

The Vale of Glamorgan Council

Cabinet Meeting: 19 November, 2018

Report of the Cabinet Member for Learning and Culture

School Investment Programme Gateway Review

Purpose of the Report

1. To advise Members of the outcome of a recent review of the Council's position to deliver Band B of its School Investment Programme.

Recommendation

1. Members note the positive outcome of the review, the recommendations of the review team and the suggested timescale for a further programme review to be undertaken.

Reason for the Recommendation

1. To give Cabinet assurance on the capacity of the Council to deliver its extensive Band B School Investment Programme.

Background

2. The Office of Government Commerce (OGC) Gateway process examines programmes and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage; the process is best practice in central government, the health sector, local government and Defence.
3. The OGC Gateway Review process is used by the Welsh Government to evaluate and monitor progress with regard to delivery of the 21st Century Schools Programme. The purpose is to review the outcomes and objectives for the programme and confirm the Welsh Government's 21st Century Schools Strategy is being delivered.
4. OGC Gateway Reviews deliver a 'peer review', in which independent practitioners from outside the programme/project use their experience and expertise to examine the progress and likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes. The OGC Gateway Process provides support to Senior Responsible Officers (SRO) in the

discharge of their responsibilities to achieve their business aims, by helping the SRO to ensure:

- the best available skills and experience are deployed on the programme or project;
 - the stakeholders covered by the programme/project fully understand the programme/project status and the issues involved;
 - there is assurance that the programme/project can progress to the next stage of development or implementation and that any procurement is well managed in order to provide value for money on a whole life basis;
 - achievement of more realistic time and cost targets for programmes and projects;
 - improvement of knowledge and skills among government staff through participation in reviews;
 - provision of advice and guidance to programme and project teams by fellow practitioners.
5. OGC Gateway Reviews can be carried out at two levels; programme level, or individual Project level. The review carried out for the Vale of Glamorgan is an OGC Gateway Review 0: Strategic assessment which is a programme level review. This type of review investigates the direction and planned outcomes of the programme, together with the progress of its constituent projects.
 6. Since the start of the delivery of the Vale of Glamorgan's Band A programme of investment the two Gateway Reviews have been conducted by Welsh Government.
 7. An initial Gateway Review carried out in February 2014 involved a strategic assessment of the Council's School Investment Programme. The review team's delivery confidence assessment of the Programme was Green/Amber.
 8. The report of the review team stated "Our assessment reflects the high level of confidence of all those involved in the Programme – within the Programme Team, the Council and schools. This confidence is supported by progress so far, by the high level of stakeholder engagement and consultation, the cautious approach on funding and affordability, the collaborative relationship with the present contractors and flexible and innovative procurement. Particular strengths are the commitment, expertise, responsiveness and engagement of the Programme Team. There is close working between staff in the learning and skills, estates and finance directorates working to a single vision and aim and a very open and constructive relationship between Officers and Council members."
 9. The main recommendations were that the programme tightened up on small number of governance issues which were easily rectified.
 10. A further Gateway review undertaken in May 2015, assessed the investment decisions for the Llantwit Learning Community Project. The programme was given a delivery confidence assessment of Green meaning that the successful delivery of the project to time, cost and quality appeared highly likely.
 11. The review team once again expressed a high level of confidence in the project and the overall programme. "The rating above reflects the high level of confidence, expressed by all to whom the Review Team spoke, in the ability of the Authority to deliver the project to time, cost and quality. The Review Team shares that confidence. The Authority has an excellent track record for procurement and delivery and has been leading the way on the development of a standardised approach to school design which reduces risk, time and cost.

