21ST CENTURY SCHOOLS
EDUCATION AND INCLUSION SERVICES
RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

FULL BUSINESS CASE

YSGOL GYFUN CWM RHONDDA

RHONDDA CYNON TAF

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Foreword

I am pleased to submit to Welsh Government this Full Business Case that relates to a new Welsh medium secondary school for Ysgol Gyfun Cwm Rhondda in Rhondda Cynon Taf.

In Rhondda Cynon Taf, improving education is a number one priority and, as such, the vision of **Rhondda Cynon Taf County Borough Council's** (**RCTCBC's) Directorate of Education and Inclusion Services Education Strategic Plan, for the years 2022 to 2025**, is to:

'Inspire and support excellent leadership and professional practice, so that all pupils in RCT make good progress and become ambitious, capable, creative, and ethically informed.'

This vision will be achieved through the delivery of the following five strategic priorities:

1. **Developing a highly skilled educational workforce and excellent leadership at all levels.**
2. **Supporting educational settings to deliver a transformational curriculum, high quality teaching and learning and improved outcomes for all.**
3. **Ensuring equity and support for vulnerable pupils and their families.**
4. **Enhancing the wellbeing of our pupils and the workforce.**
5. **Delivering 21st century learning environments and innovative services for our pupils and communities.**

These strategic priorities can only be achieved if the schools in Rhondda Cynon Taf are vibrant, self-improving, well-governed and effectively led communities of good practice, focusing not on institutions but on meeting the needs and aspirations of all pupils through high quality learning, recognising the importance of the teacher and other school staff. They are reflective of RCTCBC's wider priorities and are set within the context of both local and national recovery and reform.

This project builds on the success of RCTCBC's Band A and Band B 21st Century Schools and Education Programme and Sustainable Communities for Learning Programme. It forms an integral part of RCTCBC's Sustainable Communities for Learning Programme, delivering high standard education in modern, well-managed, nurturing learning facilities, ensuring the best possible breadth and depth of curriculum for all pupils, and in turn, delivering improved outcomes.

The children and young people of Rhondda Cynon Taf deserve nothing less than an education that is fit for the 21st century.

Paul Mee
Chief Executive, RCTCBC

1. Executive Summary

This Full Business Case (FBC) focuses on transforming Welsh medium secondary education in the Rhondda valley of Rhondda Cynon Taf. The proposal focuses on the development of new teaching facilities for 750 pupils (aged 11-16) and 150 sixth form pupils, accumulating to 900 pupils for Ysgol Gyfun Cwm Rhondda (YGCR). The proposal for the new school at SOC and OBC stages remain valid at FBC and remain unchanged.

Ysgol Gyfun Cwm Rhondda is in the village of Cymer, southwest of Porth, Rhondda Cynon Taf. A Welsh medium secondary school, who's vision is "Dyheu. Dysg. Daioni." / "Aspiration. Learning. Wellness."

The existing school site is made up of seven buildings varying in construction methods, across several level changes.

- **Block 01** – New Sports Block
- **Block 02** – Teaching block, split over four levels (CLASP construction built circa 1960/70)
- **Block 03** – New three storey teaching block
- **Block 04** – Single storey specialist teaching block (CLASP construction built circa 1960/70)
- **Block 05** – Victorian teaching block
- **Block 06** – Teaching block with main hall and sixth form
- **Block 07** – Former Caretaker's house

Key plan

Block 1: Sports Hall.

Block 2 and Block 3 in the background.

Block 4: Teaching block

Block 5: Victorian teaching block

Block 6 : Teaching block with main hall and sixth form.

There are currently 650 pupils on roll, 567 aged 11-16 and 83 sixth form pupils aged 17-19.

It is proposed that a new school will be built on the existing school site, and it will open during the 2029/30 academic year.

The new accommodation will consist of:

- Modern, flexible learning environments for all pupils, a main hall, dining area, sports hall, and specialist teaching and learning areas to cater for the needs of all pupils.

- Dedicated internal and external facilities within the school boundary that the local community will be able to safely use, both during and after the school day.

- Enhanced outdoor spaces to support the full range of curriculum activities.

- Improved traffic management systems including on-site pupil bus drop off, and on-site staff and visitor parking.

The estimated capital cost is £77.5 million.

The new school for Ysgol Gyfun Cwm Rhondda will:

- Deliver a noteworthy improvement in the quality of the educational provision, having a significant positive impact upon the educational performance of the pupils and on staff morale.

- Be built to net zero carbon in operation with a BREEAM rating of ‘Excellent’.

- Be built in accordance with current requirements of planning and building control legislation and will be fully accessible and compliant with the Equality Act 2010.

- Deliver a fully accessible and fully integrated community school. Dedicated facilities will be designed within the site so that the local community will be able to safely use the facilities, both during and after the school day.

- Deliver external areas that will allow pupils and staff to experience a greater breadth of teaching and learning experiences, in line with the Curriculum for Wales.

- Provide sustainable and attractive Welsh Medium education opportunities to support **Welsh Government’s Cymraeg 2050: A Million Welsh Speakers** and **RCTCBC’s Welsh in Education Strategic Plan (WESP).**

2. Strategic Case

Introduction

The purpose of the Strategic Case is to assess the strategic fit of the proposal from a local, regional, and national perspective and to set out the case for change. This section of the Full Business Case (FBC) notes any changes since the submission of the Strategic Outline Programme (SOP), Strategic Outline Case (SOC) and Outline Business Case (OBC).

The Strategic Outline Case (SOC) and Outline Business Case (OBC)

The SOC was submitted on 1st May 2025 and approval to proceed to OBC was received on 30th July 2025. The OBC was submitted on 23rd October 2025 and approval to proceed to FBC was received on 19th December 2025.

Strategic Objectives

All current and relevant local policies, and strategies have been taken into consideration. RCTCBC's strategic objectives for this project, as outlined at SOC and OBC stage, remain valid and continue to align with our key strategies, as follows:

RCTCBC's Corporate Plan 2024-2030, 'Working with our Communities', which sets out the following four wellbeing objectives:

- ***People and Communities*** – Supporting and empowering RCT's residents and communities to live safe, healthy, and fulfilling lives.
- ***Work and Business*** – Helping to strengthen and grow RCT's economy.
- ***Nature and the Environment*** – A green and clean RCT that improves and protects RCT's environment and nature.
- ***Culture, Heritage, and Welsh Language*** – Recognising and celebrating RCT's past, present and future.

The Corporate Plan sets out a vision for RCT where ***'All people, communities, and businesses can grow and live in a healthy, green, safe, vibrant, and inclusive County Borough where they can achieve their full potential in all aspects of their lives and work, both now and in the future'.***

School modernisation is a key priority for RCTCBC, and an integral part of the Council's strategies, for example:

RCTCBC's 'Think Climate, Making RCT Carbon Neutral by 2030', for the years 2022 to 2025.

RCTCBC's 'Transforming RCT – Investment now and for the future', which also includes investment in priority areas of Residential and Extra Care, Leisure, Play Areas, Highways, Transportation and Strategic Projects, and Regeneration Projects.
RCTCBC's Directorate of Education and Inclusion Services, 'Education Strategic Plan for 2022 to 2025'.

RCTCBC'S 'Welsh in Education Strategic Plan' (WESP) for 2022 to 2032.

- This project builds on the success of RCTCBC's Band A and Band B 21st Century Schools and Education Programme. It forms an integral part of RCTCBC's Sustainable Communities for Learning Programme, delivering high standard education in modern, well-managed, nurturing learning facilities, ensuring the best possible breadth and depth of curriculum for all pupils, and in turn, delivering improved outcomes in line with the aspirations of RCTCBC'S WESP.

Wider Context

All current and relevant national and regional policies, and strategies have been taken into consideration. RCTCBC's strategic objectives for this project, as outlined at SOC and OBC stage, remain valid and continue to align with all current and relevant national and regional policies, and strategies, as follows:

- **Welsh Government's Programme for Government, for the years 2021 to 2026.**
- **Wellbeing of Future Generations (Wales) Act 2015.**
- **Welsh Government's Net Zero Carbon Strategic Plan: 2022.**
- **Cymraeg 2050: A Million Welsh Speakers.**
- **Community Focused Schools in Wales.**
- **Curriculum and Assessment (Wales) Act 2021.**
- **Welsh Government's Our National Mission: High Standards and Aspirations for All.**
- **Medr – Tertiary Education and Research (Wales) Act 2022.**
- **Welsh Government's Sustainable Communities for Learning Programme.**
- **Future Wales: The National Plan 2040**

Education: Case for Change

Investment Objectives

To enable the best use of monies available, RCTCBC has agreed key Investment Objectives (IOs) that will meet all current and relevant national, regional, and local legislation, policies, and strategies and provide the best opportunity to deliver more value to individuals, communities, businesses, and the wider economy to support education and training.

