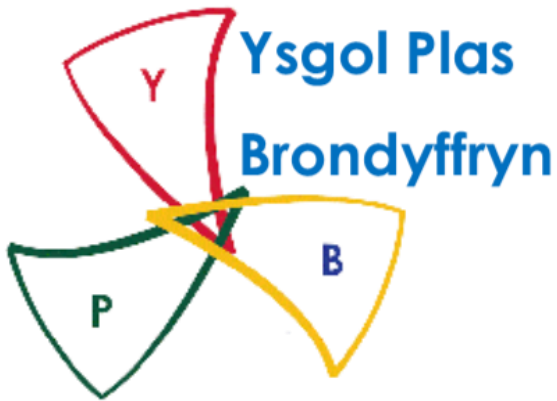


Strategic Outline Case-

Ysgol Plas Brondyffryn new build



Version

Date: March 2022

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1. Executive Summary

- 1.1 As part of the Council's 21st Century School Programme Band B proposals that were submitted to the Welsh Government in 2020 there was a commitment and financial allocation for investment in Ysgol Plas Brondyffryn.
- 1.2 Ysgol Plas Brondyffryn is a specialist school for pupils with Autistic Spectrum Condition with an age range of 3-19. The school including the residential provision is currently on 4 separate sites within the town of Denbigh and is unable to meet the growing demand for places. The current capacity of the school is approximately 116 pupils, this proposal will see the capacity increase to 220.
- 1.3 This proposal does not include any change to the residential provision which will remain as Gerddi Glasfryn.
- 1.4 The aim of this project is to bring all learners from the primary site, secondary site and high needs site into one new purpose built facility. This proposal will see a new building erected on the playing fields at Denbigh High. This will allow for the existing sites to be vacated and allow all learners to be based on a single site in Denbigh.
- 1.5 Options for the re-use of the sites will be considered further including the use of the secondary provision at Park Street by their neighbours Denbigh High- which is another school that the Council has committed to invest in through the Band B programme.
- 1.6 The new facility will create an improved and high quality, flexible learning environment by the end of 2024 to enable the school to deliver the changing curriculum requirements to meet the needs of the pupils and help them to reach their full potential.
- 1.7 The project will improve the overall financial stability for the school in regards to all pupils on the same site rather than separate ones.
- 1.8 The project will create the opportunity to develop excellent facilities which will improve the educational experience of children. The project will also explore Post 16 delivery and what facilities these could bring to the pupils and the wider community e.g. a café.
- 1.9 The estimated cost is approximately £23million.
- 1.10 As a Special School it is very difficult to give a set number for the schools current capacity. Pupils are generally taught in smaller groups of around 8 to 12 but can be as low as 4 to 6 if pupils need extensive support. Currently the

school at all sites are finding it difficult to accommodate any more pupils than they have.

- 1.11 This project will increase the capacity of the school and relocate it. Therefore the School Organisation code process will need to be followed and the formal consultation process will take place. The timetable for this is as follows:

	Date
Formal Consultation period	May/ June 2022
Cabinet- to agree to publish Statutory Notice	September 2022
Statutory Notice Period	October2022
Cabinet- Objection report- decision determined	November 2022
Detailed Design of new school	January 2022- September 2022
Construction	Feb 2023
Implementation of the Proposal	September 2024

2. Strategic Case

- 2.1 The Councils Corporate Plan 2017-2022 underlines the Councils priorities. One of the key priorities is Young people and making Denbighshire a place where younger people will want to live and work and have the skills to do so. To help achieve this the Council will:

- Continue to modernise schools via the 21st Century Schools programme

- 2.2 The Band B programme as a whole is looking at the following Critical Success Factors:

- Improvement in educational attainment and achievement
- Removal of mobile classrooms and detached teaching areas and resource areas
- Reduce the ever growing maintenance backlog
- Meet demand for school places
- Increase the efficiency and effectiveness of the school estate
- Improve the learning environment to meet 21st century school standards and allow for the delivery of a fluid and innovative 21st century curriculum

- 2.3 This project also links with the Wellbeing Future Generations Act and considers future changes to the demographics of the County and the need to look long term at what the best provision will be for children and young people

in 30 to 50 year's time. This particular project within Band B is very relevant as it is looking at services for children with additional emotional needs which may not be met in mainstream schools.

