



OFFICIAL – SENSITIVE

Carmarthenshire Local Authority

**Strategic Outline Programme
(SOP) - Band B Update**

For return by 31 July 2017

Guidance

This form aims to capture the proposed changes to your Band B Programme since the most recent version of your Strategic Outline Programme/ Estate Strategy was agreed.

Please complete all relevant sections of this form including the statement of approval of this information in **Section 12**.

Please note that the budget for Band B of the Programme is fixed and prioritisation of projects will take place should applications for funding exceed the resources available. In the first instance projects will be prioritised based on building condition and sufficiency, but the exercise may take into account other factors such as flexibility of assets, efficiency of the education estate and deprivation.

Please return a signed, electronic copy of the form, to Jo Larnar, Programme Director of 21st Century Schools and Education Programme by Monday 31 July via:

21stcenturyschools@wales.gsi.gov.uk

Section Contents:

1.	Requested Band B Programme Envelope	3
2.	Summary of changes	3
3.	Strategic Case	6
4.	Economic Case.....	11
5.	Commercial Case	13
6.	Financial case.....	15
7.	Management Case	16
8.	Application for Mutual Investment Model (MIM) funding	22
9.	Band B Projects	24
10.	Bands C and D	26
11.	Statement of Approval for Strategic Outline Programme (SOP) - Band B Update – July 2017.....	27

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

1. Requested Band B Programme Envelope

Requested total of Band B envelope <i>e.g. £15,000,000</i>	£129.5m
Requested Welsh Government contribution <i>e.g. £7,500,000</i>	£52.25 Capital £18.75 Revenue (MIM)
LA/ FEI contribution <i>e.g. £7,500,000</i>	£52.25m Capital £6.25 Revenue (MIM)

2. Summary of changes

What has changed since the latest version of your SOP/ Estates Strategy? <i>1000 words maximum</i>
<p>In 2010 the County Council resolved that Carmarthenshire’s 21st Century Schools Programme known as the Modernising Education Programme (MEP) “be reviewed and revised in the future every two years or otherwise as required to ensure consistency with the timeframe of the national 21st Century Schools Programme”.</p> <p>Furthermore, it has been a central feature of the MEP since its inception that it needs to retain flexibility at its core to ensure that the programme remains current and responsive to changes in the education policy framework and the needs of constantly developing society and communities.</p> <p>This integrated strategic vision forms the basis for what learning looks and feels like in a 21st Century School in Carmarthenshire. This is embedded in our well established Policy for Learning and builds on successful projects already implemented where national objectives and targets have been surpassed. Carmarthenshire’s policy identifies the promotion of learning as its core purpose and believes that effective learners know how to learn on their own and with others; can progressively manage their own learning; enjoy learning, and are confident and motivated to continue learning throughout life.</p> <p>Within Carmarthenshire, its schools and other learning providers we promote a culture that supports the exploration of views about learning and encourages the development of a shared understanding of learning.</p> <p>This is facilitated by:</p> <ol style="list-style-type: none"> 1. engaging everyone in dialogue about how we learn; 2. sharing practice on ways of engaging all pupils in thinking and talking about their own learning;

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

3. clarifying and enhancing the role of Assessment for Learning.

This will lead to the following outcomes:

1. effective learners who have a greater propensity to achieve;
2. providers who engage everyone in promoting learning, in agreeing and implementing policies for learning, and who engage in action research centred on learning.

Carmarthenshire's 21st Century Carmarthenshire School is continually refined to provide inspirational learning settings where:

1. Sufficient accommodation for the number of pupils which provides a suitable and stimulating learning environment with an ample supply of good learning resources well matched to pupil's needs;
2. The entire learning environment is safe and secure, is energy efficient and kept in good condition and repair to provide a learning community for all engaged in school life and include community facilities where appropriate;
3. There is an inclusive community where each pupil has equal access to all areas of provision and full use is made of available resources including the co-location of ALN provision where appropriate;
4. All pupils have the freedom to make progress in gaining skills in communication, numeracy, ICT and Welsh language in technology rich environments with optimum connectivity;
5. There is appropriate and sustainable investment in connectivity, infrastructure and ICT resources to allow young people to use technology in their subject learning, within and beyond the classroom and for schools to become more effective, innovative and creative institutions;
6. All pupils are punctual, have good attendance, are well behaved and show care and respect and concern for others and take responsibility for their own actions;
7. All parents are kept well informed about their children's achievements, wellbeing and development;
8. All staff share a sense of vision and purpose, focused sharply on achieving good outcomes for all pupils supported by an effective network of professional practice with other schools and partners;
9. All staff have the freedom to employ a good range of teaching and learning approaches to inspire and challenge their pupils and also provide a pattern of improvement or maintenance of good standards.