The investment objectives are: -

1. **Supporting Delivery of the Curriculum for Wales**
   - Creating flexible and forward-thinking educational buildings and external environments that facilitate the delivery of the Curriculum for Wales and

meet the aspirations of Welsh Government's Sustainable Communities for Learning Programme and RCTCBC's Directorate of Education and Inclusion Services Education Strategic Plan for the years 2022 to 2025 and provide all pupils with the best opportunities to reach their full potential.

- RCTCBC seeks to develop and deliver school and community facilities which can provide educational, cultural, sporting, creative and recreational enrichment activities for all pupils and the wider community.

2. **Inclusion and Equality**
   - To provide inclusive and accessible facilities for all pupils providing equality of opportunity for all.
   - RCTCBC will provide fully accessible facilities offering equality of access and opportunity for all pupils.

3. **Enhancing the Wellbeing of our Pupils and Workforce**
   - To provide high quality and flexible educational spaces suitable for the 21st century and ensure these assets are available for community use if local demand exists.
   - RCTCBC seeks to provide educational and recreational facilities which optimise the use of sites, provide opportunities for outdoor learning and activities, and enhance the external environment and the biodiversity of our school estate.

4. **Sustainable Facilities Fit for the 21st Century**
   - Creating efficient and effective educational infrastructure and providing educational facilities that meet the aspirations of the Welsh Government's Sustainable Communities for Learning Programme and RCTCBC's Directorate of Education and Inclusion Services Education Strategic Plan for the years 2022 to 2025.
   - RCTCBC seeks to develop and deliver stimulating and sustainable schools through the better use of resources, with improved ICT infrastructure, improved overall efficiencies and cost effectiveness. RCTCBC seeks to reduce energy consumption, meeting the Net Zero Carbon agenda and supporting delivery of RCTCBC's Think Climate, Making RCT Carbon Neutral by 2030, for the years 2022 to 2025.

Benefits

Many benefits will be realised from meeting this project's IOs. A Benefits Realisation Plan can be seen at ***Appendix A – YGCR Benefits Realisation Plan.***

Risks

At an early stage, an initial risk identification workshop was held to identify risks, this led to the creation of a Risk Register. A Risk Assessment of the Preferred Option can be seen at ***Appendix B – YGCR Risk Assessment of the Preferred Option*.**

Constraints

The major constraint of this project has been managing expectations within the funding limit, given that the construction industry is experiencing unprecedented volatility in costs, supply shortages and increased project durations.

Dependencies

The key stakeholders dependent on the success of this project includes, but are not limited to:

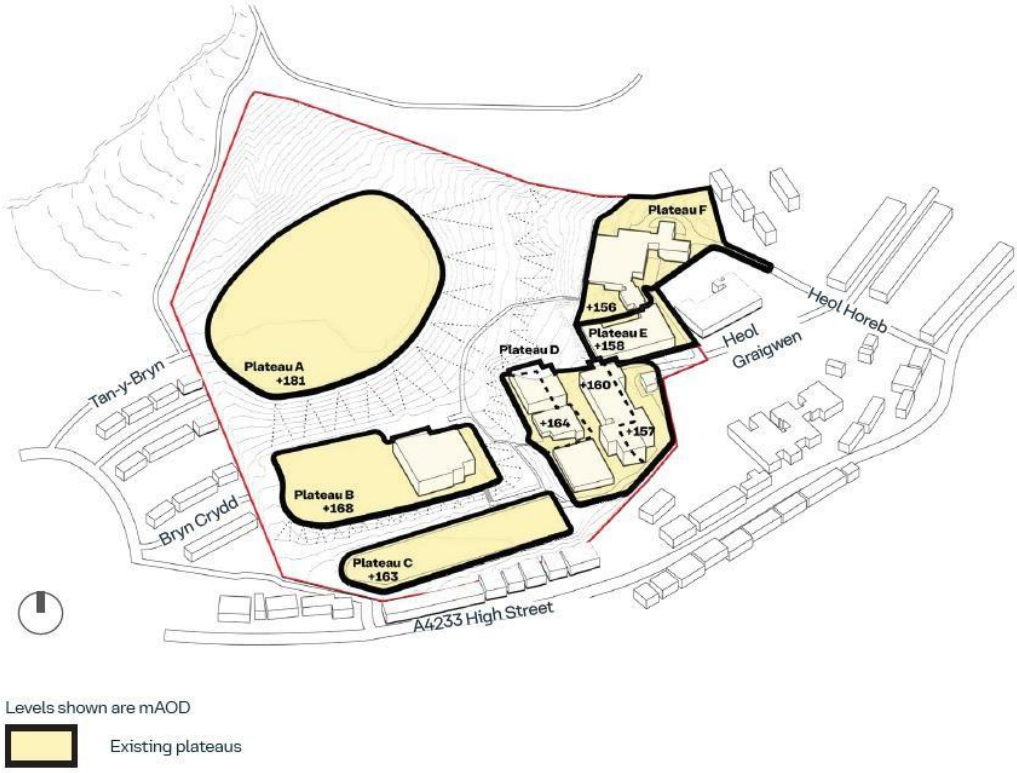
- Ysgol Gyfun Cwm Rhondda – staff, pupils, parents/carers, governors.
- RCTCBC
- Welsh Government
- Local community groups

Proposal

The new Welsh medium secondary school for Ysgol Gyfun Cwm Rhondda will be built on the existing school site, in Cymer, Porth. Historic maps and information obtained from feasibility surveys and reports indicate the school site was previously used for industrial purposes including as a quarry, refuse tip and tramway sidings. There is very little drainage on the site, and localised flooding has been known in extreme weather conditions.

The school site is challenging with significant level changes remaining as the key constraints for the new development. Approximately half of the total site area consists of plateaus that are suitable for the construction of new teaching blocks and other uses such as games court and playing fields. The remaining half of the site comprises of embankments and slopes, covered with grass and mature woodlands

As shown below, there are several distinct level changes across the site which can be seen divided into six plateaus.



Each plateau has its distinctive uses, they are as follows:

- Plateau A: approximately +181mAOD (above ordnance datum), the highest plateau on site; predominantly flat and currently used as a rugby pitch and running track.

- Plateau B: approximately +168mAOD; predominantly flat with a sports block and redgra training pitch.

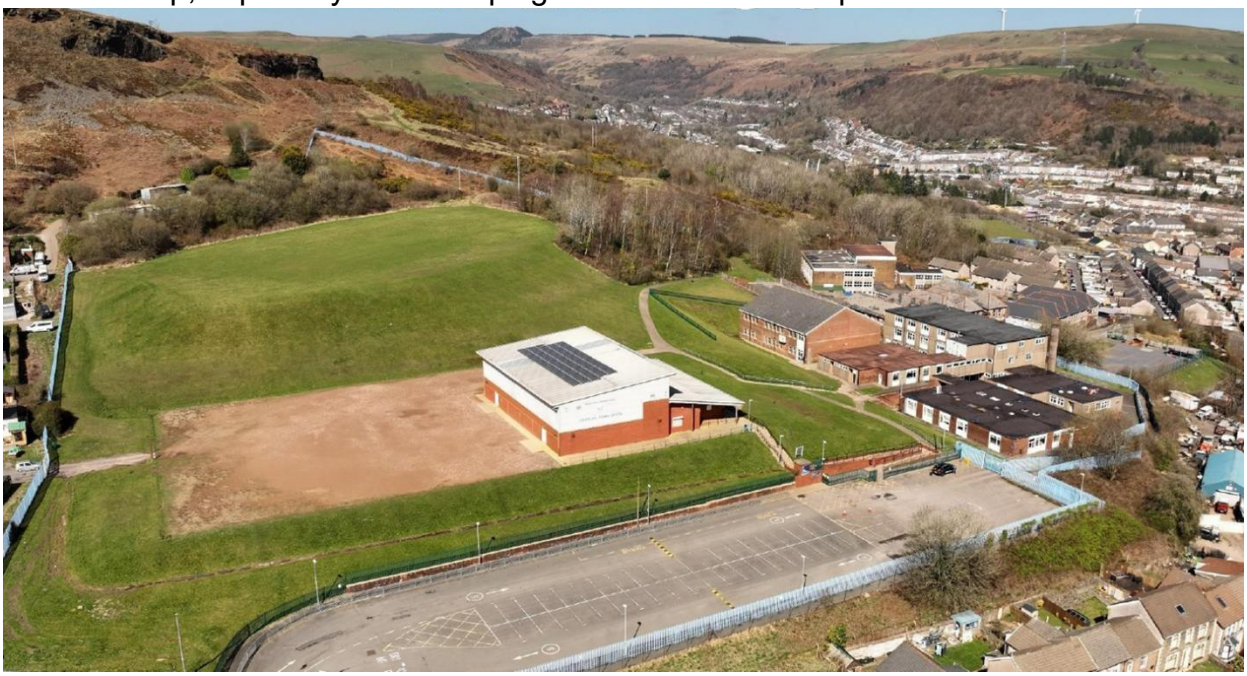
- Plateau C: approximately +163mAOD; predominantly flat and currently used as bus drop-off and parking area with direct road access to the main road (A4233 – High Street.