- 2.4 A recent report called The Education of Autistic Pupils in Wales- Preliminary Report 2021 by Swansea University showed that Denbighshire has the second highest percentage of pupil population registered Autistic:

Authority	Pupil Population	Autistic pupils	%
Rhondda Cynon Taf	39,161	910	3.87
Denbighshire	15,994	520	3.25
Conwy	15,857	490	3.09
Neath Port Talbot	21,585	625	2.90

Case for Change

- 2.4 Ysgol Plas Brondyffryn was initially established as a provision based at Plas Brondyffryn Hall, a 19th century property in Denbigh. Increased demand for provision in the early 2000's saw the school leave this facility and establish bases adjoining Ysgol Frongoch and Denbigh High for primary and secondary provision. To support this the Council entered into a long lease for the Gwynfryn site with the Welsh Government, formerly part of the North Wales Hospital Site for residential and high end need provision. The school has always been seen as a provision which caters for pupils from across Denbighshire and beyond with pupils from Flintshire, Wrexham and Gwynedd receiving education from the provision.
- 2.5 The Strategic investment objectives for this project are as follows:
- To bring together 3 of the 4 sites of the school into one building.
 - To provide an improved and high quality, flexible learning environment.
 - To increase the number of pupil places at the school to meet the growing demand.
 - The need to reduce the carbon footprint of the Council- project is aiming to be Carbon Neutral.
- 2.6 Details of the school affected:

School Name	Ysgol Plas Brondyffryn
Location	Over 4 sites in Denbigh: Primary- Tyn Fron, Rhyl Road, Denbigh, LL16 3DP Secondary- Park Street, Denbigh, LL16 3DR High needs- Ty'r Ysgol, Gwynfryn Site, Nantglyn, Denbigh, LL16 4ST Residential- Gerddi Glasfryn, Nantglyn, Denbigh, LL16 4ST
County	Denbighshire
Age Range	3-19
School Category	Special School

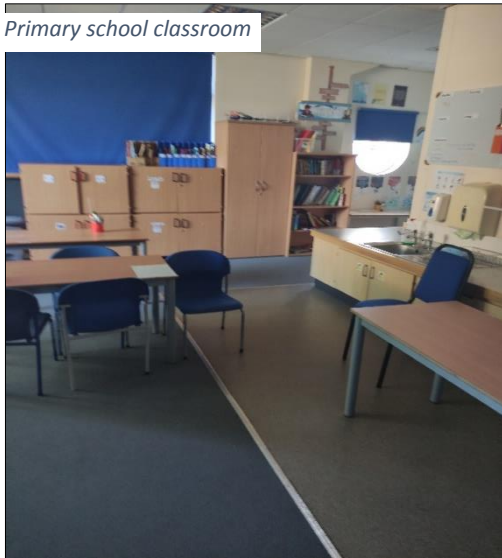
Language Medium Category	English Medium
Current Capacity	116

The proposal is to relocate Ysgol Plas Brondyffryn to a new site in Denbigh and increase its notional capacity from 116 to 220 from September 2024 when occupation of the new school building is proposed.

This proposal does not include the residential provision at the school- Gerddi Glasfryn which will remain as it is currently.

2.7 All the school sites currently have similar issues;

Primary school classroom



- Classrooms are too small for the number of pupils in them,
- Many classrooms have distractions due to lack of storage and sinks which are visible,
- Cupboards have to be turned around to stop pupils assessing inside them and to stop them climb on them,
- Specialist rooms have had to be changed into classrooms due to increase in pupil numbers,
- Lack of breakout areas for pupils who require a more individual approach or may require short periods of time away from the full group,
- Lack of de-escalation rooms and the ones they do have are not fitted with assistance alarms,
- Staff facilities are no longer acceptable for the number of staff – lack of toilets and lockers,
- Lack of office space and currently these areas can be shared with pupils,
- The dining arrangements at the 3 sites are far from satisfactory.

Primary school Canteen/ PE Hall



2 sites share their canteen with other schools, this makes the dining experience for pupils problematic due to the noise and poor acoustics. The sharing of these facilities also mean that both sites have the later timeslot to eat- which can be as late as 1.30. In the high needs site food is brought up from another school and pupils eat in the classroom.

- Externally 2 of the sites lack shelters to protect pupils from rain and sun. Some classrooms in the primary open out direct to the external area, however the areas are not accommodating to outside learning.



- The high needs site currently have stairs which have to be managed carefully.



2.8 Risks

Risk	Mitigation
1. Failure to obtain statutory approval to implement the proposal.	The Local Authority will work closely with the school and the Governors to ensure everyone is supportive of the proposal therefore if anyone does have any concerns this can be addressed in a positive manner. The Local Authority will follow the guidelines as set out in the School Organisation Code 2018.

2. Demand for provision diminishes.	This is unlikely as the demand for places outweigh the number of places currently available in certain year groups.
3. Integration of pupils into the new school building.	The Local Authority will work closely with the successful building contractor in ensuring there is a smooth transition and integration into the new build for both pupils and staff.
4. Affordability of the project	Work closely with the contractor on ensuring costs remain within budget. Keeping Welsh Government up to date and informed of any issues around cost.
5. Not getting planning permission	Early discussions with the planners and engagement with Local members.

2.9 The main constraint of the project is the affordability of the proposal and the timely delivery of approval for Ysgol Plas Brondyffryn to enable commencement of the Denbigh High school project.

2.10 This proposal will ensure that the new school build will meet the needs of the learners and will ensure that Denbighshire have enough of these types of pupil places in the future. Recent years has seen increased demand, particularly in the secondary sector. Specialist support rooms have been required to be used as general classrooms whilst in 2019 additional space in Denbigh High has been utilised to meet demand. However, currently the demand for these types of places cannot be met.