Relevant Issues and Options

12. The Vale of Glamorgan's 21st Century Schools Band B Programme totals £143.905 million compared to a Band A programme value of £31.849 million. Work is already underway in preparation for the commencement of the programme in April 2019. It was considered beneficial for a Gateway Review 0: Strategic Assessment to be undertaken at this early stage to evaluate the Council's capacity to deliver the programme.
13. The review was conducted over 3 days from 19 09 2018 to 21 09 2018. The full Review Report is provided in Appendix A to this report. The delivery confidence assessment was RAG rated green which is defined as:
 - Successful delivery of the programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
14. The overall assessment of the Review Team is provided below:
 - The Review Team finds that the Programme is well defined and aligns with key policies at national and local level.
 - The Programme team is experienced and knowledgeable, with key members having been directly involved in the delivery of Band A. Plans are in place to augment the team in light of the increased scale of Band B and adverts for key posts have already been placed. The need for effective succession planning is recognised and steps are in place to ensure effective knowledge sharing.
 - The Review Team finds that the Programme is well defined and aligns with key policies at national and local level.
 - Stakeholder engagement to date has been exemplary generating very strong buy-in and alignment across all key stakeholder groups, with a strong sense of shared ownership and cohesion. The Programme has full visibility and active engagement at all levels of the Council and strong support across the political spectrum.
 - The Programme is fully funded subject to Full Business Case approvals at project level and confidence is high that this will be achieved.
 - A key next step for the first project, covering the first three Schools in Barry, will be the engagement of building contractors for lots 1, 2 and 3. A mini competition is in flight using the SEWSCAP framework and the quality of responses has been encouraging. This will facilitate greater cost certainty for the completion of FBCs.
15. Statutory consultations remain a key risk for subsequent schools in the programme because, by their very nature, the outcome cannot always be predicted. Effective management of this process will be vital and the team has a proven track record in this area.
16. Recommendations from Gateway reviews are categorised as follows:
 - Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately.
 - Essential (Do By) – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

- Recommended – The programme should benefit from the uptake of this recommendation.
17. The Review Team highlighted 6 areas which were 'recommended', of which 5 will be addressed by the end of the calendar year. A longer term recommendation is for resource levels and succession planning including effective knowledge-transfer to be kept under review as projects enter the critical stage (refer to page 12 of the attached report).
 18. The Review Team suggested that, "the next review type is a Gateway 0 programme level mid-term review. This could reasonably take place in early 2020 when significant construction progress will have been made on the first three projects and subsequent projects are firming up. However, the precise timing should remain flexible in line with the SRO's needs".

Resource Implications (Financial and Employment)

19. The total value of Band B of the Vale of Glamorgan's Schools Investment programme is £143.905 million and commences in April 2019. The value of Band A of the programme was £31.849 million. The latter excludes the £50.3 investment in Penarth Learning Community which was a transitional scheme carried out prior to the commencement of Band A.
20. The standard cost of the gateway review of £6,000 will be met from within the Learning and Skills revenue budget.

Sustainability and Climate Change Implications

21. All new buildings developed as part of Band B will meet modern building BREEAM Excellent standards and be built to an EPC A rating.
22. All projects in Band B will provide employment opportunities for local residents during the construction phase of the project and provide further employment opportunities once the schools are operational. Targeted recruitment and training is a key part of delivering community benefits along with school engagement. A minimum target of 80 person weeks of training for every £1m construction spend has been set (this is a betterment of 28 weeks on the Welsh Governments target.) and 150 pupil interactions for £1m.
23. As with all 21st Century schools projects, a minimum of 80% of materials and services are procured locally. Ethical employment and fair payment terms are also included in all projects.

Legal Implications (to Include Human Rights Implications)

24. The School Organisation Code 2013 Statutory Code document no: 006/3013 was enacted under Sections 38 and 39 of the School Standards and Organisation (Wales) Act 2013. The Code came into force on the 1st October 2013 and applies in respect of all school organisation proposals published by way of statutory notice on or after that day. A second edition of the code is due to come into force on the 1st November 2018 and transitional arrangements will apply.

Crime and Disorder Implications

25. There are no crime or disorder implications arising from this report.

Equal Opportunities Implications (to include Welsh Language issues)

26. The School Investment Programme will increase opportunities for learning through the medium of Welsh and ensure accessibility of education for all.
27. All new buildings are fully DDA compliant.
28. The Council must comply with the public sector equality duty (section 149) of the Equality Act 2010.

Corporate/Service Objectives

29. This report supports the Council's Wellbeing Outcome 3: An Aspirational and Culturally Vibrant Vale, Corporate Objective 5: Raising overall standards of achievement and the Corporate Plan Action: Develop a new school modernisation programme in readiness for the next 21st schools funding due to commence in 2019/20.