- Plateau D: ranging from approximately +157mAOD to +164mAOD. There are four teaching blocks interconnected with bridges and external staircases, as well as external areas which are predominantly hard surfaced. The plateau is connected to the residential street that serves as the original entrance to the school, on Graigwen Road.

- Plateau E: approximately+157mAOD to +164mAOD, the plateau slopes from the southwest to the northeast with direct road access to the residential street.

- Plateau F: ranging from approximately +157mAOD to +164mAOD, the plateau slopes from south to north. There is currently a hall and suites of classrooms, including the sixth form provision for the school. There is an access road to the adjacent residential street.

To put this into context, Plateau A is approximately 25m above Plateau F, demonstrating the considerable level changes on the site This can be seen from the images above and below, the site's topography is extremely challenging and is difficult to develop, especially while keeping the current school operational.



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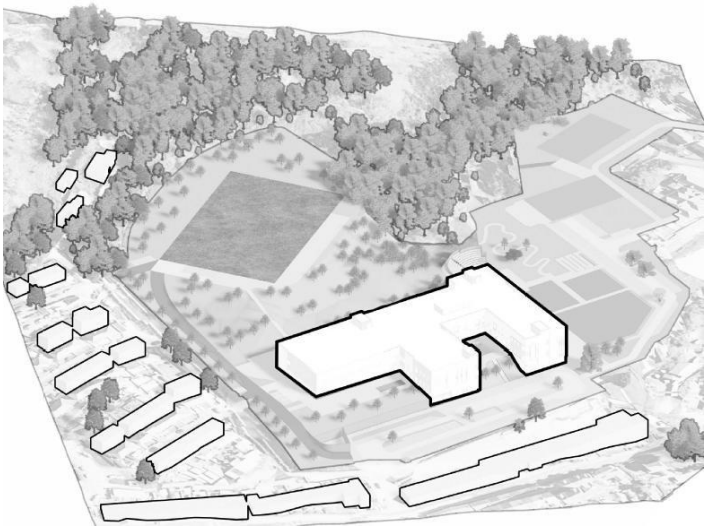
Several sites to accommodate a new school for Ysgol Gyfun Cwm Rhondda were appraised by members of the Senior Leadership Teams of Education and Inclusion Services and Corporate Estates SLT using the following criteria:

- Ownership.
- Has an adequate site area.
- Has satisfactory access which is capable of being improved.
- Is free from any visual incumbents.
- Is a viable development opportunity subject to a detailed feasibility study.

There are no viable areas that are large enough nor have suitable access within the catchment area of the school. Therefore, despite its construction challenges, it was concluded that the only viable location for the new school is on the existing school site.



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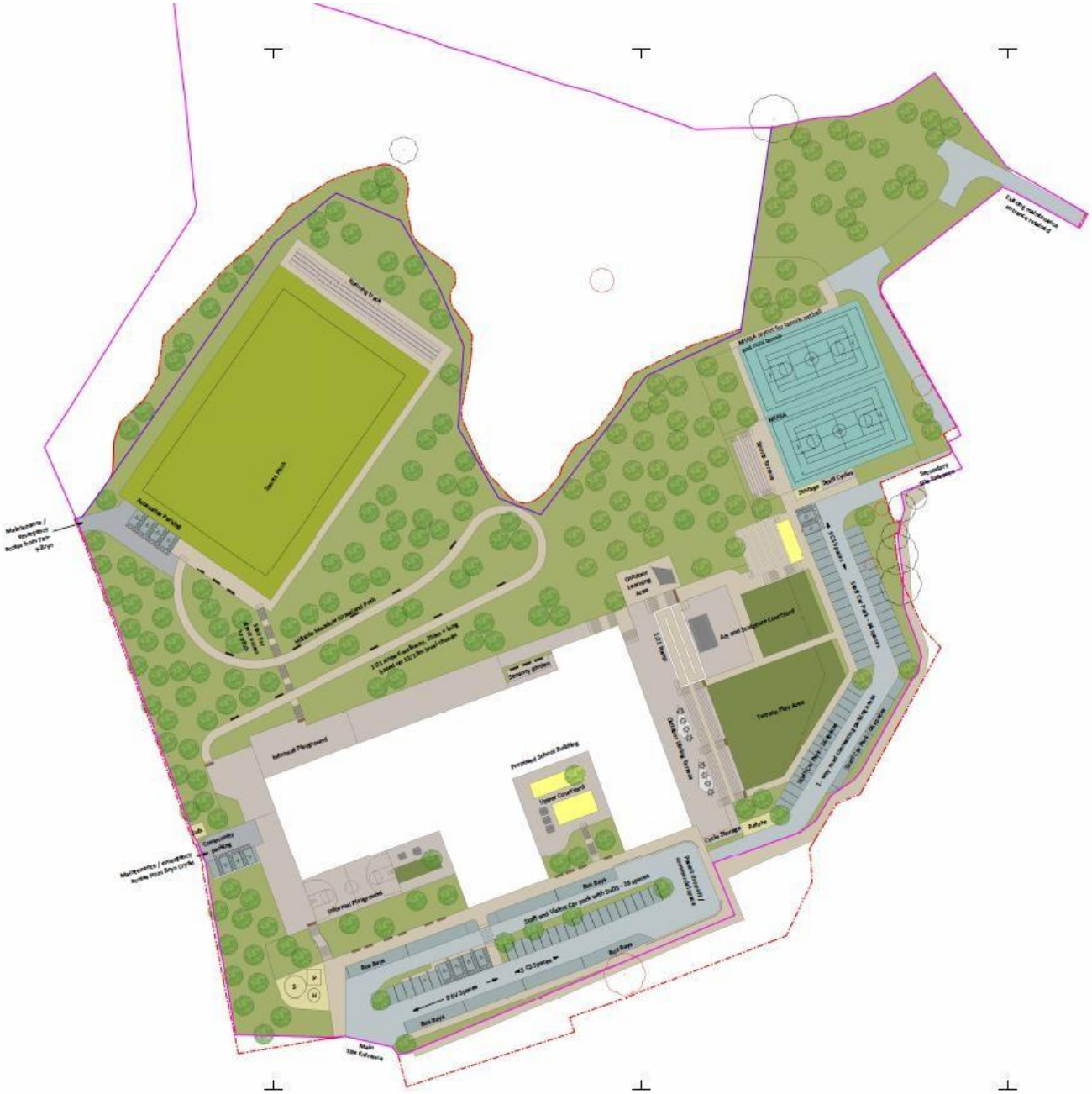
Following the submission of the OBC, Project and Cost Mangers (AECOM) Contractor (Kier Construction) and Architect (Stride Treglown) have continued to provide specialist support and further Client Engagement Meetings (CEMs) have taken place resulting in the detailed design of the new school for Ysgol Gyfun Cwm Rhondda. CEMs have been attended by various key stakeholders including numerous officers from RCTCBC, representatives from the school's Senior Leadership team, as well as specialist and technical advisors. The aim of these CEMs has been to develop the design of the new school within a fixed pre-construction programme and within the construction budget.

This has enabled the development of the strategic site plan, shown below.



Site sections have been considered, looking at the existing buildings on site and their impact on the wider community.