Capacity at a special school is always difficult to determine as it depends on pupil needs, which can vary greatly. The nominal capacity at the school is 116, the school currently has 136 pupils on roll (September 2021 numbers).

As the table below shows the school have been over capacity for the last 6 years:

Year	Jan 16	Jan 17	Jan 18	Jan 19	Jan 20	Jan 21
Pupil Numbers	124	128	140	133	137	137

Current pupil numbers by Year- from September 2021:

Nursery	Rec	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
0	1	2	5	8	6	2	9	20	11

Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14
21	15	11	11	10	4

There are currently 10 pupils waiting for a place in the school.

The Local Authority undertake ASD outreach provision within the primary settings, this includes 2 levels of provision:

1. Universal Advice and Recommendation (Previously known as Level 1)- learners with a diagnosis of ASD/ Social communication difficulties, or learners being assessed or on the waiting list for a neuro developmental assessment. - Currently the local authority have 40 pupils accessing this.
2. Sustained and Targeted Advice and Recommendations (STARS)- Previously known as Level 2- This is the most intensive support for learners who have a diagnosis and involves a 2 year programme which involves a maximum of 20 visits from a specialist team consisting of specialist teachers, specialist teaching assistant and educational psychologists. Currently 5 pupils in Denbighshire primary schools access this. This number would have been higher but the pandemic has meant that 11 pupils are currently receiving extended universal intervention due to delays in assessment.

In the last 3 years 9 mainstream pupils who have had the STARS intervention have transferred to Ysgol Plas Brondyffryn.

As well as the 10 on the waiting list for Ysgol Plas Brondyffryn a further 10 have the potential to require transfer to the school in the near future.

Alongside this is the numbers receiving an assessment and a diagnosis under 5 has significantly increased since 2014. This could be due to a number of factors around assessment teams, awareness etc. However this will likely have an impact on meeting needs and on demand for specialist input/placement. In 2014, 15 assessments took place whereas in 2019 it was 39:

	2014	2019
No. of assessments undertaken	15	39
Positive diagnosis	8	21
Inconclusive	3	6
Negative	3	12

Data provided from ASD Panel

Current Assessment Numbers:

The numbers below are information from the Denbighshire Assessment and Diagnostic Team for Children with Social Communication Difficulties (Early Years and Learning Disability) in relation to numbers of pupils receiving an ASD diagnosis:

Current Social and Communication Assessment list (referrals spanning 2019 -21)	
Total no on list	72
Total completed	9 (6 ASD, 1 Not ASD, 2 inconclusive)
Total remaining	63
Total of remaining assessment part complete	36
Total of remaining – waiting list	19
Total new referrals	8

Given these figures are over a two year period, 2019-2021, figures on average appear to remain consistent with 2018 and 2019. However, health visits where pupils are seen and referred on in the first instance have been impacted upon by the pandemic so these figures should be viewed with caution.

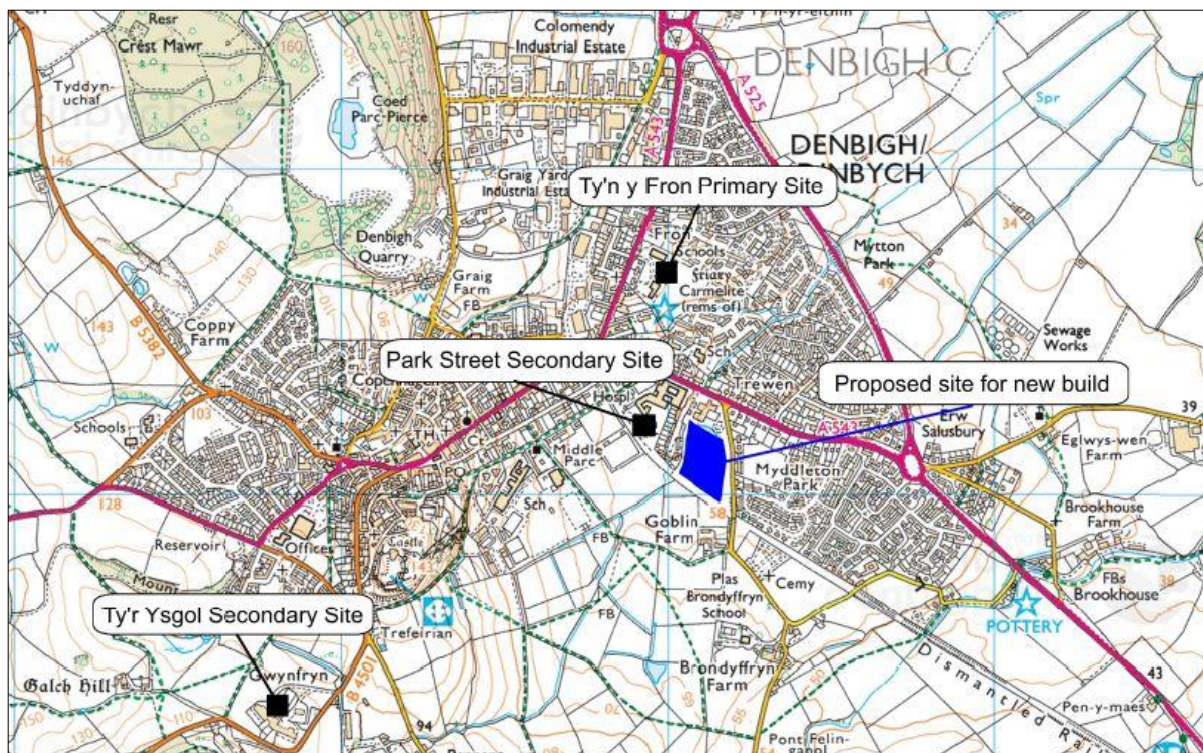
Not all pupils assessed receive a diagnosis. Previous patterns indicate around 50% receive a diagnosis of ASD but again this should be treated with caution as many factors impact on this.

