

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	Safety Works to Parks Pools 5 year programme of works 2022/23 – 2026/27		
Voyager code	CA-1940-01		
Portfolio /Committee	Street Scene and Parks	Directorate	City Operations
Approved by Project Sponsor	Darren Share, Assistant Director Street Scene and Parks (tbc)	Approved by Finance Business Partner	Carl Tomlinson

A2. Outline Business Case approval *(Date and approving body)*

NA Programme of works

A3. Project Description

A 5 year programme of works has been produced by BCC Parks District Managers and the Flood Risk Management and Drainage Team in consultation with the Environment Agency (EA). These are the culmination of recommendations made by the EA which have a set deadline for delivery and other health and safety works which could pose a potential risk to the public.

It should be recognised that some of these priorities may change due to the nature of the asset which can be severely impacted on by inclement weather and erosion on an annual basis and also the new Section 10 and Section 12 reports from the EA's inspecting engineers which can identify urgent works previously not identified and therefore not included within the programme.

The programme of works is made up of work to category 1 and 2 reservoirs and brook course flood alleviation works. The programme has been compiled from recommendations from the Environment Agency and the Council's Flood Risk Management and Drainage Team and District Parks Managers. The programmes priority is to ensure the safety of the public and to protect land and buildings from the risk of flooding.

A4. Scope

The scope of work comes under the category of 'civil engineering' and will be specific to each site and dependent on the recommendations from the E.A could include the following:

- Construction of auxiliary spillways
- Construction of concrete weirs
- Provision of embankment works
- Desilting of pools
- New penstocks.
- Structural and stabilisation works
- Installation of land drainage

A5. Scope exclusions

Any pools, reservoirs or water courses in Birmingham that are not managed by Birmingham City Council e.g. managed by the Canal and River Trust or in private ownership.

Any works outside the direct vicinity of the pool, reservoir or water course (unless impacting on the flood alleviation works) but maybe within the same park or area of POS.

B. STRATEGIC CASE

This sets out the case for change and the project's fit to the Council Plan objectives

B1. Project objectives and outcomes

The case for change including the contribution to Council Plan objectives and outcomes

The proposal supports the Birmingham City Council Plan 2018-2022 (as updated in 2019) by contributing to the Council's Key Priorities, specifically; Outcome 4 Birmingham is a great, clean and green city to live in.

The proposal supports the Birmingham Development Plan 20231 (adopted January 2017), specifically the environment and sustainability. This proposal manages flood risk whilst also protects the natural environment and promotes and enhances the biodiversity and ecosystems.

Route to Zero (R20) – the proposal works towards protecting the natural and built environment from the effects of climate change, specifically flooding by ensuring the category 1 and 2 reservoirs and brook courses owned by the Council are fit for purpose and can manage extreme weather.

Birmingham Business Charter for Social Responsibility (BBC4SR)

The Individual projects are below the threshold for works for the BBC4SR. However, the payment of the Real Living Wage will apply and form part of the conditions of the contracts.

B2. Project Deliverables

These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc

- Ensuring pools, reservoirs and water courses together with facilitating infrastructure are safe and meet the regulations as laid out in the Reservoirs Act 1975 and the Flood Water Management Act 2010
- To address the recommendations of the Environment Agency S10 and S12 inspection reports
- To address other health and safety issues identified by BCC District Parks Mangers and the Flood Risk Management and Drainage Team.

B3. Project Benefits

These are the social benefits and outcomes from the project, eg additional school places or economic benefits.

Measure	Impact
Safe environment for the general public	Zero accidents relating to pools, reservoirs and water courses
Reduced risk of flooding	In times of extreme weather flooding is contained within the perimeter of the water course/pool
A well maintained portfolio of pools and reservoirs	Minimal recommendations of work required by the Environment Agency following their inspections.
Improved environment for wildlife	Wildlife habitats flourish evidenced by sightings of specific species
Improved working relationship with the EA	No notices served on BCC for non-compliance.
Meeting our statutory obligations	Mitigating and managing the risk of flood.

B4. Benefits Realisation Plan

Set out here how you will ensure the planned benefits will be delivered

Review meetings are held every 2-3 months with the delivery team to discuss progress, issues and solutions, expenditure and any significant changes to the Programme. This ensures that there is minimal deviation from the scope of works and that the works are delivered successfully.

A lesson learnt will be held annually with the delivery team at the end of each phase of the Programme to review successes and failures and ways to improve performance.

B5. Stakeholders

A stakeholder analysis is set out at G4 below.