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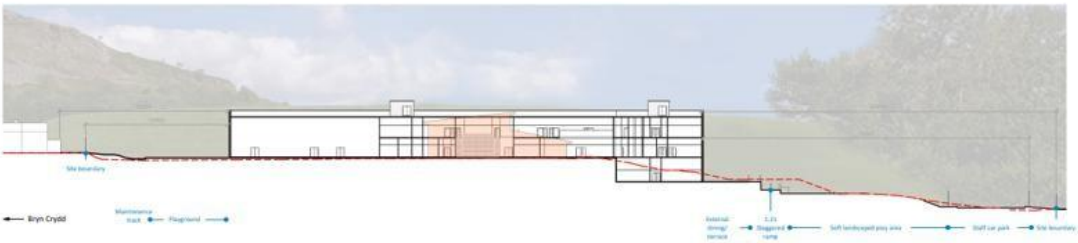
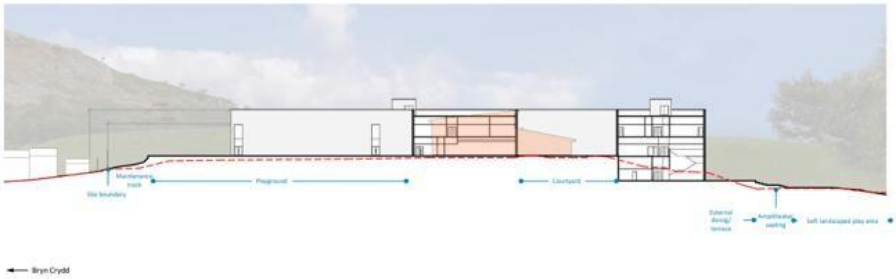


Site Section 3
1 : 500



ection 1
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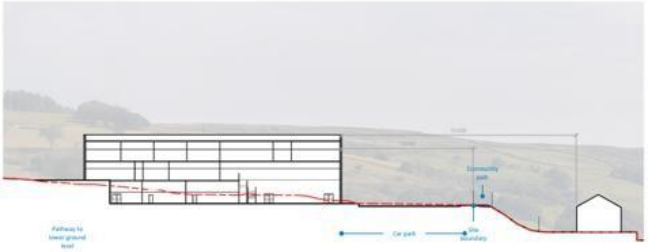

Site Section 2
1 : 500

The materials palette has been taken into consideration with proposals below, including facing brickwork, with a colour to reflect the use of stone within the local area

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and metal cladding / curtain walling to be used at high level wall areas. (Colours are indicative and are yet to be determined).

Visitor Entrance Bay Elevation
1 : 100

Pupil Entrance Bay Elevation
1 : 100

Sports Hall Bay Elevation
1 : 100

Typical Classroom Elevation
1 : 100

Material Palette:

- Facing brickwork, colour to reflect use of stone in local area.
- Metal cladding / curtain walling used intermittently at high level wall areas.

Below are draft 3D views of the proposed front and side elevations of the new school design, giving a further indication of the various materials proposed and the need to build the building over various levels to work with the level changes of the site. (Colours are indicative and are yet to be determined).

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Built Environment

The following areas have been revisited, and the information provided at SOC and OBC stage remains valid:

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- **Community Use of Facilities.**

- **Sport and Outdoor Play Facilities.**

- **Llwybr Newydd – The Wales Transport Strategy 2021**

- **Environment (Wales) Act 2016.**

- **Wellbeing of Future Generations (Wales) Act 2015.**

- **Local Development Plan (LDP)**
  - RCTCBC are preparing a Revised Local Development Plan for the period 2022 to 2037. This process formally began in April 2022. The Revised LDP will replace the current LDP for RCT (2006 to 2021)

- **Active Travel**
  - As part of the design work of the new school development, a Transport Assessment is underway.
  - As outlined in the OBC, the school will prepare an Active Travel Plan and will engage with RCTCBC's Active Travel Officer to ensure this is a robust and targeted plan. It is the school's intention to change the way pupils, staff, parents and carers travel to and from school in line with the commitments of Welsh Government's Active Travel Delivery Plan 2024-27.
  - The promotion of active travel features heavily within the design of the new school, with car sharing parking bays, EV Chargers, and cycle/scooter storage being introduced for staff, visitors and pupils within the site design. There will be a digital screen available in the main school reception for staff, pupils and visitors to view live data of local bus and train times to encourage the use of the transport facilities at the nearly local transport hub in Porth town centre. We will work with the school to encourage the use of these sustainable modes of transport as part of the Active Travel Plan.
  - The school has difficulty in encouraging active travel amongst learners due to the location from which they travel each day. A significant number of pupils arrive on school transport (around 68%) as they travel from villages as far as Maerdy at the top of the Rhondda Fach (approx. 7.6miles) and Blaenrhondda at the top of the Rhondda Fawr (approx. 10. miles). As of 10th November 2025, there are 193 pupils (29.6%) on roll who live within a 2mile walking distance of the school, and 251 pupils (38.6%) who live within a 3-mile walking distance of the school.
  - RCTCBC will undertake an assessment of the safe walking routes, and where identified, upgrades to these routes will be undertaken. The school aims to participate in various initiatives at the earliest opportunity to change the current mindset and embed new behaviours. The school will encourage pupils and staff alike to use sustainable modes of transports. Behavioural

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change programmes, such a Climate Action Wales, Go Safe with support from RCTCBC's Road Safety Team and engagement with Transport for Wales are all items on the school agenda to assist in the promotion of active travel.

- As a part of the detailed design work required, a Traffic Impact Assessment will be undertaken focussing on both the immediate and surrounding area of the school. This assessment will look at the current capacity of the highway, and the impact of any increase in traffic flow, on not just the highway but also on pedestrian and cycling routes.

- **Net Zero Carbon**
  - As required by all new schools delivered in Wales from 2022, funded under the Welsh Government's Sustainable Communities for Learning Programme, this project will achieve NZC in operation as a baseline. A Net Zero Carbon Quantification Template can be seen at ***Appendix C – Net Zero Carbon Quantification Template YGCR*.**

  - An outline embodied carbon assessment has been completed at RIBA Stage 2 to include all components associated with the proposed building. The total estimated carbon emissions of the new building to practical completion sat at: 709 kgCO2e/m2. This figure has been reviewed at Stage 2a and is now 685 kgCO2e/m2. This is a reduction from the previous Stage 2 report as detailed below

Environmental Impact		
CO_2 : Cradle to Grave	913	$kg.CO_2e/m^2$
RIBA Stage 2 CO_2 : A1-A5	709	$kg.CO_2e/m^2$
RIBA Stage 2a CO_2 : A1-A5	685	$kg.CO_2e/m^3$

The reduction of carbon has been successfully reduced using the following initiatives:

- A GGBS content of 20-25% within the concrete of the piles, foundations and suspended slabs has been proposed
- A recycled content of 60% has been proposed for all Structural steel (this is currently the UK average)
- The area of PV panels has been reduced from 2,000m^2 to circa 1,700m^2
- Further reduction measures will be investigated during the next stage of developed design to meet the current target of 600 kgCO_2e/m^2.

Medr – Tertiary Education and Research (Wales) Act 2022.

- As included in our OBC addendum response, Ysgol Gyfun Cwm Rhondda is one of four Welsh medium schools in RCT to have collaborated on a bid for funding from Medr to increase equitable access, breadth, and continuity of Welsh-medium post-16 provision by widening qualification pathways and enrichment and curriculum opportunities.

- The aim of the project is to use Welsh across academic, vocational, creative, scientific, and workplace contexts. The project also hopes to strengthen trainee teacher experience in Welsh-medium settings to support the development and sustainability of the future bilingual workforce. A detailed plan has been put in place for this collaborative work and other avenues of funding are being explored if the Medr bid is not successful.

- The four Welsh medium schools in RCT are collaborating to enhance the strategic leadership of Welsh-medium post-16 provision to greatly enhance learner choice and experience. This will develop scalable, high-quality post-16 hybrid curriculum models responsive to learner demand and choice and strengthen progression routes, aligning the school, FE, HE, and industry.

- Ysgol Gyfun Cwm Rhondda has been part of a pilot with Coleg y Cymoedd and RCTCBC to establish a Junior Apprenticeship route. A small cohort of Learners in Year 10 and 11 have been identified who are at risk of disengaging and have begun vocational qualifications at the Rhondda Campus of Coleg y Cymoedd. While these qualifications are through the medium of English, the reengagement of them to learning and the continued support and contact from the school means the collaboration between school and college has ensured a positive pathway for learners who would otherwise have become NEET. Coleg y Cymoedd and Ysgol Gyfun Cwm Rhondda has a formalised partnership with the Junior Apprenticeship programme, where there is an agreed SLA and funding in place for the next two years. The College and LA are confident that the partnership is sustainable. There are ongoing discussions about further collaboration with Coleg y Cymoedd who currently do not offer qualifications through the medium of Welsh.

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3. Economic Case

Introduction

The purpose of the Economic Case is to document the options that have been included within the scope identified in the Strategic Case in accordance with the Capital Investment Manual and requirements of HM Treasury's Green Book (Central Government Guidance on Appraisal and Evaluation). This section of the FBC notes any changes since the submission of the SOP, SOC and OBC.

Investment Objectives (IOs)

To enable the best use of monies available, RCTCBC has agreed key IOs that will meet all current and relevant national, regional and local legislation, policies, and strategies and provide the best opportunity to deliver more value to individuals, communities, businesses, and the wider economy to support education and training.

The IOs for transforming and reorganising education provision in RCT have been formulated through discussion and debate with RCTCBC's Directorate of Education and Inclusion Services Senior Management Team and 21st Century Schools Team. They are:

1. Supporting Delivery of the Curriculum for Wales.
2. Inclusion and Equality.
3. Enhancing the Wellbeing of our Pupils and Workforce.
4. Sustainable Facilities Fit for the 21st Century.