The numbers of pupils eligible to access the previously named 2 year level 2 (intensive outreach) since 2015, now called STARS, has increased sharply- in 2015 7 pupils accessed this compared to in 2019 24 pupils. Figures show a 50 % increase in pupil numbers with a diagnosis (and therefore able to access this service in Foundation phase) since 2017 and 71% increase since 2015.

In conclusion it is difficult to predict how these numbers will change over time but we believe that 220 is justified for the new building for the school. Currently the school has 136 pupils (September 2021 numbers on roll) with 10 on the waiting list and a possible further 10 in the system.

In terms of the 63 still awaiting assessment if 40% are admitted to the school then a further 25 pupils would be admitted- this would leave 39 places and given the impact of the pandemic and the predicted consequence on the demand for these school places we believe that the 220 number is sensible.

- 2.11 The proposed location for the new build is on the playing fields at Denbigh High next door to Denbigh leisure centre:



- 2.12 Childcare/ early years provision:

Currently the school offer a breakfast club at primary and secondary age- this would continue in the new build. They do not have an after school club, principally because most students that attend the school travel by taxi and therefore have to leave at the end of the school day. During the summer holiday period the school has been the base for summer holiday play schemes run by Barnardo's and more recently by the Create-a-Smile organisation. The school recently joined the Summer Holiday Enhancement Programme and ran its own "Food and Fun" programme.

- 2.13 Welsh Medium education

The Additional Learning Needs and Education Tribunal (Wales) Act 2018 (the ALNET Act 2018) was introduced in January 2018 and has been implemented from September 2021. The ALNET Act 2018 requires LAs to keep the arrangements for supporting learners between the ages of 0 to 25 with ALN under review and consider whether these arrangements are sufficient. It includes a statutory requirement to take reasonable steps to create a Welsh medium and bilingual system of support for learners with ALN.

The majority of the children/young people at the school are from English speaking families. For most children/young people, Welsh is taught as a second language; however, education can be provided through the medium of

Welsh if requested by the family and detailed in the Statement of Special Educational Needs. The staff wear colour coded lanyards to show whether they are Welsh and English speakers, are leaning Welsh or just speak English.

2.14 Additional learning needs provision

The school caters for children with Autistic Spectrum Condition. All pupils admitted to the school have a Statement of Special Educational Need indicating autism as the prime need. Due to the nature of the pupils the school also uses alternative methods of communication such as Picture Exchange Communication System (PECS), Makaton and communication aids.

2.15 Disability

The new school building will be fully accessible for disabled pupils, students, staff and visitors. The new school will also take into consideration those with visual and hearing related accessibility constraints and difficulties and will ensure that the project does not discriminate against anyone by virtue of any protected characteristics defined in the Equality Act 2010.

2.16 Post 16

Ysgol Plas Brondyffryn's 6th Form offers pupils the opportunity to develop the social skills and independence they need in order to thrive in whatever setting they choose to go to when they eventually leave the school. Strong partnerships exist with Denbigh High School and Grwp Llandrillo Menai/Coleg Cambria.

2.17 Period Dignity

Toilet requirements will be carefully considered in the new build as the amount and type is important in this kind of setting. Location of toilets is also very important in an ASC schools- some will be off the classrooms and others will be more traditional banks of toilets. This will be discussed in more detail at the design stage with the school.

2.18 Equality Impact Assessment and Children's Right Impact Assessment

As part of DCC's procedures the project, as it has developed, has been through the Well-being Impact Assessment process. The Well-being Impact Assessment is an integrated impact assessment. This means it has been designed to assess the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

2.19 Youth Engagement

As part of the design process there will be opportunities to engage with parents and pupils. We would look to engage with the school council once design works are underway. Early discussions with the school have indicated the desire for flexible spaces as well as group rooms direct from the classrooms and break

out spaces which can be used to calm those pupils who need a break from the group. The importance of the outdoor areas has already been highlighted and this will be an area that will need staff and pupil input.

