facilities and the reliance on 2 mobiles.

There will be further work around the build and design of the new school which will need to be fed into this assessment as the process moves forward. This investment links with the Council's commitment to review school provision in the County to:

- make sure our education provision is of a high quality, and is sustainable in the long term ,
- improve the quality of school buildings and facilities,
- provide the right number of school places, of the right type, in the right locations.

The size of the school will reflect existing demand now and in the future- taking into account the Local Development Plan and the housing allocation in the village. The school will not be sized too big as this could have a detrimental impact on surrounding schools in the area.

PRIVACY

Does this project/activity involve dealing with the personal details of individuals?

No

Approvals

Approvals

Karen Evans