Critical Success Factors

The Critical Success Factors (CSFs) for this project are as follows:

1. Business Needs – The solution must satisfy the existing and future needs of pupils. In line with the Curriculum for Wales, flexible facilities will be created to support different styles of teaching and learning to improve wellbeing and achieve better outcomes.

2. Strategic Fit – The solution must provide a holistic fit and synergy with other key elements of current and relevant national, regional, and local legislation, policies, and strategies. The solution must focus on the delivery of sustainable and effective educational assets that will meet existing and future demand for places.

3. Benefits Optimisation – The option must provide the best solution to ensure that future demand and provision of service can be delivered can be delivered to meet the

required performance standards. For example, improved levels of attainment, increased levels of participation, and enabling resources/facilities to be used by the local community where demand exists.

4. Achievability – The solution must be delivered within the appropriate timeframe. Delivery timescales must be acceptable to all partners and stakeholders.

5. Affordability – The solution is affordable. Wherever possible, the solution must release revenue resources from the removal of surplus places, and the removal or refurbishment of uneconomical buildings that adversely impact upon teaching and learning.

Longlist of Options

The longlist of options for this project were generated by a consensus of RCTCBC's Directorate of Education and Inclusion Services Senior Management Team and 21st Century Schools Team at SOC stage. The longlist of options was revisited in the context of the OBC and FBC and remain valid.

Shortlist of Options

Within the SOC each of the key dimensions enabled a rational shortlist of options to be compiled for further economic appraisal, which enabled the preferred option to be selected. These options were revisited in the context of the OBC and FBC and remain valid.

The shortlist of options was:

- **Option One – Business as Usual:**
  - Maintain current Welsh medium secondary school provision at Ysgol Gyfun Cwm Rhondda.
  - Provision at Ysgol Gyfun Cwm Rhondda remains as is, with future repairs and redecorations dealt with on a priority basis.
  - RCTCBC continue to project manage future repairs and redecorations of the school. ○ Ongoing.
  - Funded entirely using RCTCBC funds.

- **Option Two – Do Minimum:**
  - Demolish the Victorian building at Ysgol Gyfun Cwm Rhondda and rebuild in the same footprint. Enhanced external areas, including the provision of a 3G sports pitch and improved parking and drop off areas. ○ Demolish the Victorian building at Ysgol Gyfun Cwm Rhondda and rebuild in the same footprint. Enhanced external areas, including the provision of a 3G sports pitch and improved parking and drop off areas. ○ RCTCBC to manage the design and construction of the Victorian teaching block and associated external works.
  - Deliver the new school by September 2032.

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- Funded entirely using RCTCBC funds.

- **Option Three – Most Ambitious:** o Redevelop Ysgol Gyfun Cwm Rhondda in a phased approach with 21st Century facilities. o Build a new Welsh Medium secondary school with 21st Century facilities.
  - RCTCBC to commission and project manage a consultant team to redevelop Ysgol Gyfun Cwm Rhondda, to design and build new facilities.
  - Deliver the project during the 2030 academic year. o This project is funded through a combination of RCTCBC funds and external funding via the Welsh Government's Sustainable Communities for Learning Programme.

Economic Appraisal

In accordance with the Capital Investment Manual and requirements of HM Treasury's Green Book (Central Government Guidance on Appraisal and Evaluation), each of the shortlisted options was subjected to a detailed economic appraisal to determine which offered the best value for money solution. In determining value for money, it is important to assess all the main costs and benefits including the wider consequences beyond education. The economic appraisal also assesses the key risks associated with each of the shortlisted options, as this is a significant factor in deciding which option provides the best way forward.

In completing this economic appraisal, the following analyses have been undertaken:

- Cost Benefit Analysis.
- Sensitivity Analysis.
- Qualitative Benefits Analysis.
- Risk Assessment Analysis.

Since the submission of the SOP, SOC and OBC the costs for this project have been updated, therefore the Cost Benefit Analysis and Sensitivity Analysis have been updated. The Qualitative Benefits Analysis and Risk Assessment Analysis undertaken at OBC stage have been revisited in the context of the FBC and remain valid.

Cost Benefit Analysis

The Cost Benefit Analysis considers the costs and benefits (i.e., those which can be measured financially) of each of the shortlisted options over the lifetime of the asset. For these purposes, the useful life of the asset is assumed to be 30 years. The Cost Benefit Analysis is completed on today's prices (i.e., constant prices) and excludes the impact of taxation. In accordance with the HM Treasury Greenbook Option One and Option Two has been subject to an appraisal period of 60 years (as they are

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refurbishment and new build options) whilst Option Three is a new build option and therefore has been subject to 60-year appraisal period.

Net Present Value is a single figure which represents the relationship between costs and benefits at today's value. The full version of the Cost Benefit Analysis can be seen at ***Appendix D – Cost Benefit Analysis YGCR*.**

Table 3.1 that follows summarises the results.

Table 3.1 - Net Present Value Ranking (Including Optimism Bias)			
Option	**Positive/Negative**	**Net Present Value (-£ Million)**	**Ranking**
Option One – Business as Usual	Negative	£88.2	1st
Option Two – Do Minimum	Negative	£134.5	2nd
Option Three – Most Ambitious	Negative	£190.6	3rd

The Cost Benefit Analysis suggests that Option One – Business as Usual is ranked the highest. However, it is only Option Three – Most Ambitious that delivers all the projects IOs and CSFs, therefore Option Three – Most Ambitious remains as RCTCBC's preferred way forward.

Sensitivity Analysis

The sensitivity of these results has been assessed by adjusting key assumptions and considering their effect. The following variations were tested:

- The building running costs in Option One have been increased by 10.0%.
- The total construction costs for Options Two and Three have been increased by 5.0%.
- A 5.0% cost reduction has been applied to Option Three due to more efficient energy usage. (The new school for Ysgol Gyfun Cwm Rhondda will be built to NZC in operation and achieve embodied carbon targets, with a BREEAM rating of 'Excellent').

The full version of the Sensitivity Analysis (Including Optimism Bias) can be seen at ***Appendix E – Sensitivity Analysis YGCR (Including Optimism Bias)***. Table 3.2 that follows summarises the results.

Table 3.2 - Sensitivity Appraisal (Including Optimism Bias)			
Option	**Positive/Negative**	**Net Present Value (-£ Million)**	**Ranking**

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Option One – Business as Usual	Negative	£94.5	1st
Option Two – Do Minimum	Negative	£137.4	2nd
Option Three – Most Ambitious	Negative	£193.7	3rd

The Sensitivity Analysis suggests that Option One – Business as Usual is ranked the highest. It is only Option Three – Most Ambitious that delivers all this projects IOs and CFSs, delivering a fully accessible Welsh medium school, therefore Option Three – Most Ambitious which remains to be identified as RCTCBC's preferred way forward.

Economic Appraisal Summary

Table 3.3 that follows summarises the economic appraisal and includes updated Cost Benefit Analysis and Sensitivity Analysis, along with the Qualitative Benefits Analysis and Risk Assessment Analysis from the OBC.

Table 3.3 - Economic Appraisal Summary

Option	**Cost Benefit Analysis**			**Sensitivity Analysis**			**Qualitative Benefits Analysis**			**Risk Assessment Analysis**	
	Net Present Value Ranking (Including Optimism Bias)			**Sensitivity Appraisal (Including Optimism Bias)**			**Scoring of Shortlisted Options Against Benefit Criteria**			**Risk Assessment Ranking**	
	+/-	**Net Present Value (-£ Million)**	**Rank**	**+/-**	**Net Present Value (-£ Million)**	**Rank**	**RS**	**WS**	**Rank**	**RS**	**Rank**
Option One – Business as Usual	-	£88.2	1st	-	£94.5	1st	9	188	3rd	58	2nd
Option Two – Do Minimum	-	£134.5	2nd	-	£137.4	2nd	30	590	2nd	78	3rd
Option Three – Most Ambitious	-	£190.6	3rd	-	£193.7	3rd	50	1,000	1st	49	1st

RS – Raw Score
WS – Weighted Score

Conclusion

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In conclusion, Option Three – Most Ambitious continues to be RCTCBC's preferred way forward as it is the only option that meets all the projects IOs and CSFs and delivers a fully accessible, Welsh medium school with facilities for the pupils, staff and the community that are fit for the 21st Century.

4. Commercial Case

Introduction

The purpose of the Commercial Case is to identify the proposed procurement route in respect of the preferred way forward, as set out in the Economic Case. This section of the FBC notes any changes since the submission of the SOP, SOC and OBC.

Procurement Approach

The decision on the proposed procurement approach is taken according to the broader learning outcomes RCTCBC is seeking to achieve and it is not entirely focused on price alone. The procurement approach is reflective of RCTCBC's wider priorities, central to which will be sustainable and ethical procurement approaches.