The following strategic objectives have been established for the MEP and continue to direct its future delivery:

- To develop a schools network that is educationally effective, resource efficient and sustainable for the long term.
- To develop a pattern of provision within which every learning setting is capable of facilitating a high quality education to all of its learners, either

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

as an individual institution or as part of a federation or collaboration with other settings or providers.

- To create school environments that allow every child within every school to access a curriculum and experience teaching that motivates them to achieve their full potential, whilst also facilitating a programme of extra-curricular activities that stimulate their physical and emotional well-being.
- To develop infrastructure at all schools that is equipped for learning in the 21st century, facilitating the realisation of core objectives for raising educational standards and sustaining them at high levels of performance.
- To deliver a strategic approach to capital investment, integrated with a programme for the rationalisation of provision across the schools network to effectively match supply with demand.
- To rebuild, remodel, refurbish or modernise all school settings that are to be retained for the long-term, so that they conform as closely as practicable to adopted design standards.
- To contribute to the achievement of wider policy objectives, for example, community regeneration and renewal, healthy lifestyles, etc., through the development of appropriate enabling infrastructure.
- To improve the efficiency and educational viability of the schools sector by reducing the number of empty places to a reasonable level, whilst facilitating wherever practicable the expression of parental preference, responding effectively to demographic change.
- To develop infrastructure at schools that is fully accessible to all persons and enables all learners to access a high quality education, irrespective of individual needs.
- To develop individual and collaborative school solutions that contribute to a county-wide single comprehensive education system.

Significant improvements have been made to school building condition. In 2010 54% of Carmarthenshire's Primary and Secondary school buildings were graded condition C and 1% were graded D for condition.

After the Band A has completed, 38% of our school building stock will be graded C for condition. There will be 1 building (1%) graded as D. This school has only recently been downgraded from grade C and will be addressed as a priority in the Band B programme. The design of this new replacement building has already been finalised.

After Band B has been completed, 41% of the school buildings graded at C at the beginning of the Band B programme will improve to grade A for building condition.

Backlog maintenance issues for schools selected for Band B will be reduced by 100% in the primary sector and between 80% and 100% in the Secondary sector.

3. Strategic Case

How does your Programme link to local and national strategies e.g. the Wellbeing of Future Generations (Wales) Act 2015, Welsh medium and childcare strategies?

1000 words maximum

Carmarthenshire’s 21st Century Schools Programme has links to local and national strategies as outlined below:

Welsh Language

Carmarthenshire County Council has a statutory responsibility under Part 4 of the School Standards and Organisation (Wales) Act 2013 to prepare a Welsh in Education Strategic Plan (WESP) for its area with the explicit aim of improving the planning of the provision of education through the medium of Welsh, for improving the standards of that education and of the teaching of Welsh. The Council is required to set targets for the aims.

One of the aims for Carmarthenshire County Council’s Plan is to “increase the provision of Welsh medium education in Carmarthenshire and ensure linguistic continuity from the nursery sector along the key stages to the secondary sector so that every pupil becomes fluent and confident in Welsh and English.” The WESP expects every school, including schools that are currently designated as English medium to progress along the language continuum, to increase the proportion of education that is delivered through the Welsh language.

Over time, bilingualism will increasingly become an employment skill. For example, all public organisations in Wales are subject to new statutory Welsh language standards and progressively over time will need to recruit increasing numbers of Welsh speakers to deliver services. Possessing Welsh language skills will give individuals a competitive advantage when seeking employment. It is the belief of the County Council that all children benefit from a truly bilingual education, which provides wider skills development, such as cognitive ability, task understanding and flexibility, enhanced powers of concentration, etc. and that all children should receive these opportunities.