C. ECONOMIC CASE AND OPTIONS APPRAISAL

This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities

C1. Summary of options reviewed at Outline Business Case

(including reasons for the preferred option which has been developed to FBC)

If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.

There is a statutory obligation for the Council to carry out the works outlined in Appendix 2 under the Reservoirs Act 1975 and the Flood Water Management Act 2010, failure to meet these obligations could result in prosecution.

C2. Evaluation of key risks and issues

The full risks and issues register is included at the end of this FBC

All the works are external with weather being the biggest, unpredictable risk that can impact on the delivery of the programme, the scope of work and budget. The contractor will review the 5 day weather forecast but health and safety must be a priority with work only being carried out when conditions are safe. The programme will build in float to address this risk but will also be reviewed alongside the cashflow on a regular basis if individual schemes slip. An occurrence of extreme weather could impact on the scope of work planned at individual sites with costs increasing. A review of schemes in later years will be carried out to see if these can slip into the next programme of work unless other funding can be identified.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

Future extreme weather could change the scope of work required at the sites identified (impacting on cost and programme).

The programme of work addresses the EA recommendations and ensure we are meeting our statutory requirements.

D. COMMERCIAL CASE

This considers whether realistic and commercial arrangements for the project can be made

D1. Partnership, Joint venture and accountable body working

Describe how the project will be controlled, managed and delivered if using these arrangements

Property Services will act as the client project manager on behalf of Parks and instruct the Flood Risk Management and Drainage Team to place orders for services and works. The Flood Risk Management and Drainage Team will administer the civil engineering contract. The Parks services will manage and operate the pools and surrounding area on completion of the works.

D2. Procurement implications and Contract Strategy:

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

The procurement route is to use the Council's Miscellaneous Drainage Works Framework Agreement.

D3. Staffing and TUPE implications:

There is no staffing or TUPE implications.

E. FINANCIAL CASE*This sets out the cost and affordability of the project***E1. Financial implications and funding**

	Financial Year	2022/23	2023/24	2024/25	later	Total
		£0	£0	£0	£0	£0
Capital code:	<input type="text"/>					
CAPITAL EXPENDITURE						
Capital costs already incurred						
Other costs to complete:						
Works inc fees		564,900	547,900	620,200	1,167,000	2,900,000
Total capital expenditure		564,900	547,900	620,200	1,167,000	2,900,000
CAPITAL FUNDING:						
Development costs funded by:						0
						0
Other costs funded by:		564,900	547,900	620,200	1,167,000	0
						0
						0
Total capital funding <i>must fund all the cost.</i>		564,900	547,900	620,200	1,167,000	2,900,000

Financial Year:	20xx/yy £000	20xx/yy £000	20xx/yy £000	later £000	Total £000
Revenue code: <input type="text"/>					
REVENUE CONSEQUENCES					
Revenue costs during project delivery:					
[please itemise]					0.0
					0.0
Operating period expenditure:					
[please summarise main items]					0.0
					0.0
					0.0
					0.0
Less income:					
[please itemise] <i>[enter as negatives]</i>					0.0
					0.0
Less proposed savings					0.0
Net revenue consequences	0.0	0.0	0.0	0.0	0.0
REVENUE FUNDING:					
					0.0
Current budget provision					0.0
Other revenue resources identified:					0.0
[please itemise]					0.0
					0.0
Total revenue funding	0.0	0.0	0.0	0.0	0.0
E2. Evaluation and comment on financial implications:					
A capital budget of £2.9m is available to fund the 5 year programme supported by a £0.700m of Parks revenue reserves for cyclical maintenance.					
E3. Approach to optimism bias and provision of contingency					
The programme of works will be adjusted accordingly to absorb any unforeseen costs. These may require schemes in the final 5 th year of the programme slipping into the next programme of works.					
E4. Taxation					
<i>Describe any tax implications and how they will be managed, including VAT</i>					
The Council will be able to recover the 20% VAT on payments to the contractor under the normal procedures					

F. PROJECT MANAGEMENT CASE

This considers how project delivery plans are robust and realistic

F1. Key Project Milestones

The summary Project Plan and milestones is attached at G1 below

Planned Delivery Dates

Cabinet and Full Business Case Approval

26th April 2022

Instruct Highways to place orders for the phase 1 (2022/23) of works with the Framework Contractors

3rd May 2022

Instruct Highways to place orders for the phase 1 (2023/24) of works with the Framework Contractors

April 2023

Instruct Highways to place orders for the phase 1 (2024/25) of works with the Framework Contractors

April 2024

Instruct Highways to place orders for the phase 1 (2025/26) of works with the Framework Contractors

April 2025

Instruct Highways to place orders for the phase 1 (2026/27) of works with the Framework Contractors

April 2025

F2. Achievability

Describe how the project can be delivered given the organisational skills and capacity available

Property Services, Parks, and the Flood Risk Management and Drainage Team have been collating, managing, monitoring and delivering the programme of works for parks reservoirs successfully for circa 30+ years.