In summary, the scope of this project is to build a new school for Ysgol Gyfun Cwm Rhondda for 900 pupils (including 150 sixth form pupils). It is proposed to create modern and accessible facilities suitable for the Curriculum for Wales. It is proposed that the new facilities open during the 2030 academic year.

This project will deliver:

- Net zero carbon in operation and achieve Welsh Governments embodied carbon targets.
- BREEAM rating of Excellent'.

This project will be managed and delivered jointly by RCTCBC's 21st Century Schools Team and Corporate Resources Team. The procurement approach will be achieved in accordance with the European Consolidated Procurement Directives, supplemented by RCTCBC's Financial Regulations, Standing Orders for Contracts and Procurement and Commissioning Strategy.

RCTCBC have also appointed a Consultant Cost Manager and Project Manager (AECOM) under a New Engineering Contract (NEC) 4 PCSA to undertake an options appraisal to identify the contractual arrangements that best support the successful delivery of this project. The construction contract has been procured under a two stage Design and Build Contract, engaging a specialist main architect (Stride Treglown) and contractor (Kier Construction) via the South East and Mid Wales Collaborative Construction (SEWSCAP4) Framework.

Contractual Arrangements

This project forms an integral part of RCTCBC's Sustainable Communities for Learning Programme. To ensure consistency of approach and that a common language is used across all projects, it is vital that common contract suites are used across each project.

Sub-contractors and subcontracts will be on a 'back-to-back' basis using the same terms and conditions as the main contractor together with the use of sub-contract collateral warranties where appropriate. Contractors are responsible for setting up subcontracts with their supply chain and RCTCBC will ensure that appropriate and competitive procurement methods and contracts for all subcontracts are used.

In line with the funding requirements of the Welsh Government's Sustainable Communities for Learning Programme, RCTCBC will use a Project Bank Account for this project.

Potential Risk Transfer

RCTCBC has considered the level of risk and the party who would be best able to manage that risk ensuring value for money. Table 4.1 that follows outlines the potential risks and how they are intended to be apportioned between RCTCBC and the contractor:

Table 4.1 - Risk Transfer Matrix			
Risk Category	**Potential Allocation**		
	RCTCBC	**Contractor**	**Shared**
1. Design Risk			
Lack of timely decision making	X		
Delayed approval by Welsh Government	X		
Continuing development of design			X
Original design inadequate, increased costs and delays	X		
2. Construction and Development Risk			

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Construction costs increase beyond original cost estimates			X
Changes in client requirements – contract variations	X		
Unexpected inflation			X
Contractor cannot meet Project Programme		X	
Inadequate commissioning process			X

Layout and finishes not signed off		X	
Difficult ground conditions	X		
Insufficient equipment monies	X		
Contractor bankruptcy		X	
Time overruns		X	
Adverse weather conditions			X
Force Majeure			X
Legislative/regulatory change – for example changes in Equalities Act 2010 requirements			X
Poor project management			X
3. Other Project Risks			
Delayed planning/SAB approval	X		
4. Beyond Construction Phase			

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Transition and implementation risk	X		
Availability and performance risk	X		
Operating risk	X		
Variability of revenue risk	X		
Termination risk	X		
Technology and obsolescence risk	X		
Residual value risks	X		
Financing risks	X		
Legislative risks			X

Evaluation and Award Criteria

The first stage of the procurement process is concluded. This initial stage involved the appointment of a preferred Contractor (Kier Construction) and Architect (Stride Treglown) under a PCSA to provide specialist support throughout the design process, with a particular focus on buildability, efficiency, and cost of the preferred option. developing the design of the new school up to completion of RIBA Stage 4.

Kier with scrutiny from Aecom have benchmarked the construction costs as far as possible at this stage of the design process. An opportunity schedule has been developed since submission of the OBC, this has been reviewed by Kier and Aecom, who are confident further opportunities can be identified as the project progresses.

The market testing of agreed work packages will assist RCTCBC in arriving at an offer from the Contractor, Kier Construction and Architect, Stride Treglown. On acceptance of this offer, RCTCBC will enter a NEC4 Engineering and Construction (EEC) Contract to deliver the construction works of the new school for Ysgol Gyfun Cwm Rhondda.

Community Benefits Approach

Notwithstanding the requirements to implement the Community Benefits Plan submitted as part of the SEWSCAP4 Framework, specific requirements are identified to contractors at the time of tender, which form the basis of contractual arrangements made with RCTCBC. These include, but are not limited to:

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- 75.0% of all sub-contracts being awarded to local companies in Wales.
- Advertising of sub-contracting opportunities on the Sell2Wales website.
- Links with local secondary schools and community organisations to provide work experience opportunities.
- Opportunities being made available to local businesses within the villages and surrounding areas of this project.
- Delivery of 52 person weeks of training or employment per £1 million capita spend on this project.

As part of Welsh Government's and SEWSCAP4 Framework commitment to Community Benefits, contractors must use the Welsh Government's Community Benefits Measuring Tool which is submitted to the Employer's Agent/Client Project Manager at the completion of a project. The Welsh Government's Community Benefits Measuring Tool is issued to all SEWSCAP4 Framework contractors and included within the tender documentation.

The Contractor, Kier Construction, has provided their proposed approach to Community Benefits. Community Benefits for this project will be tailored to suit the needs of the locality to ensure added value is gained. Regular meetings will be established with the Contractor, Kier Construction so that their targets and objectives are met in accordance with the detail specified within the agreed Community Benefits Plan.

An initial social value meeting was held in November 2025, and initiatives and activities were discussed to enable early engagement with supply chain partners. Community Benefits will be an agenda item at client meetings, as well as monthly meeting with the Kier Social Value Officers. Kier provided their updated Community Benefits at tender stage, and this will be reviewed and reported against so that clear targets are agreed and monitored over the duration of the contract, and post-completion as part of the inhabitant post occupancy evaluation process.

Project Bank Account

In line with the funding requirements of Welsh Government's Sustainable Communities for Learning Programme, RCTCBC will use a Project Bank Account for this project.

5. Financial Case

Introduction

The purpose of the Financial Case is to identify the cost of the preferred way forward, as set out in the Economic Case, over financial years and outline how the preferred way forward is to be funded. This FBC notes any changes since the submission of the SOP, SOC and OBC.

Funding Requirements

This project is to build a new school for Ysgol Gyfun Cwm Rhondda for 900 pupils (including 150 Sixth Form pupils).

The estimated project value is £77.5 million. This is an increase to the estimated costs that were submitted in the Strategic Outline Programme (SOP) however this is still in line with the figure included in the OBC.

Kier, with scrutiny from Aecom have benchmarked the construction costs and an opportunity schedule has been developed since submission of the OBC. Kier and Aecom, are confident further opportunities can be identified as the project progresses through the RIBA stages.

The project cost template, found in ***Appendix G FBC Project Cost Template YGCR*** has been completed using a Stage 2 Plus Cost Plan. This is predominantly based on the RIBA Stage 2 design, including elements of the Stage 3 design which have been developed to date. The latest benchmarked cost data has been used to inform this cost plan. This ensures the costs included are robust and a reflection of the current market rates. The preliminary costs and design fees are based on tendered sums submitted by Kier.

Abnormal Costs

It is proposed that the new school be built on the existing school site of Ysgol Gyfun Cwm Rhondda. This site was selected as the preferred location following a site appraisal process with no other suitable sites available. Historic maps and information indicate the school site was previously used for industrial purposes including a quarry and tramway sidings, requiring detailed site-specific investigation works with the appropriate enabling and demolition works along with clearance of the existing buildings and site.

Robust site surveys and investigations have been undertaken that have aided the design of the new school, please see summary below:

- Acoustic survey

- Existing services survey (GPRS), Topographical and Drainage CCTV
- Existing retaining wall surveys
- UK Habitat survey and Preliminary Bat Roost Assessment
- Emergence surveys
- Arboriculture surveys
- Existing building MEP surveys
- 3D Matterport surveys
- Ground Investigation
- Archaeology & Heritage
- Site visit undertaken regarding tip boundary
- Site investigations/trial pits undertaken

The single-phase method of construction was identified as a preferred method of construction as it saves time on the construction programme, is more cost effective and will cause less disruption to school operations. This requires early demolition of some blocks which need to be re-provided during the build period. An option offered by the Contractor was for the provision of a temporary sports hall and temporary teaching accommodation, however, the cost of this was extremely high and the impact on the restricted outdoor play area meant that this option was not progressed. Refurbishment of some areas of the existing school is far more cost effective and operationally efficient.