2.20 School condition category and targets:

Currently the building Condition category for each site is as follows:

Primary	B
Secondary	A
Specialist	B

The case for change is driven by sufficiency rather than condition based on growing and future demand. The primary and secondary sites were constructed in the early 2000's as the school expanded provision. The focus within this project will be on reusing these facilities for the school estate. The secondary site will be utilised as part of the Denbigh High project, also to be considered as the Band B programme. Options for the primary site are currently being discussed as being utilised for pupil support facilities or improvements for the adjoining Ysgol Frongoch.

There will be minimal disruption to Ysgol Plas Brondyffryn pupils when work begins on the new build. The intended site is approximately 200 metres away from the Secondary site. This will ensure that a detailed programme of visits to the new build as it progresses can be implemented for both staff and pupils. Those pupils who need help with the transition into the new build will also be offered additional visits to the site when required.

2.21 Built environment

The proposed site is on an existing sports field located along Ystrad Road, Denbigh, adjacent to Denbigh Leisure Centre.



The site is in the ownership of Denbighshire County Council and its currently part of the Denbigh High school site and utilised at time for PE lessons. Discussions will take place in parallel with this project with Denbigh High regarding the implications for the school for this change of use. The field adjacent to Denbigh Town football club is also part of the school site and will be used in future for PE lessons.

The land is classed as BSC11- Recreation and Open Space. There is a small watercourse to the west of the site and associated flood risk which will be taken into account during the design stage. There is also an existing cycle path running south and east to the site and this will need to be managed carefully around the site entrance.

In the Open Space Assessment and Audit linked to the Denbighshire Local Development Plan, Denbigh is deficient in outdoor sports facilities when compared to the Fields in Trust (FIT) standard. This shows that potentially more provision is required. However it is important to note that the section of land we are proposing to build on was not included in the assessment as it is not formally classed open space.

2.22 Active travel:

Due to the nature of the school pupils come from all over the County and therefore many access school transport such as taxis and mini buses.

Those pupils who are within walking distance will be provided with safe and convenient integration into existing active travel routes. There will also be provision at the school for bike storage etc.

As part of the design safe drop-off and pick up points will be provided for school transport and private vehicles.

2.23 Town centre First

The proposed site is within a 5/10 minute walk of Denbigh town centre.

2.24 Community use of Facilities:

The design of the building will ensure facilities can be hired out by the community. The governors and management of the school are seeking to significantly raise the profile of the school in the local community and to ensure that the whole community is able to benefit from the facilities a new school build would offer. The inclusion of a 'community cafe' in the new build plans is one example but also they are committed to extending this to the sports facilities (muga), the large indoor spaces (main and secondary hall) and specialist teaching and learning facilities.

Access to these areas will allow community use without impacting on the school as a whole- although any community use will be out of school hours.

2.25 Sport and Outdoor Play Facilities:

The school currently utilise Denbigh Leisure centre facilities and this relationship will continue with the swimming pool and all weather pitch. The proposal will include an external Multi Use Games area and 2 halls, which could potentially be utilised by the local community out of school hours. The provision proposed will complement the existing provision at the adjoining site.

2.26 Environment (Wales) Act 2016

The proposal will consider the biodiversity at the site and the resilience of ecosystems. The initial design engagement up to RIBA Stage 2 has considered as central the following:

- Energy efficiency and generation,
- Electric vehicle charging infrastructure,
- Recycling and waste management,
- Water quality,
- Planting of trees, hedgerows etc.
- Renewable energy generation.

2.27 Net Zero Carbon

DCC are committed to the following in regards to new buildings:

- Net zero carbon – construction (1.1): “When the amount of carbon emissions associated with a building’s product and construction stages up to practical completion is zero or negative, through the use of offsets or the net export of on-site renewable energy.”
- Net zero carbon – operational energy (1.2): “When the amount of carbon emissions associated with the building’s operational energy on an annual basis is zero or negative. A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset.”
- Net zero carbon – whole life (1.3) is also proposed at a high level, but further work will be needed to define the scope and requirements for this approach.

The initial design has embraced these requirements as a core part of the design work to date.

Economic Case

2. Economic Case

2.1 Investment objectives and Critical success factors

Project Investment Objectives:




1. To bring together 3 of the 4 sites of the school into one building.
2. To provide an improved and high quality, flexible learning environment.
3. To increase the number of pupil places at the school to meet the growing demand.
4. The need to reduce the carbon footprint of the Council- project is aiming for Carbon Neutral.