The prioritisation of capital investment in the modernisation of school premises is founded upon consideration of a combination of criteria including Welsh Language Development. Investment is prioritised towards projects that promote the expansion of Welsh medium education or the development of bilingual education in support of the objectives set out in the County Council’s Welsh in Education Strategic Plan.

Carmarthenshire County Council considers a wide range of National and Local policies while prioritising capital investment schemes:

National Policy Considerations

- Welsh Government Welsh-Medium Education Strategy (2010)
- Welsh Government Welsh Language Strategy 2012 to 2017 – A Living Language: A language for Living

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

- Welsh Government – Increasing the Number of Communities where Welsh is the Main Language (December 2013)
- Welsh Government – Draft Strategy for a Million Welsh Speakers by 2050

Local Policy Considerations

- Carmarthenshire County Council Welsh Language Development Strategy
- Draft Welsh in Education Strategic Plan (2017-2020)

Well-being of Future Generations (Wales) Act 2015

The Strategic Outline Programme for Carmarthenshire will demonstrate the 5 ways of working as shown below:

- **Long Term** – The 21st Century Schools Programme will create sustainable schools with 21st Century facilities in line with MEP objectives to improve learning environments for children with better educational outcomes. Greater economy through better use of resources to improve the efficiency and cost-effectiveness of the education estate.
- **Prevention** – The programme will ensure that investment projects within the programme will provide buildings fit for the 21st Century.
- **Integration** –The investments provided as part of the 21st Century Schools Programme will improve the learning environment, condition and suitability of the school estate whilst taking into account the seven national well-being goals.
- **Collaboration** – In Carmarthenshire we work in collaboration with stakeholders to provide investment in our schools. The revised Modernising Education Programme has been approved by the County Council’s Executive Board on the 20th June 2016 when a report was taken for members to consider a review of MEP and to approve an updated priorities programme for school investments in Carmarthenshire. We collaborate with local members and Headteachers to ensure a sustainable solution is achieved which best suits the needs of the community. An example of this collaboration in Carmarthenshire is the Llanelli Vocational Village which involved five secondary schools a special school and a further education college working together to share vocational resources.
- **Involvement** – Local members, Executive Board members and stakeholders such as Headteachers and Governors are all involved in investment projects and consulted upon through the processes involved with the proposed investment and delivery. We also consult with other professional bodies such as Estyn and Constructing Excellence etc.

Qualified for Life

The aspirations for every learner in Carmarthenshire aligns well with the vision for the future of education in Wales as noted in the Welsh Government document “Qualified for Life”.

Carmarthenshire’s 21st Century Schools Programme aims to provide an improved learning environment which will inspire both teachers and pupils to succeed.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Taking Wales Forward

Carmarthenshire's 21st Century Schools Programme aligns with the Taking Wales Forward document by;

- Investing in school buildings to drive up school standards;
- Working with communities to protect local facilities that bring people together;
- Introduce measures to prevent unnecessary closures and to help communities take ownership of community assets where appropriate;
- Continue to support the Flying Start Programme in appropriate areas alongside new school developments.

Infant Class Size Capital Grant

The authority is currently in the process of reviewing its Infants Class sizes for the application of the Welsh Government Infant Class Size Capital Grant. Details on the specific schools will be provided in the submission which is due by 31 August 2017, extended from 30 July 2017.

All Carmarthenshire's 21st Century Schools capital investment schemes are designed to ensure that neither primary nor secondary schools have classes built for more than 30 pupils.

Childcare Strategies

Carmarthenshire County Council has a statutory obligation to review the number and type of schools it has in its areas. The 21st Century Schools Programme is developed in collaboration with stakeholders.

In April 2016 Carmarthenshire County Council released an Early Years Statement following a Review of Early Years provision and practice within Carmarthenshire schools. The statement clarified the admission to early years provision; and the provision of early years education in Carmarthenshire and addressing the lack of early years education provision in some areas of the county. The Local Authority wants to encourage schools to explore the opportunities that are available for developing wrap around care, either within the school or in partnership with an external registered childcare provider and is developing pathways for category 3-11 schools and for category 4-11 schools by considering the 30 hour childcare offer.