Policy Framework and Budget

30. This is a matter for Executive decision by the Cabinet.

Consultation (including Ward Member Consultation)

31. Not applicable.

Relevant Scrutiny Committee

32. Learning and Culture and Corporate Performance and Resources.

Background Papers

None.

Contact Officer

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Officers Consulted

Trevor Baker, Head of Strategy, Community Learning and Resources
Lisa Lewis, Operational Manager for Strategy and Resources
Jane O'Leary, Operational Manager, 21st Century Schools
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Responsible Officer:

Paula Ham, Director of Learning and Skills

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OGC Gateway™ Review 0: Strategic assessment
Programme Title: Vale of Glamorgan Council
21st Century Schools Programme

Appendix A



Llywodraeth Cymru
Welsh Government

OGC Gateway™ Review 0: Strategic assessment

Version number:	FINAL
Senior Responsible Owner (SRO):	Paula Ham
Date of issue to SRO:	2 October 2018
Programme Title:	Vale of Glamorgan Council 21 st Century Schools Programme Band B
Department/Organisation of the Programme	Learning and Skills
Review dates:	19/09/2018 to 21/09/2018
Review Team Leader:	John Cummings
Review Team Members:	Ian Williams Leigh Dyas
Previous Review:	N/A for Band B
IAH ID number:	AH/18/07

This assurance review was arranged and managed by:

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This report is an evidence-based snapshot of the programme's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.



1.0 Delivery Confidence Assessment (DCA)

Delivery Confidence Assessment:	Green
<p>The Review Team finds that the Programme is well defined and aligns with key policies at national and local level.</p> <p>The Programme team is experienced and knowledgeable, with key members having been directly involved in the delivery of Band A. Plans are in place to augment the team in light of the increased scale of Band B and adverts for key posts have already been placed. The need for effective succession planning is recognised and steps are in place to ensure effective knowledge sharing.</p> <p>Stakeholder engagement to date has been exemplary generating very strong buy-in and alignment across all key stakeholder groups, with a strong sense of shared ownership and cohesion. The Programme has full visibility and active engagement at all levels of the Council and strong support across the political spectrum.</p> <p>The Programme is fully funded subject to Full Business Case approvals at project level and confidence is high that this will be achieved.</p> <p>A key next step for the first project, covering the first three Schools in Barry, will be the engagement of building contractors for lots 1, 2 and 3. A mini competition is in flight using the SEWSCAP framework and the quality of responses has been encouraging. This will facilitate greater cost certainty for the completion of FBCs.</p> <p>Statutory consultations remain a key risk for subsequent schools in the programme because, by their very nature, the outcome cannot always be predicted. Effective management of this process will be vital and the team has a proven track record in this area.</p>	

1.1 Delivery Confidence Assessment

The Delivery Confidence assessment RAG status should use the definitions below:

RAG	Criteria Description
Green	Successful delivery of the programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the programme is in doubt with major risks or issues apparent

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	in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the programme appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.

2.0 Summary of Report Recommendations

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification
1.	Whilst good progress is being made on the consideration of benefits and how they are measured, a comprehensive list of all outcomes and benefits will be required with FBC submission. This exercise needs to be concluded within the next three months for the first three schools and we recommend that early priority be given to this to build on the work already done.	R	Dec 2018	5
2.	We recommend that, as the first project ramps up in the coming weeks, the opportunity is taken to check the read-across of the different levels of risk registers from project to corporate level.	R	Dec 2018	9.1
3.	We recommend that a programme and project organisation chart, and updated terms of reference, are produced and mapped to the existing governance structure.	R	Dec 2018	1.1
4.	We understand via the piloting of Brighter Spaces in Band A, post occupancy survey information has been gathered from schools which informs lessons learned from a school perspective. We recommend that all lessons learned from Band A are formally documented so that everybody associated with Band B has full visibility and understanding. An on-going process to document lessons learned as individual projects progress should also be considered.	R	Dec 2018 and on-going	11.2
5.	We recommend resource levels and succession planning including effective knowledge-transfer are kept under review as projects enter the critical stage.	R	On-going	10.4