Critical Success factors for this proposal:

1. Meet demand for school places.
2. Achievable- can it be delivered within the specified period of the DCC Capital plan and schedule for the Modernising Education Programme/ 21st Century Schools and Colleges Programme.
3. Low adverse impact on continuing education during the project.
4. Increase the efficient and effectiveness of the school estate.
5. Improve the learning environment to meet 21st Century school standards

4.2 Long list Summary:

Key:

 Do Minimum
  Preferred
  Shortlisted

	1	2	3	4
Scope	Provide Existing Facilities only	Clear maintenance backlog	Undertake refurbishment works	Provide a new facility
Solution	Investment in essential maintenance on Health & Safety grounds. No enhancements.	Clear maintenance backlog at all 3 sites and undertake minor maintenance works. (approx. £100k Dec 2020 figure)	Refurbish works at the Park lane site which utilises the Denbigh High school site to move all YPB students into one site. Capacity would be 220. This option presumes that Denbigh High is vacated. (£19m)	Investment in a new school serving approx 220 pupils of a 3-19 age range on a new site in the town of Denbigh. (£22.349m)
Delivery	YPB would remain over 4 sites	Bring all 3 of the 4 sites together on one site		
Implementation	Phased Approach	Big Bang – single programme		
Funding	Local Authority funding	Combination of funding- Local Authority and Welsh Government	Mutual Investment Model (MIM)	

The long list options above were discussed as a group exercise on 2nd February 2022, present were:

- David Price, Headteacher at Ysgol Plas Brondyffryn
- Kevin Mowbray, Strategic Business Leader, Ysgol Plas Brondyffryn
- Mari Gaskell, Principal Manager, Pupil Support
- James Curran, Principal Manager, School Support
- Lisa Walchester, Modernising Education Officer
- Sion Evans, Design and Construction Manager
- Heather Cafearo, Principal Quantity Surveyor

In order to narrow down to a short list- the options were assessed directly against both the investment objectives and critical success factors:

Scope

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

- Status Quo- Maintain the existing provision
- Do Minimum- Clear maintenance backlog
- Intermediate- Undertake refurbishment works to move all pupils to one site and provide an increase in the area to 220 places.
- Do Maximum- Provide a new facility for all pupils and provide an increase in the area to 220 places.

Advantages and disadvantages analysis

- Status Quo- 'Cheap' option as no additional investment expenditure required and no school organisation proposal needed. However this does not meet the strategic objectives of the local authority and will not meet the demand for these type of places in the area.
- Do Minimum- Although a relatively low cost option, the school would still be over 4 sites and this would not address the need to increase the capacity of the school. This option would not require school organisation proposal needed.
- Intermediate- Will meet the demand for places in the area and bring all staff and pupils onto one site. However the refurbishment would require areas of the neighbouring school and would have a huge impact on continuing education at the site during construction works. Significant additional temporary accommodation could be needed for the period of remodelling for pupils at Denbigh High and secondary pupils at Ysgol Plas Brondyffryn. This would have implications on the accommodation at Denbigh High. This will need school organisation proposals.
- Do Maximum- This will meet the demand for places in the area. Designing and constructing a totally new state of the art school facility would significantly improve the learning environments for all pupils. Using a new site for the new build would ensure the current school is not disrupted by the construction work. The proposed site is owned by DCC- therefore no expenditure on land

is required. This option is more expensive and will involve school organisation proposals.

Conclusions

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

	Status quo				Do minimum				Intermediate				Maximum							
Scope	Provide existing facilities				Clear maintenance backlog				Undertake refurbishment works- to increase capacity to 220				Brand new building for 220 places							
Investment objectives	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
	Red	Red	Red	Red	Red	Red	Red	Yellow	Green	Yellow	Green	Yellow	Green	Green	Green	Green				
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Red	Red	Red	Green	Yellow	Red	Red	Green	Yellow	Red	Green	Green	Green	Yellow	Green	Green	Green

On the basis of the above analysis, the preferred way forward is the maximum option, as this fully meets all the investment objectives and critical success factors.

Service Solution

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

- Status quo- Investment in essential maintenance on Health and Safety grounds
- Do Minimum- Clear maintenance backlog at all sites
- Intermediate- Refurbish works at Park Lane site utilising the Denbigh High school site
- Do Maximum- Investment in brand new building

Advantages and disadvantages analysis

- Status Quo- this option reduces capital requirements, however the school will still face issues with capacity and pupil places.
- Do Minimum- this option also reduces capital requirements however the school would still be over 4 sites and this would not address the need to increase the capacity of the school.
- Intermediate- Some existing buildings are in acceptable condition but questions remain on how the refurbishment could occur with pupils from Ysgol Plas Brondyffryn on site. Also the design of the space may not fit in what the school needs.
- Do Maximum- Brand new building on a new site that is owned by DCC.

Conclusions

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

	Status quo				Do minimum				Intermediate				Maximum							
Service	School unchanged				Clear maintenance backlog				Undertake refurbishment works				Brand new building							
Investment objectives	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
	Red	Red	Red	Red	Red	Red	Red	Yellow	Green	Yellow	Green	Yellow	Green	Green	Green	Green				
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Yellow	Green	Red	Red	Red	Yellow	Green	Red	Red	Green	Yellow	Red	Green	Green	Green	Yellow	Green	Green	Green

On the basis of the above analysis the preferred way forward is the Maximum option. Maintaining the status quo and clearing the maintenance backlogs at each site is not acceptable. The intermediate option is not deliverable due to it not being achievable within the programme and the major disruption to pupils during the works.