Whilst reviewing an area, consultation is undertaken with early years providers to evaluate the school's ability to accommodate the additional provision against current and projected pupil numbers in line with current provision and gaps identified in the local Childcare Sufficiency Assessment 2017 – 2022.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

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

Please provide details of benefits and risks of your Programme.

1000 words maximum

The main benefits, risks and constraints associated with Carmarthenshire's 21st Century Schools programme are outlined below:

Benefits

- Learning opportunities enhanced through improved building and facilities with pupils having access to high quality education.
- Improved learning environments for children with better educational outcomes.
- Facilitates the effective delivery of the Foundation Phase curriculum; Addresses areas of greatest need first in line with clearly defined objectives which have been negotiated and agreed with education professionals;
- Facilitates the effective delivery of 14 to 19 Learning Pathways programmes by providing vocational facilities to be shared by schools and the further education college within area clusters, supported by collaborative and integrated governance and commissioning structures; Integrates all voluntary aided schools within a coherent and holistic whole school system programme for transformation, development and modernisation.
- Sets out a realistic timeframe for delivery, drawing upon well-established and proven project management and construction arrangements; Targets the removal of large numbers of surplus school places at the earliest feasible time;
- Proposes integrated projects which address primary and secondary phase needs side by side;
- Use ICT and blended learning and on-line curriculum to reduce the need to physically travel to school sites to access learning.
- Greater economy through better use of resources to improve the efficiency and cost-effectiveness of the education estate.
- A more sustainable education system reducing the recurrent costs and carbon footprint.
- Access to a wider curriculum.
- Greater job security and personal development opportunities.
- Greater opportunity for staff to specialise in subject areas.
- Increase the provision of Welsh medium education in Carmarthenshire.
- Community use of school facilities.
- Carmarthenshire 'Cadet' scheme (Apprenticeships) will stimulate employment in the local contraction industry.

Risks:

Business and Political Risks

- Schemes exceeding allocated amount of WG funding.
- Newly built or re-developed schools may attract pupils from other schools or increased catchment area drift.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

- Poor contractor capabilities.

Service Risks

- Legislative changes.
- Welsh Government policy changes.

External Environmental Risks

- A change in political climate at Welsh Government.
- Delay in Welsh Government approval of business cases.
- Issues relating to planning permission or planning constraints.

Constraints:

Design Constraints

- The budget
- Site boundaries
- Planning and Building Restrictions
- Available Technology

Business Constraints

- Timeline- Key dates / Milestone dates
- Budget
- Resources

Economic Constraints

- Tree and wildlife preservation
- Hazardous materials
- Excavation
- Noise
- Vibration
- Traffic

Social Constraints

- Opposition to the project (can result in major alternations to the original plans)
- Media pressure
- Political pressure

4. Economic Case

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

1000 words maximum

Each time Carmarthenshire's 21st Century Schools Programme is reviewed in accordance with County Council's resolution in 2010, every school in Carmarthenshire is evaluated against a set of evidence based criteria, which allow an assessment of the school's operational viability to be made and decisions taken on the relative investment need at all schools.

This allows the Authority to objectively determine a programme for the strategic review of the schools network and investment in the modernisation of the schools estate in a manner that is transparent and demonstrably fair.

Criteria have been developed locally, through consultation with representative head teachers, and agreed as appropriate indicators of viability and investment need.

The criteria (critical success factors) against which the successful delivery of projects are prioritised are outlined below:

CSF 1 – Business needs

- The option must satisfy all of the investment objectives and associated business needs determined for the initiative.
- The option must also optimise compliance with these objectives throughout any implementation.
- The option must be the best (long term) fit with the demands for skills of the business and commercial communities within the area.

CSF 2 – Strategic fit

- The option must fit within and promote National and Regional strategies presented in Business Strategies.
- The option must complement the vision and standards that Carmarthenshire Council have developed for schools.
- The option must be the best (long term) fit with the strategies of the business and commercial communities within the area.

CSF 3 – Benefits optimisation

- Achieves highest standard of service provision on behalf of pupils, staff, families, parents/carers.
- Sustainable model(s) of learning provision within Carmarthenshire which meet the needs and aspirations of all children both now and in the future.