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OGC Gateway™ Review 0: Strategic assessment
Programme Title: Vale of Glamorgan Council
21st Century Schools Programme



Llywodraeth Cymru
 Welsh Government

6.	We recommend that a more defined programme level delivery profile is developed. This can be done in an appropriate format in parallel with project level Gantt charts over the next few weeks as the new project team beds in. This will help to show the critical path of the programme and key dependencies across high level tasks and projects, which will help to understand and monitor progress towards successful outcomes.	R	Dec 2018	3.1
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Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

Recommended – The programme should benefit from the uptake of this recommendation.

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3.0 Comments from the SRO

I acknowledge the report and have discussed the recommendations with the Review Team.

The report and recommendations has provided me with assurance that the Council is in a strong position to deliver Band B of the Vale of Glamorgan's School Investment and Reorganisation Programme. It is encouraging to note that the review did not give rise to any *essential* or *critical recommendations* and that the majority of the recommendations will be addressed over the next few months as we progress our work to implement the programme.

4.0 Background

The aims of the programme:

The 21st Century Schools Programme is a long-term strategic investment in the educational estate throughout Wales. It is a unique collaboration between Welsh Government, the Welsh Local Government Association (WLGA), local authorities, colleges and diocesan authorities.

The Programme is comprised of Band A and Band B. Band A completes in 2019. This review focuses on the Vale of Glamorgan Council's Band B, which starts in April 2019 and is aimed at:

- addressing growth in demand for Welsh medium education;
- reducing surplus capacity and inefficiency in the system;
- expansion of schools in areas of increased demand for educational services;
- addressing the condition of educational assets; and
- making assets available for community use where demand exists.

The driving force for the programme:

The Vale of Glamorgan is an area of considerable socio-economic and environmental diversity. It contains some of the most affluent and the most deprived locations in Wales. The population has increased significantly in recent years and is set to continue to increase until 2023. The Primary School population is projected to increase over the next 15-year period whereas the secondary population is set to increase from 2017/18 onwards. This increase in demand is set against a backdrop of an aging schools estate and areas where capacity is currently under-utilised. The Vale of Glamorgan has a clear ambition that its levels of achievement and learning outcomes are the best in Wales and match those of the most successful authorities in England. Band B aims to build on the success of Band A and stretch the level of ambition to ensure that the standard of learning environments are fit for purpose and sufficient places are available for learners when considering the rapid development and regeneration within the Vale whilst enabling key outcomes within the Welsh Government's national strategies and the Vale's local strategies.

Band B consists of ten projects. The first project is "Transforming English and Welsh Medium Secondary Education in Barry", which involves three secondary schools treated as an individual project due to their close proximity and interdependencies. It addresses the need for co-educational secondary schools in Barry following wide ranging support after consultation, a high and continuing level of surplus capacity, refurbishment / renewal of buildings to bring them up to the standards required, and the need for additional Welsh medium secondary school places in the Vale. This project



has a projected scheme cost of just over £70m, which alone accounts for nearly half of the total cost of Band B.

The procurement/delivery status:

The anticipated project values require that external designers and contractors are procured using an EU Procurement compliant process. The Council will competitively tender and select contractors under SEWSCAP (South and Mid Wales Collaborative Construction Framework for Schools and other Public Bodies).

The Programme is currently out to tender for the first project using 3 LOTS, one for each school in the project. The deadline for bids was 7th September and those received are currently being evaluated. The process could yield one, two or three separate contractors.

Current position regarding previous assurance reviews:

This is the first Gateway Review for Band B. A lessons Learned exercise was undertaken at the end of Band A with the intention that good practice and suggested improvements are passed on for use in Band B projects. At this stage therefore there are no specific recommendations pending for Band B.

5.0 Purposes and conduct of the OGC Gateway Review

The primary purpose of a Gateway Review 0: Strategic assessment is to review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to Ministers' and the Council's overall strategy.

Annex A gives the full purposes statement for a Gateway Review 0.

Annex B lists the people who were interviewed during this review.