Service delivery

This section examines the main options in relation to the service delivery of the school. So the Status Quo and do minimum would be the same.

- Status quo- See Do Minimum
- Do Minimum- School would remain over 4 sites
- Intermediate- See Do Maximum
- Do Maximum-Bring 3 of 4 sites together on one site

Advantages and disadvantages analysis

- Do Minimum- School would remain over 4 sites which can impact on delivery of the curriculum, pupils and staff would remain split and the capacity of the school would not be increased.
- Do Maximum- All pupils and staff would be on the same site.

Conclusions

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

	Status quo				Do minimum				Intermediate				Maximum			
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Service Delivery	See Do minimum				School Remains on 3 Site				See Maximum				School on 1 site							
Investment objectives	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
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 maximum option.

Implementation

This section examines the main options in relation to how the proposal is implemented, there are 2 options:

- Do minimum- See Intermediate
- Intermediate- Phased approach
- Do Maximum- One single programme

Advantages and disadvantages analysis

- Intermediate- Phased approach- longer to implement- more disruption to pupils and staff.
- Do Maximum- Shorter implementation, less disruption for pupils and staff, reflects reality of funding availability and timescales.

Conclusions

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

	Status quo				Do minimum				Intermediate				Maximum							
Implementation	n/a				See Intermediate				Phased approach				One single programme							
Investment objectives	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Do Maximum is the preferred option.

Funding

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

- Do minimum- use of entirely Local Authority funding
- Intermediate- combined funding of Local Authority and Welsh Government
- Do Maximum- use of the Mutual Investment Model

Advantages and disadvantages analysis

- Do Minimum- Local Authority would have full control on spend but this is not affordable.
- Intermediate- Option is affordable however project could be delayed due to application processes.
- Do Maximum- The MIM model is not available for SEN schools due to the unique requirements/ potential maintenance.

Conclusions

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

	Status quo				Do minimum				Intermediate				Maximum							
Funding Options	n/a				Use of LA funding				Combined LA and WG funding				Mutual Investment Model- MIM- N/A							
Investment objectives	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
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 intermediate, as this is achievable and meets all the requirements. As the other options do not meet critical success factors, they are discounted.

Summary of the short list

Each of the above elements of choice (scope, service solution, delivery, implementation and funding) enables a rational short list to be compiled based on this preliminary analysis, to identify viable options for further detailed economic analysis, which enables the preferred option to be selected. This forms the basis for

the rest of the business case – the detail of the commercial, financial and management cases is entirely focused on delivery of the preferred option.

	Least Ambitious	Intermediate	More ambitious	
Scope	Current capacity		220 place	
Service Solution	Essential maintenance	Clear maintenance backlog	Refurbish works at one site	New build
Delivery	School remains on 3 sites		Bring all 3 sites together one 1	
Implementation		Phased approach	One single programme	
Funding		Local Authority	Local Authority plus Welsh Government	Mutual Investment Model (MIM)

The agreed short listed options have been re-named Options 1-3. They are as follows:

Option 1: Business as usual- continue to provide the current capacity level of ... places at the school over the 3 sites.

Option 2- realistic do minimum to meet the Strategic Objectives- Refurb of Park Street/ Denbigh High

Option 3- Preferred way forward- New build for 220 pupils in one single programme with funding from the Local Authority and Welsh Government.

Quantitative Benefits Template

This provides a summary of the main quantitative benefits, including improvements in condition and suitability, numbers of places and reduction in backlog maintenance **after completion of works**. This should be filled in as much as possible at this stage for all short listed options.

It is also a place to record the indicative economic costs for the shortlisted options. Remember to also make allowances for optimism bias, particularly in the

Option (Please provide brief description)	Status Quo – current situation with no additional funding	Do Minimum: Refurb of Park Street	Preferred option: Provide a new facility																																				
Cost of Programme (£m)	N/A	£19.4m	£23.4m																																				
All Schools in local authority area by Condition (number and %)	<table border="1"> <tr><td>A</td><td>B</td><td>C</td><td>D</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td>%</td><td>%</td><td>%</td><td>%</td></tr> </table> <p>Total Schools:</p>	A	B	C	D					%	%	%	%	<table border="1"> <tr><td>A</td><td>B</td><td>C</td><td>D</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td>%</td><td>%</td><td>%</td><td>%</td></tr> </table> <p>Total Schools:</p>	A	B	C	D					%	%	%	%	<table border="1"> <tr><td>A</td><td>B</td><td>C</td><td>D</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td>%</td><td>%</td><td>%</td><td>%</td></tr> </table> <p>Total Schools:</p>	A	B	C	D					%	%	%	%
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Change to capacity (more detail on next page)	N/A	(Delete as appropriate): increase by approx. 80	(Delete as appropriate): increase by approx. 80																																				
Backlog maintenance costs (£m)	£94,787 across all 4 sites	£	£																																				
Reduction in revenue costs (£)	N/A	£	£																																				
Community facilities	<p>Number of schools with facilities:</p> <p>Space (m²):</p> <p>Revenue (£ per month/year):</p>	<p>Number of schools with facilities:</p> <p>Space (m²):</p> <p>Potential Revenue (£ per month/year):</p>	<p>Number of schools with facilities:</p> <p>Space (m²):</p> <p>Potential Revenue (£ per month/year):</p>																																				

absence of more detailed risk appraisal.