CSF 4 – Potential achievability

- The option needs to be accepted by pupils/parents, teaching staff and the wider community.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

- There must be the teaching capacity, skills and vision to deliver the required outcomes, or an awareness of the need to recruit assistance.
- Site development potential or achievability of land.

CSF 5 – Supply side capacity and capability

- Sufficient appropriate resources and expertise to be deployed within Carmarthenshire to achieve the investment objectives.
- Requirement for Innovative governance and management arrangements to be deployed, such as use of Non-Executive members of Programme Boards.

CSF 6 – Potential affordability

- The required investment can be met from the Welsh Government (21st Century Schools), plus contributions from Carmarthenshire County Council.
- Options can be phased to match the funds available, if required. Potential for economies of scale (through linkage with other schemes within the Council's MEP programme).

5. Commercial Case

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

Please include details of what delivery models you are considering e.g. batching or single delivery.

1000 words maximum

Carmarthenshire County Council has established the South West Wales Regional Contractors Framework with the following Lotting strategy: -

Lots 1 Carmarthenshire (£0 - £1m)

Carmarthenshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council, Ceredigion County Council & City & County of Swansea.

Lot 7 - West (£1m - £3.5m)

Carmarthenshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council, Ceredigion County Council & City & County of Swansea.

Lot 9 – West (£3.5m - £7.5m)

Carmarthenshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council, Ceredigion County Council & City & County of Swansea.

Lot 11 – West (£7.5m - £15m)

Schemes between £7.5 million to £15 million - Carmarthenshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council, Ceredigion County Council & City & County of Swansea.

Lot 12 - All Areas (£15m+)

Schemes in excess of £15 million - Carmarthenshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council, & Ceredigion County Council.

The South West Wales Regional Contractors Framework (SWWRCF) commenced in February 2016 and is due to expire in January 2020.

The framework allocation followed the OGC guidelines (EU rules and regulations) and used the OJEU notice board where relevant. The NEC 3 Engineering and Construction Contract Option A: Priced Contract with Activity Schedule and Option C: Target Contract with Activity Schedule were used to set up the Framework. The aim of the Framework is to provide high quality construction, related design and project management services to meet the Council's requirements whilst taking account of the principles of the 'Best Value' process and of 'Re-Thinking Construction'. The objectives are as follows:

- To provide and sustain an open, co-operative and business like culture between the parties;

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

- To integrate public and private sector skills in delivering services;
- To have access to additional resources and expertise;
- To retain and promote core in-house skills;
- To promote continuous improvement;
- To create development opportunities for employees of both private and public sectors.

These forms of contract will also ensure that contractors are incentivised to provide the best value for money, through the inclusion of an element of gain share. Governance arrangements and a plan for future actions have been established. These initially focussed on the development of a regional procurement approach to support the delivery of schemes already announced in the bids, but are now focussing heavily on schemes within Band A of the 21st Century Schools Programme.

Delivery Options

Carmarthenshire's preferred option for delivery is to deliver projects in one phase:

This option assumes that all required services could be delivered within the initial phase(s) of the projects. This option strives to complete all school building works required at the same time.

Advantages – The main advantages for this option are;

- Large scale change initiated at the same time
- Minimises period of disruption
- Potential economies of scale arising from procurement
- Classrooms available for use immediately

This option is considered to be most advantageous strategically as it addresses the issues at schools sooner.

Where possible, the grouping or batching of projects will be considered where it makes commercial sense to do so.

6. Financial case

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

Please give details of the match funding arrangements for your Programme and confirm whether or not it is affordable.

1000 words maximum

The delivery of the MEP to date has been made possible by the establishment of an innovative funding strategy for capital investment which has drawn upon and integrated a variety of funding sources.

The innovative approach to funding school modernisation applied by Carmarthenshire County Council remains fairly unique in Wales and has allowed the Authority to make significant progress in improving the quality of facilities at a number of schools, achieving progress at a much higher pace and on a greater scale than in most other areas.

Carmarthenshire's school development projects under the 21st Century Schools Programme are funded equally (50% Welsh Government / 50% Local Authority) by the Welsh Government and the County Council, subject to proposals being approved by the Welsh Government through business case submissions. Voluntary aided schools under paragraph 5 of Part 2 of Schedule 3 to the School Standards and Framework Act 1998, the Welsh Ministers (WM) have power to grant aid up to 85% of qualifying expenditure, with the governors themselves required to meet the remaining 15%.