F3. Dependencies on other projects or activities

Consideration will be given to planned events that are using any of the sites identified in the programme to ensure the work does not impact on these i.e. Commonwealth Games using Sutton Park.

F4. Officer support

Project Manager: Lesley Steele Property Services (client)

Project Accountant: Lisa Pendlebury, Business Analyst

Project Sponsor: Darren Share, AD Street Scene and Parks

F5. Project Management

Describe how the project will be managed, including the responsible Project Board and who its members are

The individual schemes will be managed on site by the Flood Management and Drainage Team who will also administer and manage the civil engineering contracts. The project team made up of representatives from Property Services, Parks Service and the Flood Management and Drainage Team meet every 3 months to review progress and address risks and issues. Additional meetings can be arranged on a needs basis if required.

G. SUPPORTING INFORMATION

(Please adapt or replace the formats as appropriate to the project)

G1. PROJECT PLAN

Detailed Project Plan supporting the key milestones in section F1 above

N/A Each site will have an individual programme

G2. SUMMARY OF RISKS AND ISSUES REGISTER

Risks should include Optimism Bias, and risks during the development to FBC

Grading of severity and likelihood: High – Significant – Medium - Low

		Risk after mitigation:	
Risk or issue	mitigation	Severity	Like- lihood
1. Unforeseen additional works arise in course of contract causing additional funding requirement	All known risks will be evaluated, and a cost apportioned to them in order to mitigate them. This will be included within the overall scheme cost. The risk register will be reviewed at intervals throughout the project.	Low	Medium
2. Disruption to day to day activities in publicly accessible sites	All areas of work will be fenced off and alternative routes sign posted. Public access will only be denied in the vicinity of the areas where work is being carried out due to health and safety.	Low	Low
3. Work not completed on time.	The contractor will work to an agreed programme of scheduled activities that will be reviewed is schemes are slipping Slippage of activities will be highlighted at an early stage. However, all works are external so programmes can be impacted on by extreme weather. Cashflows will be amended where necessary to reflect anticipated spend.	Low	Medium/ High
4. Inclement weather	Contractor will monitor the 5 day weather forecast. Work will only be carried out when weather conditions are deemed safe to do so. The programme and budget will be reviewed to manage changes to scope.	Medium	High
5. Public expectations are undeliverable	Parks staff will ensure the public are kept informed of all proposals throughout the life of the project to ensure expectations are kept real.	Low	Low
6. Covid 19 impact on project delivery	Government guidance will be adhered to. Work is external so risk is minimised. Hand sanitiser will be available on site. Anyone who has symptoms or has been in contact with someone testing positive will be asked to self-isolate and to take a test. Employee numbers will be monitored.	Low	Low
7. Brexit	The departure from the EU is having an impact on the access to materials and labour and also the cost of materials Inflation is to be included in the overall construction cost to offset price increases. The contractors have access to a robust supply chains which will ensure there is sufficient labour available for all trades.	Medium	Medium
8. Departure of key staff	A detailed handover and shadowing process during working notice would be arranged.	Low	Low

G4. STAKEHOLDER ANALYSIS		
Stakeholder	Role and significance	how stakeholder relationships will be managed
Managing Director City Operations	Overall Responsibility	Progress updates in the form of highlight reports and financial monitoring reports
A.D Street Scene and Parks	Specific responsibility for Parks including reservoirs	Progress updates in the form of highlight reports and financial monitoring reports. Also, verbal updates from the Parks Services Manager
Parks staff	Responsible for the health and safety of the individual sites	Regular updates with Parks Services Manager and an officer from the Flood Management and Drainage Team
Contractor	Carrying out the physical works	Instruction will be from the Flood Management and Drainage Team.
Public	Users of the individual sites	Updates on social media e.g. BCC website. Information to be provided at visitor centres.
Friends Groups and other voluntary organisations	Help support the maintenance and operations of individual sites	To be kept updated by the Parks staff.
Elected Members	Responsibility for specific wards	Updates to be provided at local meetings and consultation by Parks staff.