6.0 Acknowledgement

The Review Team would like to thank the Vale of Glamorgan 21st Century Schools Band B Programme Team for their hospitality, support and openness, which contributed to the Review Team's understanding of the Programme and the outcome of this review. The way that the Programme Team and all interviewees have embraced the review process is indicative of the healthy culture that runs through the programme and bodes well for successful delivery of the programme.

7.0 Scope of the Review

This is an early Gateway Review 0 for Band B of the 21st Century Schools Programme in the Vale of Glamorgan. This Review is intended to provide assurance to the SRO and the SIP Board that the scope and purpose of the programme has been adequately researched, that there is a shared understanding of what is to be achieved by the key stakeholders, that it fits within the Council's overall strategy and priorities, that there is a realistic possibility of securing the resources needed for delivery and that the associated procurement takes account of prevailing government policies. The Review will examine how the work strands will be organised into projects to deliver the overall programme objectives and that the programme management structure, monitoring and resourcing arrangements are appropriate.

8.0 Review Team findings and recommendations

8.1: Policy and business context

The 21st Century Schools Band B Programme represents the largest capital investment by Vale of Glamorgan council outside HRA and comes at a time when competition for investment is high and the need to support national and local policies remains key.

Each project within the programme is subject to statutory consultation, which is played out in public and brings a political and to some extent emotional dimension to the Programme, with an outcome that cannot always be accurately predicted. This uncertainty needs to and is being factored into the risk management and contingency planning processes.

In this context the Band B Programme Team has designed an ambitious programme of School development that builds on the success of Band A to deliver maximum benefit to the area within available funding. The Band B programme is fully funded, including match funding from Welsh Government, Section 106 funding allocated to Education, Capital Receipts, Capital Investment and where necessary prudential borrowing arrangements. Application of the Mutual Investment Model (MIM) is under consideration for a 3 to 16 faith school at the tail end of the programme, although the current programme cost estimates assume use of more traditional funding methods.

At a national level the programme fully supports the Welsh Government's 21st Century Schools Programme and at a local level it will assist the Vale of Glamorgan council in delivering its local educational policies.

The programme demonstrates the Council's approach to sustainable development and contributes to the Well Being of Future Generations (Wales) Act supports the Welsh



Government curriculum reform and Welsh in Education Strategic Plan to target 1m Welsh Speakers by 2050 by increasing Welsh medium secondary school places.

The programme can be viewed as a key enabler to transforming education in the Vale of Glamorgan, and given its scale and importance, the Programme has high visibility within political, corporate and education circles.

Whilst it is an education-led programme, the review team has found that an open and collaborative programme management approach is being used which has led to a strong sense of corporate ownership. The programme is subjected to commensurate levels of review and scrutiny, which the programme team fully embraces.

8.2: Business Case and stakeholders

The Strategic Outline Plan for the programme and Outline Business Case for the first project – Transforming English and Welsh Medium Secondary Education in Barry – have been approved.

Within the SOP and OBC the Programme defines the need for two co-educational schools, previously single sex schools, within the Barry area. It also recognises the expansion of the Welsh medium school in line with policy direction and pupil directions.

Approval for the first project to move to Full Business Case (FBC) was received from Welsh Government by email on 8th August and the Grant Award letter is awaited. The review team did not interview members of the Welsh Government 21st Century schools team to discuss the content of the approval letter.

The programme team is on track to produce the requisite FBCs by December 2018 in line with programme plans. The FBCs will need to evidence value for money for the preferred option and the programme team has a high degree of confidence, which is justified on the evidence presented.

Highly effective and exemplary stakeholder engagement has clearly been happening across key stakeholder groups and the review team has received very positive feedback suggesting that all stakeholders feel fully engaged and are appreciative of the efforts made by the programme team in this regard. This is a continuation of the approach adopted in Band A and clearly needs to continue throughout Band B as an area of good practice.

Ensuring effective post implementation stakeholder engagement was a lesson learned from Band A and is being re-enforced in Band B through a more formal ‘contract’ with each school to bind them into the process.

As mentioned above, statutory consultation brings in another stakeholder dimension which is often challenging, but the high degree of buy-in across all groups involved in planning and delivering the programme means that these challenges are fully considered in terms of contingency actions given that the outcome in every case is not always be as expected.