The Authority has signified its agreement to the required level of funding most recently at Executive Board on the 20th June 2016 when the revised Modernising Education Programme and 21st Century Schools Band A Programme was given approval to pursue grant funding (from Welsh Government) for a number of schemes.

It has not been possible to receive this level of endorsement for a Band B programme as yet. The Band B information will shortly be taken through the democratic process and presented to Executive Board (Cabinet) on 18th December 2017. If approved at the level included within this submission, the Authority will be able to confirm its match funding arrangements for both capital and revenue elements at that time.

7. Management Case

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

1000 words maximum

Since the submission of the previous SOP please see below our updated project management arrangements.

The programme of work will be managed in accordance with PRINCE2 methodology and MSP principles.

Governance

Programme Board is ultimately responsible for ensuring that the projects remain on course to deliver the desired investment objectives of the required quality to meet the Modernising Education and Communities Programme (MECP) agenda.

The MECP Programme Board is supported by the separate MEP and MCP Project Delivery Boards to ensure successful delivery of projects.

Terms of Reference

- Provide overall guidance and direction of the MEP and MCP
- Ensure all Council services are co-ordinated to maximise the benefits to MEP/MCP projects
- Ensure MEP/MCP projects are delivered on time and on budget
- Ensure financial risks to the Authority are effectively managed
- Ensure a holistic view is taken on the implications for modernisation on all services
- Resolve strategic and directional issues between MEP/MCP projects
- Decide on recommendations from MEP and MCP Project Delivery Boards to progress to the next stages of delivery
- Decisions on reorganisation to be made by the County Council in line with Strategy agreed by full Council
- E&CS and Community Scrutiny Committees to scrutinise progress reports twice per year
- Recommend policy changes that are needed to enable transformation to proceed

Membership

The MECP Programme Board will be ultimately responsible for supporting Education & Children and Communities Senior Responsible Officers (SROs) and ensure that the projects remain on course to deliver the desired investment objectives.

Programme Board members have been selected as those best placed to support the programme and consists of officers with the responsibility for various subject areas.

MEP Project Delivery Board

Terms of Reference

- Responsible for the management and delivery of MEP projects.
- Confirm Project tolerances with Programme Board
- Provide overall guidance and direction to MEP Projects ensuring they remain within specified constraints
- Ensure compliance with corporate or programme management directives
- Ensure all issues and risks are identified and reported to Programme Board
- Support the Programme Board in ensuring that the MEP is delivered on time and within budget
- Identify policy changes that are needed to enable transformation to proceed
- Ensure all Council services are co-ordinated to maximise the benefits to MEP projects
- Quantify the implications for modernisation on all services

Operation

- Other issues such as IT, transport and catering are being included in detailed design meetings with Environment Department staff, and for every project a task and finish team will focus on the detailed delivery at the operational level
- The team will meet monthly
- Papers will be circulated a week in advance of each meeting
- Concise action notes and action log will be circulated within a week of each meeting
- Additional expertise may be co-opted for specific meetings as the agenda dictates
- Regular reports will be made to the Programme Board