Commercial Case

The preferred procurement route for the preferred option is a 2 stage Design and Build contract. An initial scoping exercise was carried out 'in-house' to determine if a new build could fit into the proposed site.

Due to the specialist nature of the school it was agreed that a technical Project Management consultant was procured with a requirement for Design and Education Specialists appointed as part of this provision to develop the initial design brief.

The Consultant tender process began on 19th March 2021 by utilising the Cardiff Dynamic Purchasing System (DPS) and Mott MacDonald were appointed at the beginning of July as the Multi-Disciplinary Consultant. Working with Mott Macdonald, architects, educational consultant and the headteacher at the school a detailed design brief was developed which went on to form part of the tender documents.

The tender documents were issued on the 21st September 2021 to the North Wales Construction Partnership Framework to all contractors within Lot 5. This mini-tender exercise was based on a 70% Quality/ 30% price ratio. On the 30th November 2021 Wates were appointed to develop a design and submit to planning.

Community Benefits

As part of the tender exercise the commitment of the contractor to community benefits was rigorously examined. This required information on what the contractor would do to maximise the targeted recruitment and training opportunities and meet the 78 weeks of apprenticeships / work experience / training and / or employment for disadvantaged groups, long term unemployed, NEETS, disabled, economically inactive for every £1m spent.

The progression of the agreed community benefits will be measured during the lifecycle of the project in accordance with the Welsh Government toolkit and reported on quarterly to Welsh Government.

Project Bank Accounts (PBA)

A Project Bank Account will be a funding requirement.

Financial Case (250 words)

Latest funding details:

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
DCC	£9,000	£370,770	£514,326	£4,028,648	£839,073	£103,982	£5,865,799
Welsh Government			£2,682,289	£12,085,946	£2,517,221	£311,945	£17,597,400
							£23,463,199

The contribution of £5,865,799 is identified within Denbighshire's Corporate Plan and there is a commitment against it for this project.

Overall Affordability

This is the first project within the Band B proposals to commence.

The proposals at RIBA Stage 2 have been developed in accordance with BB104 area guidelines for SEND and alternative provision. The current forecasted size of the school compares favourably to similar new schools that have been built.

Within the proposal additional community areas such as the Café have been developed which go beyond the educational brief but are considered key in ensuring scope for the school to be integrated within the community, provide learning opportunities whilst also ensuring the new brief of the Sustainable Communities for Learning is met.

There remains a general concern around the potential impact on costs as reflected in the current raise in inflation which have seen increase in construction costs on other education projects. This will need to be monitored carefully in the coming months as the costs for the project become more certain as the design progresses.

There is also the requirement of all new buildings to be Net Carbon Zero and the costs around this. The risk at present is should the costs identified exceed the threshold suggested by the Welsh Government to meet this standard.

Management Case (250 words)

This scheme is an integral part of the Denbighshire's 21st Century Schools Programme- Band B which comprises a portfolio of projects through which Denbighshire will deliver the necessary changes to ensure that the strategic aims of the Welsh Government's Sustainable Communities for Learning programme are fully met.

Denbighshire's revised Strategic Outline Programme (SOP) was agreed by the Welsh Government in December 2020.

The Project Management arrangements sit within the context of Corporate Programme Management. DCC's Programme Management strategy, based on Prince 2 methodology, ensures that all project development and delivery is undertaken in concert with the Council's strategic vision and politically supported aspirations and priorities.

All projects within the Band B report quarterly to the Modernising Education Programme Board, this is made up of the following members:

- Corporate Director- Communities
- Head of Education
- Head of Finance and Property
- Lead member for Education, Children's Services and Public Engagement
- Lead member for Finance, Performance and Strategic Assets
- 21st Century Schools Programme Manager

- Lead officer Corporate Property and Housing

The project sponsor is the Head of Education and the project is reported on Verto- a project management programme.

Key risks and mitigation:

Risk	Mitigation
Increase in Costs	Costs are scrutinised at various stages of the project to ensure costs do not escalate. Also update meeting with Welsh Government to keep them informed.
Planning permission refused	Early engagement with the Local Authority Planners to ensure all requested documents will be submitted. Also consultation with the local community will take place in the Pre-planning consultation.
School reorganisation process not approved	Work closely with the school community to ensure all part are happy with the proposal and the process is a positive one.

Key milestones:

Pre-planning Consultation	Summer 22
Planning submission	Autumn 22
Submission of draft OBC/FBC for consideration by Denbighshire's Strategic Investment Group/ Cabinet	Autumn 22
Submission of OBC/FBC for WG consideration	Autumn/ Winter 22
Construction Start	Spring 23
Building completion	Autumn 24