8.3: Management of intended outcomes

Whilst the Programme has clearly defined outcomes, identifying and measuring specific benefits that support these outcomes will be vital. With this in mind the Programme is implementing a Welsh Government-supported tool called Brighter Spaces, which will give schools a mechanism for recording hard data on specific measures that will provide a basis for analysing the degree of achievement of benefits. The Programme is making this part of the 'contract' between them and each school in Band B in order to bind the schools into the post implementation evaluation process.

We understand that Brighter Spaces will capture post occupancy and schools attainment data, which is already collected via Estyn's 'My Local School' web based tool. Areas to be monitored and measured also include energy usage data in buildings, water usage etc. and data on behaviour, attendance, use of facilities and potentially even staff and pupil satisfaction could be areas for consideration.

Whilst good progress is being made on the consideration of benefits and how they are measured, a comprehensive list of all outcomes and benefits will be required with FBC submission. This exercise needs to be concluded within the next three months for the first three schools and we recommend that early priority be given to this to build on the work already done.

8.4: Risk management

Programme governance is implemented through a relatively flat structure, which facilitates fast and effective decision-making and management of risk within a controlled context. This has been commented upon by stakeholders interviewed and there is a strong desire for this continue throughout the delivery of Band B as a key enabler for success.

Under this structure there is a Schools Improvement Programme (SIP) Board, which serves as the 21st Century Schools Band B Programme Board and will also undertake the Project Board function for each of the ten associated projects. Independent challenge (i.e. outside of the direct delivery chain) is provided through attendance by the Head of Finance and it was noted that a Welsh Government 21st Century Schools team representative is also invited.

The SIP Board reports to the Council's Cabinet, which is chaired by the Council Leader and includes the member for Learning and Culture, and links to the Scrutiny Committee and Internal Audit.

The Programme is also included in the Strategic Projects Monitoring log. The Strategic Monitoring Group is cross-council and is attended by the Council's Managing Director. In-flight 21st Century schools programme items have been added to the log and the whole programme will be added as and when appropriate.

This is in addition to the monthly capital scheme monitoring which is undertaken by the MD with the accounts team.



Risk Management is facilitated via a hierarchy of risk registers. A single project level risk register is in the process of being created for each project which will span the in-house and contractor teams and cover both the construction and education legs of the project. Project level risks will be kept under review by the respective project managers together with the Programme Manager, who will elevate individual risks to the Band B programme risk matrix as necessary. After consideration by the SIP Board, appropriate risks are escalated to the Council's Corporate Risk Register, which is reviewed by Cabinet Members, the Scrutiny Committee and Internal Audit.

On the evidence presented and the interviews undertaken, the review team finds that Programme level governance and risk management are working well, not least because the individuals and teams involved are close and have for the most part been in place over a sustained period of time. This has led to a good, shared understanding of wider risks and issues. However, a key risk to the programme has been identified as Statutory Consultation and this does not appear of the Band B risk register even though it could have a significant impact.

We recommend that, as the first project ramps up in the coming weeks, the opportunity is taken to check the read-across of the different levels of risk registers from project to corporate level.

We recommend that a programme and project organisation chart, and updated terms of reference, are produced and mapped to the existing governance structure.

8.5: Review of current outcomes

This is an early stage Gateway 0 for Band B and has focused on Programme shaping and business case justification. However it follows a successful Band A, which delivered a number of new and refurbished Primary and Secondary schools, albeit on a smaller financial scale. There has been a Lessons Learned conducted internally in conjunction with the advisers, Aecom, and a brief report produced.

We understand via the piloting of Brighter Spaces in Band A, post occupancy survey information has been gathered from schools which informs lessons learned from a school perspective. We recommend that all lessons learned from Band A are formally documented so that everybody associated with Band B has full visibility and understanding. An on-going process to document lessons learned as individual projects progress should also be considered.

8.6: Readiness for the next phase – Delivery of outcomes

The Review Team has heard very positive feedback across the board from those interviewed concerning the strategic approach and thorough preparation for Band B and this is evidenced in the documentation examined and the clear degree of buy-in from all stakeholders.