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

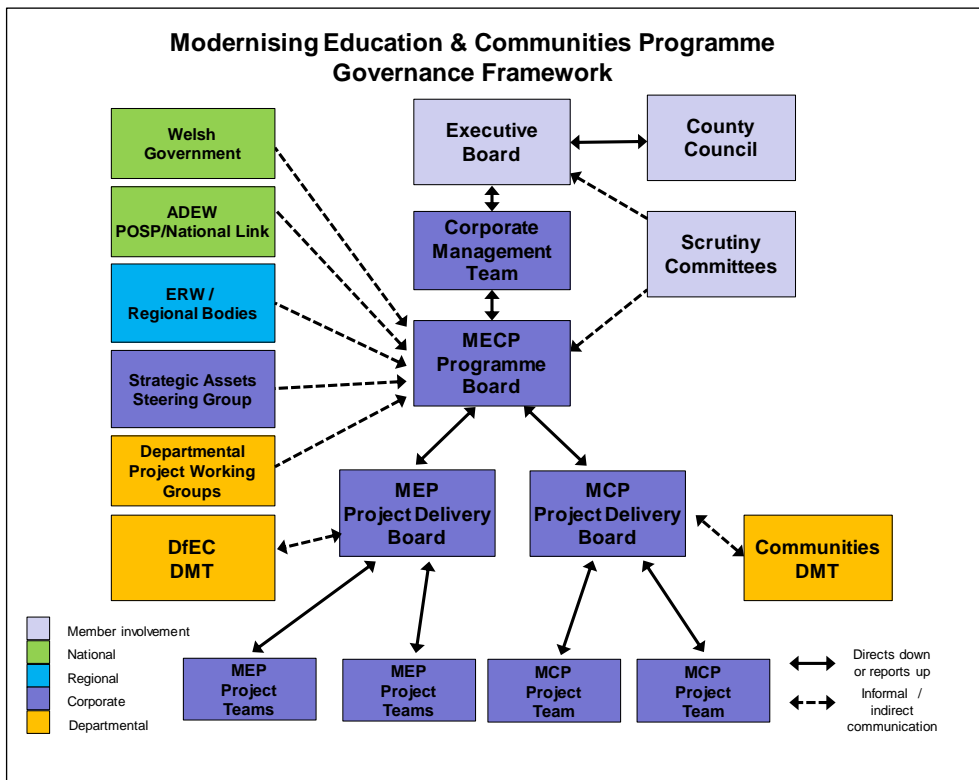
Please provide details of the structures in place to deliver the projects within your Programme and contact details of the core team.
500 words maximum / organogram

Governance

Programme Board is ultimately responsible for ensuring that the projects remain on course to deliver the desired investment objectives of the required quality to meet the Modernising Education and Communities Programme (MECP) agenda.

An MECP Governance framework and outline reporting and communication structure is provided below:

Project Management Arrangements



Programme Board Membership

Job Title	Role
Director of Environment	Chair
Director of Education & Children's Services	MEP Programme Sponsor (SRO)
Director of Community Services	MCP Programme Sponsor (SRO)
Director of Corporate Services	Finance

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Assistant Chief Executive	Human Resources
Head of Leisure	Communities
Head of Education Services	Education
Head of Property	Asset Review, Estate Management, Construction & Maintenance
Head of Transportation & Highways	Transport
Property and Major Projects Manager	Acquisitions & Disposals
Economic Development Manager	Economy
Property Design & Projects Manager	Property Construction
Modernisation Services Manager	Programme Manager

Project Delivery Board

Project Delivery Board members are selected as those best placed to support the Director of Education and Children’s Services as Senior Responsible Officer (SRO) for the Programme. The following officers will be standing members of the Board:

Project Delivery Board Membership

Job Title	Role
Modernisation Services Manager	Programme Manager (PM)
Property Design & Projects Manager	Development & Construction
Strategy and Implementation Manager	Transport and Engineering
Group Accountant	Capital and Revenue Funding
School Development Project Officers	Project Manager
Project Delivery, Design & Cost Control Team Leaders	Construction Project Delivery & Cost Managers
Senior Business Partner (HR)	Human Resources

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Operations Manager – Passenger Transport	Transport	
Principal Challenge Adviser	Education Standards	
Valuations Manager	Asset Review, Estate Management, Acquisitions & Disposals	
Area Building Manager	Building Maintenance	

8. Application for Mutual Investment Model (MIM) funding

<p>Do you intend to deliver any of your Band B projects using the Mutual Investment Model? <i>Delete as appropriate</i></p>	Yes
--	-----

If:

- **No** - please move to the next **Section 10**
- **Yes** - please complete the relevant section for local authorities or further education institutions below.

(a) Local Authorities

Schools		Number	Size	Cost – based on WG guidance
Please indicate how many school buildings you would use this funding for:	Primary	4	1 x 420 + 60 1 x 330 + 45 1 x 350 + 50 1 x 210 + 30	£25m
	Secondary	0		
	Total	4	770	£25m

Please provide brief details including title and estimated capital cost of the project/s.

1000 words maximum

Llandeilo Area Primary

Estimated Capital Cost – £10,000,000

Investment to replace 3 existing Welsh medium primary schools in condition B, C and C with 1 x 330 + 45 Welsh medium Primary School.