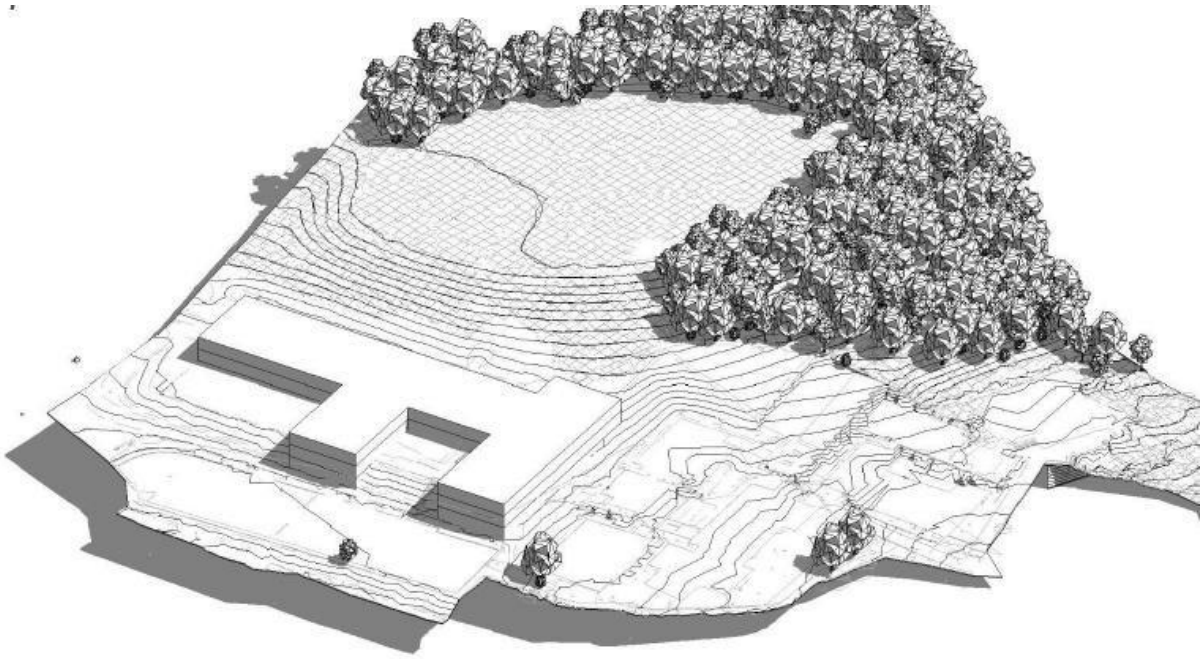
Noted within the OBC was the inclusion of an amphitheatre to form part of the outdoor teaching areas within the new school design. In our addendum response, we noted that this area was under review and would be updated in the FBC. Following conversations with the school, this design feature has been discounted at FBC and therefore removed from the abnormal costs.

Floodlighting has also been removed from the abnormal costs in the FBC, and included in the construction costs, as per the OBC addendum.

As mentioned within the Strategic Case of this FBC, the topography and the nature of the site are extremely challenging, with circa 25m level difference from the highest to the lowest part of the school site. A significant proportion of the project costs are considered ‘abnormal’ as noted within ***Appendix G FBC Project Cost Template YGCR.***

An assessment of project risks and opportunities has been undertaken, including an allocation of costs, where applicable. To reduce costs and maintain the overall project budget, opportunities have been proposed with high level cost savings. Further risk and opportunity reviews will continue as the project design develops through to RIBA Stage 4.

It is anticipated that the cost plan will be updated and available in April 2026. An element of ‘soft’ market testing will be undertaken to inform costs at this stage. The developed design will also enable the project risks and opportunities to be reviewed in more detail. Full market testing based on the RIBA Stage 4 design will follow.



Source of Match Funding

RCTCBC and Welsh Government, via the Sustainable Communities for Learning Programme, will jointly fund this project, with the Welsh Governments funding up to 65% of project costs, and up to 100.0% of costs directly associated with making the new school NZC in operation, and complying with the embodied carbon targets. Approvals are sought in line with RCTCBC's decision-making procedures.

Financial Forecast

Table 5.1 that follows provides a financial forecast for this project. A Funding Forecast is available at ***Appendix F – Funding Forecast YGCR*.**

Table 5.1 – Provisional Financial Forecast							
Project	**Financial Year**						
New School for Ysgol Gyfun Cwm Rhondda	**2025/26 (£m)**	**2026/27 (£m)**	**2027/28 (£m)**	**2028/29 (£m)**	**2029/30 (£m)**	**2030/31 (£m)**	**Total Project Cost (£m)**
	3.7	9.79	28.02	23.11	9.5	3.34	**77.5**

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Project Cost Template

A Project Cost Template can be seen at ***Appendix G – FBC Project Cost Template YGCR*.**

Risk Assessment

At an early stage, an initial risk identification workshop was held to identify risks, this led to the creation of a Risk Register. A Risk Assessment of the Preferred Option can be seen at ***Appendix B – Risk Assessment of the Preferred Option*.**

Project Information Proforma

A Project Information Proforma can be seen at ***Appendix H – Project Information Proforma YGCR.***

Cabinet Commitment

Following a meeting of the Cabinet held in October 2021, Members were informed that early development and feasibility work had commenced on several new education investment projects, which included Ysgol Gyfun Cwm Rhondda.

A report was presented to RCTCBC's Cabinet on 19th March 2025 to update on the Sustainable Communities for Learning – New Rolling Programme, and the latest Strategic Outline Programme (SOP), approved in principle by Welsh Government which includes the building of a new school for Ysgol Gyfun Cwm Rhondda on the current school site.

Cabinet agreed to the recommendations to:

- note the progress made to date in developing the latest tranche 1 projects, which includes Ysgol Gyfun Cwm Rhondda, as part of the new Sustainable Communities for Learning Programme; and
- to receive further reports on projects as they develop and progress through the Welsh Government's Sustainable Communities for Learning Programme.

On 22nd September 2025, a subsequent report to RCTCBC's Cabinet to further update on the Sustainable Communities for Learning Programme, saw Cabinet agree to the recommendations to:

- note the progress made to date in developing the latest tranche one projects as part of the new Sustainable Communities for Learning Rolling Programme (which includes Ysgol Gyfun Cwm Rhondda); and
- receive further reports on projects as they develop and progress through the Welsh Government's Sustainable Communities for Learning approval process.
- In relation to the Ysgol Gyfun Cwm Rhondda project, the report provided an update on the externaL appointments, progress with business cases and a target start on site date of Summer 2026.

6. Management Case

Introduction

The purpose of the Management Case is to address the achievability of a project. Its purpose is to set out the actions that will be required to ensure the successful delivery of a project in accordance with best practice. This section of the FBC notes any changes since the submission of the SOP, SOC and OBC.

Project Management Methodology

RCTCBC has experienced officers within the 21st Century Schools Team and Corporate Resources Team who have successfully completed projects of this nature in the past. We will continue to use the skills of these teams to deliver this project, using the existing management and reporting structures in place. In doing so, the following project management methodology will be adopted:

- PRINCE 2 methodology will be used in managing the activities and outputs of this project.
- This project will meet Welsh Government's requirements and guidance which may be issued during its lifespan.
- This project will use standard documentation and products, where available, and will seek to benefit from the experience and best practice of other projects.
- Specialist professional and technical advisers already available to RCTCBC will be employed for those activities where the necessary skills and experience are not otherwise available. The transfer of skills and knowledge from its professional and technical advisers will be achieved wherever possible and appropriate.

Key Milestones

Table 6.1 that follows outlines a Project Plan for this project.