An effective and relatively flat governance structure together with close working across the core team and related departments and access to decision makers facilitated fast decision making in Band A and thus far in Band B. This approach, which is proven to work for this team, will serve the Band B programme well as the next 18 months will be critical in the delivery cycle for Band B.

Whilst the current team is being augmented with three new posts, the resultant programme team will still be relatively lean given the scale of this programme. However, given the demonstrable capability of the team in place, their experience, knowledge and appetite, this should be the right level of resource at the moment but there is a possibility that as things ramp up more resource may be needed. There is a very good, long-standing relationship in place with external advisers (Aecom) and this will continue to serve as a source of expertise and potentially additional resource to plug short term gaps where they arise.

In terms of resilience, the programme clearly recognises the need for succession planning, and measures are being put in place to ensure effective knowledge transfer across key team members.

We recommend resource levels and succession planning including effective knowledge-transfer are kept under review as projects enter the critical stage.

We recommend that a more defined programme level delivery profile is developed. This can be done in an appropriate format in parallel with project level Gantt charts over the next few weeks as the new project team beds in. This will help to show the critical path of the programme and key dependencies across high level tasks and projects, which will help to understand and monitor progress towards successful outcomes.

The tender process appears to be progressing well with good appetite in the market leading to an encouraging level of response to the initial mini competition for the first three schools held under the SESCAP framework. We understand that progress remains on track to identify construction partners for the first project and Schools have been fully involved in the evaluation of tenders giving them a sense of ownership.

It is highly likely that funding will be available for the whole of Band B considering Welsh Government Approval (subject to full business cases), Section 106 allocations, a prudent approach to Capital receipts, and Council Capital funding. FBCs for the first three schools are scheduled for December at which point costs will be more certain and Welsh Government funding can be fully confirmed following FBC approval.

Statutory Consultation remains a known risk because of its very nature, but the team has a proven track record of managing difficult consultations and whilst the impact could be significant the risk is well managed.

It was highlighted that there will be less flexibility financially for the second tranche of schools and whilst the team have considered possible outcomes, further feasibility



testing should continue to evaluate potential risk and costs. The MIM model is under consideration for a 3 to 16 Faith school towards the tail-end of the programme.

9.0 Next Assurance Review

Suggested next review type is a Gateway 0 programme level mid-term review. This could reasonably take place in early 2020 when significant construction progress will have been made on the first three projects and subsequent projects are firming up. However, the precise timing should remain flexible in line with the SRO's needs.

A Project Assurance Review can be called in the meantime if it becomes appropriate due to prevailing circumstances.

ANNEX A

Purposes of the OGC Gateway Review 0: Strategic assessment:

- Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to overall strategy of the organisation and its senior management.
- Ensure that the programme is supported by key stakeholders.
- Confirm that the programme's potential to succeed has been considered in the wider context of Government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other programmes or projects in the organisation's portfolio and, where relevant, those of other organisations.
- Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g. to any existing projects in the programme's portfolio).
- Review the arrangements for identifying and managing the main programme risks (and the individual project risks), including external risks such as changing business priorities.
- Check that provision for financial and other resources has been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised.
- After the initial Review, check progress against plans and the expected achievement of outcomes.
- Check that there is engagement with the market as appropriate on the feasibility of achieving the required outcome.
- Where relevant, check that the programme takes account of joining up with other programmes, internal and external.
- Evaluation of actions to implement recommendations made in any earlier assessment of deliverability.



ANNEX B

List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Paula Ham	SRO
Jane O'Leary	Programme Manager
Trevor Baker	Head of Strategy
Cllr Bob Penrose	Cabinet Member for Learning & Skills
Matt Curtis	Transition Project Manager
Charlotte Pugh	Section 106 Funding
Ron McLean	Aecom
Cllr John Thomas	Leader of the Council
Dr Vince Brown	Executive Head of Pencoedtre and Whitmore High Schools in Barry
Hywel Price	Head of Bro Morgannwg
Gemma Jones	Capital Accountant
Lisa Lewis	Operations Manager and Education Strategy
Carys Lord	Head of Finance
Rob Thomas	Managing Director