Investment to replace 1 existing English medium primary school in condition C with 1 x 210 + 30 English medium Primary School.

Ammanford Area Primary

Estimated Capital Cost – £15,000,000

Investment to replace 2 existing Welsh medium primary school in condition A and B, with 1 x 420 + 60 Welsh Medium Primary School.

Investment to replace 1 dual stream primary school in condition B with 1 x 350 + 50 Dual Stream Primary School introducing a Welsh medium foundation phase

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

with option at year 3 to choose a Welsh or English stream. ALN provision will be included within the project.

(b) Further Education Institutions

Colleges

Please provide brief details of your college project(s), together with the estimated capital cost using the Welsh Government capital rate per m².

Please give details of the extent of the works planned e.g. campus, block replacement, extension and the type of facilities e.g. construction, hairdressing and beauty.

1000 words maximum

Not Applicable

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

9. Band B Projects

How many projects do you intend to deliver in Band B?	19
--	-----------

What are they? (Please note that details of the projects should also be included in the attached table). The projects should be ranked in both documents in order of priority.

500 words maximum

Carmarthenshire’s Band B order of priority of projects together with a brief description of the project is provided below.

Investment Projects		
Priority	Project	Brief Description
1.	Pupil Referral Unit (PRU)	Relocate PRU to remodelled accommodation next to a Secondary school following the relocation of a primary school due to be relocated to a new site in Band A of the programme.
2.	Llandeilo Area	Review the future provision of education in the area served by the schools. Statutory approvals required.
3.	Ammanford Area	(Ammanford Nursery, Bro Banw, Gymraeg Rhydaman) – Review the future provision of education in the area served the schools. Statutory approvals required (Partially completed with the creation of Bro Banw).
4.	Penygaer	Invest to remodel existing premises.
5.	Carmarthen West	New School premises.
6.	Kidwelly	Review the future provision of education in the area served the schools. Statutory approvals required for welsh medium provision.
7.	Pembrey	New School premises.
8.	Five Roads	New School premises.
9.	Hendy	Invest to remodel existing premises.
10.	Llanybydder / Llanllwni	Review the future provision of education in the area served existing schools. Statutory approvals required.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

11.	Gwendraeth Valley North	Review the future provision of education in the area served the existing schools. Statutory approvals required.
12.	Cross Hands Area	Review the future provision of education in the area served the existing schools. Statutory approvals required.
13.	Gwendraeth Valley Central	Review the future provision of education in the area served the existing schools. Statutory approvals required.
14.	Llandybie	Invest to remodel existing premises.
15.	Heol Goffa	New Special School premises.
16.	Bro Myrddin	Invest in existing school site to increase capacity due to growing demand.
17.	Myrddin	Invest to remodel existing premises.
18.	Behavioural Support Hubs	Develop remodelled outreach service and local delivery from inclusion hubs at selected Secondary Schools. Current Behaviour Services Review to make recommendations.
19.	Bryngwyn	Invest in existing school site.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

10. Bands C and D

Please provide an update for Bands C and D of your Programme.
[Band C will run from April 2024- March 2029; Band D will run between April 2029 and March 2034].

Band C

500 words maximum

Since the original SOP Carmarthenshire's Modernising Education Programme (MEP) has been reviewed and updated three times (2011, 2013 and 2016).

In the latest iteration all reference to Bands B, C and D were removed and replaced by 'Future Programme'.

Other than the projects now identified for this Band B submission, the future programme consists of 27 primary and secondary school projects with an estimated cost of £123m.

Band D

500 words maximum

Please see Band C box above.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

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

Please complete as appropriate:

I confirm that the updates in this form have been signed off by either the Cabinet of the local authority or the Board of the further education institution:

Local Authority / College	Carmarthenshire
Name <i>Printed</i>	Simon Davies
Name <i>Signed</i>	
Position in the organisation	Modernisation Services Manager
Date DD/MM/YYYY	25/07/2017

If there has not yet been sign off at Cabinet or Board level, please confirm when this is anticipated. Please also confirm at what level the document has currently been signed off.

The information contained above has **NOT** been signed off by the Authority's Executive Board.

The information will be taken through the Authority's Democratic Process and considered by the Executive Board on 18th December 2017.