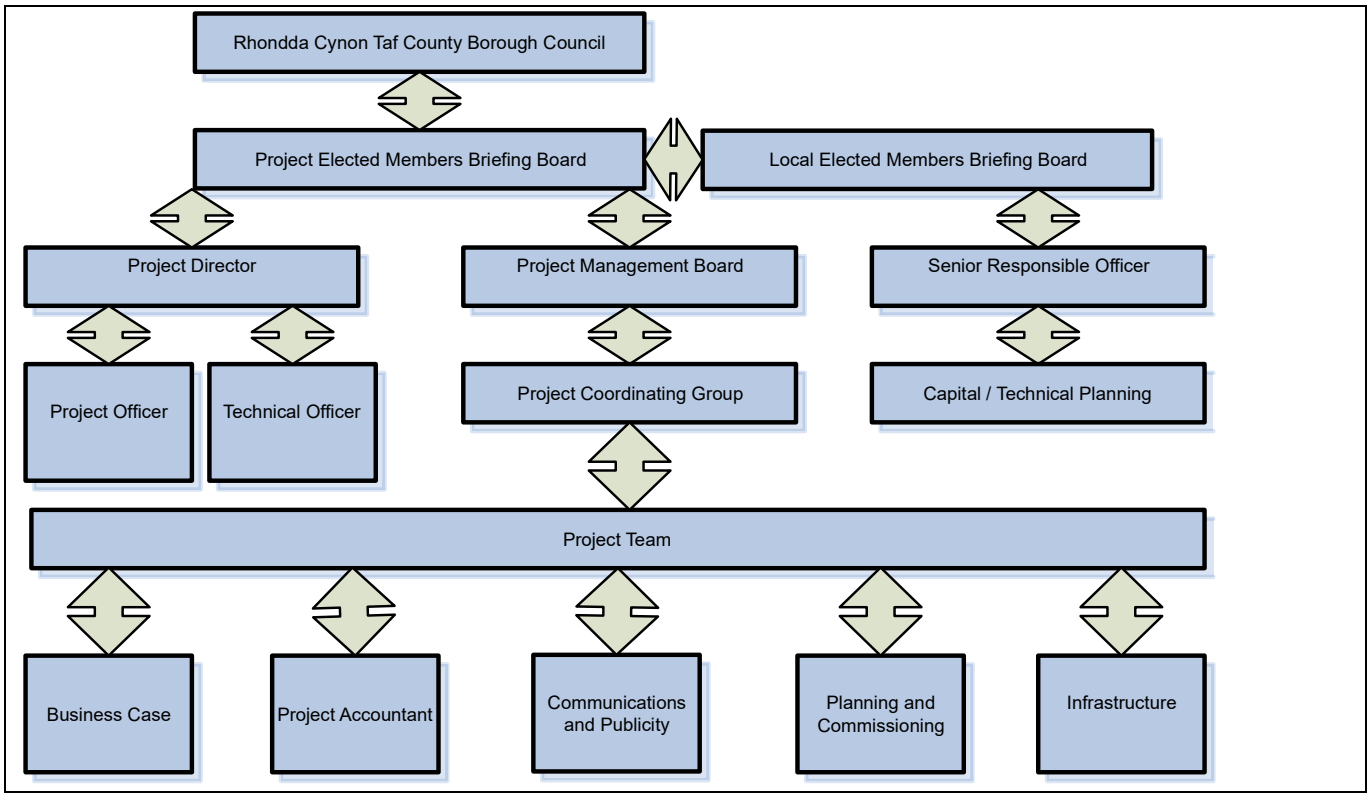
Table 6.1 - Project Plan

Action	Timeline
RCTCBC Cabinet Approval to Proceed	19th March 2025
SOC Submission	1st May 2025
OBC Submission	23rd October 2025
PAC Period Commences	15th December 2025
FBC Submission	8th January 2026
Planning Submission	February 2026
SAB Submission	May 2026

Construction Commencement	Summer 2026
New Build Complete	2029
Demolition and Externals Complete	2030

Project Reporting Structure

The proposed lines of accountability and statutory role of this project are shown in the Project Structure that follows:



Contract Management

The strategy, framework, and plan for dealing with change associated with contract management is as follows:

- The Project Director (assisted by the Project Officer) will be responsible for recording, logging, and categorising all project issues.
- The Project Director (in consultation with the appropriate lead officer(s)) will assess project issues by type (request for change or off specification) and action required and will investigate required actions. Actions will be documented, and their completions confirmed.
- An Issues Log will be maintained by the Project Officer and reviewed regularly by the Project Team.
- Newly identified risks will be added to the Risk Register and evaluated, with proposal(s) for mitigation to be reviewed and agreed by the Project Team.

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- Project issues will be reported, in the first instance, to the Project Director. All major issues, above the tolerance set by the Project Team, will be reported to the Project Director (and, if necessary, to the Project Management Board) for decision before implementation, particularly if any funding increase is required as a consequence of change.
- The Project Director (in conjunction with the appropriate lead officer(s)) can authorise other changes if within the tolerance level set by the Project Team (and confirmed by the Project Management Board).
- Where an issue could cause a deviation beyond agreed levels of tolerance set by the Project Team, the Project Manager will prepare an Exception Report to the Project Management Board and a subsequent 'Exception Plan' will be required.

Benefits Realisation Arrangements

The outline strategy, framework, and plan for dealing with the management and delivery of benefits has been developed and can be seen at ***Appendix J – YGCR Project Roles and Responsibilities*.**

The outline strategy and supporting plan for benefits which shows what could happen, where and when the benefits are likely to occur and who would be responsible for their delivery has been developed and can be seen at ***Appendix A – YGCR Benefits Realisation Plan*.**

The plan for benefits will be coordinated and integrated into a Project Plan and will be clear about handover and responsibilities for ongoing operations in the changed state (where the benefits will accrue).

There will be a tracking process which monitors achievement of benefits against expectations and targets. The tracking process will be capable of tracking both 'hard' (e.g., cost, headcount etc.) and 'soft' (e.g., image) benefits and operates alongside the changing operation.

Welsh Government's Community Benefits Tool has been incorporated into the procurement process and the ongoing benefits will be reported and measured as per guidelines issued by Value Wales when issuing public sector contracts.

Risks and Mitigation

At an early stage, an initial risk identification workshop was held to identify risks, this led to the creation of a Risk Register. A Risk Assessment of the Preferred Option can be seen at ***Appendix B – YGCR Risk Assessment of the Preferred Option*.**

We have prioritised risk assessment and management, utilising RCTCBC's established risk assessment matrix process. The process identifies risk, then quantifies the likelihood and impact of the risk occurring to reach an aggregate risk score. Ownership of the risk is then allocated alongside risk mitigation control measures.

The top five risks associated with this project (at the time of submitting this FBC), along with their risk control measures are as shown in Table 6.2 that follows:

Table 6.2 - Top risks associated with the project		
Risk	**Negative Impact**	**Risk Control Measure**
1. Abnormal site conditions	• Project delayed. • Increased capital costs.	• Thorough site options appraisal undertaken. • Early site surveys, investigations etc. • Regular monitoring of progress and impact of major delays/issues. • Regular updating and communication of Project Plan.
2. Construction overruns.	• Increased capital cost. • Delayed opening. • Impact on revenue.	• Independent, experienced Project Manager appointed. • Development and implementation of Procurement Strategy. • Efficient management of project. • Effective management of construction works – appointment of experienced Clerk of Works. • Completion of project to be monitored effectively – early warning processes in place to highlight possible concerns and mitigate against such circumstances.

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3. For any number of unforeseen reasons, arising from risk and uncertainty, the construction costs increase beyond original cost estimates.	• Increased costs. • Insufficient funds to complete.	• Appropriate Procurement Strategy in place to mitigate risks. • Appropriate insurance indemnification covers to be taken against construction risk. • Legal advice can be directed to transferring and reducing stakeholder risk. • Appropriate contingency budget built into cover additional costs.
4. Welsh Government cannot support the capital funding required or RCTCBC cannot secure sufficient funds from their own resources.	• Inability to proceed with project. • Reduction in project option.	• Develop detailed business cases. • Build adequate time into Project Programme. • Regular reporting to the Programme Management Board. • Revision to Project Plans if required. • Review Project Brief to reduce the size of project if required.

The Project Team will regularly update an overarching Risk Register that will be developed in collaboration with the contractor which will include individual project risks at a delivery and operational level. This process will enable to Project Team to reassess current risks at given points in the development of this project, to highlight risks that have been successfully mitigated and identify any new risks.

There will be regular risk management meetings between members of the Project Team, led by the Project Manager and supported by the Project Director. The Project Director will report the key project risks and mitigations/control measures to the Project Board.

Monitoring and Evaluation

The arrangements for Post Project Evaluation (PPE) and Post Implementation Review (PIR) will be conducted according to best practice.

It is fully recognised that PPE is a requirement for organisations that are undertaking a project to this scope and scale. In this context, guidance has been (and will continue to be) taken from PRINCE 2, the Office of Government Commerce, and examples of

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good practice from successfully completed projects of this nature in the past. The Project Management Board is determined that a thorough and robust PPE will be undertaken which will be informed by an ongoing Project Evaluation Review (PER).

Additionally, a full Post-Occupancy Evaluation (POE) will be undertaken in accordance with the requirements of Welsh Government's Sustainable Communities for Learning Programme to monitor building performance and to capture the views of building users.

Gateway Review Arrangements

A Gateway Review of RCTCBC's programme has yet to be conducted.

This project builds on the success of RCTCBC's 21st Century Schools and Education Programme and Sustainable Communities for Learning Programme. It forms an integral part of RCTCBC's Sustainable Communities for Learning Programme, delivering high standard education in modern, well-managed, nurturing learning facilities, ensuring the best possible breadth and depth of curriculum for all pupils, and in turn, delivering improved outcomes. As such, any recommendations made as a result of a future Gateway Review will be addressed as RCTCBC strives to improve processes and practices as we continue to deliver the Sustainable Communities for Learning Programme projects.