

## FULL BUSINESS CASE (FBC)

### A. GENERAL INFORMATION

#### A1. General

<b>Project Title</b> <i>(as per Voyager)</i>	<b>COPPICE PRIMARY AND LANGLEY SPECIAL SCHOOLS – ROOFING REPAIR AND CLADDING REPLACEMENT WORKS – FULL BUSINESS CASE</b>		
<b>Oracle code</b>			
<b>Portfolio /Committee</b>	Children Young People and Families	<b>Directorate</b>	Children and Families
<b>Approved by Project Sponsor</b>	Zahid Mahmood	<b>Approved by Finance Business Partner</b>	Clare Sandland

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

Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2023-24+ Future Years Cabinet Report.

#### A3. Project Description

These works are for the roofing repair and cladding replacement works at Coppice and Langley Schools. This will also include upgrading and replacing flashings, roof lights and upstands where required due to being poor condition.

#### A4. Scope

This scheme involves works as described in the above project description

#### A5. Scope exclusions

No works outside this scope will be undertaken

### 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*

- A Bold Prosperous Birmingham
- A Bold Inclusive Birmingham
- A Bold Safe Birmingham
- A Bold Healthy Birmingham
- A Bold Green Birmingham

The roofing and cladding replacement works at Coppice Primary and Langley Special Schools meets the Council Plan objectives by ensuring that children and young people have a suitable and safe space to learn, grow and develop in so their full potential can be achieved.

#### B2. Project Deliverables

*These are the outputs from the project e.g. a new building with xm2 of internal space, xm of new road, etc*

The scope of works includes the following:

- Flat roofing works
- Pitched roofing works
- Works to external doors
- Repairs and replacement of external windows.
- Replacement of rainwater materials

<b>B3. Project Benefits</b>	
<i>These are the social benefits and outcomes from the project, e.g. additional school places or economic benefits.</i>	
<b>Measure</b>	<b>Impact</b>
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (e.g. for economic and transportation benefits)</i>
To allow continuation of education operations for Coppice Primary and Langley Special Schools.	Completing the roofing and cladding replacement works will minimise disruption to pupils in the long-term, and it allows the Council to meet its statutory obligations for school's conditions.
Support and enrich learning opportunities for children and young people.	On completion of the programme of works, pupils will have a fully functional safe, warm and dry environment before, during and after school hours.
<b>B4. Benefits Realisation Plan</b>	
<i>Set out here how you will ensure the planned benefits will be delivered</i>	
The roofing and cladding replacement works will ensure that the building is kept dry and will also mitigate issues with water ingress having the potential to cause further damage to structural components or internal finishes to the building, which could be costly if left in current condition.	
<b>B5. Stakeholders</b>	
A stakeholder analysis is set out at G4 below.	
<b>C. ECONOMIC CASE AND OPTIONS APPRAISAL</b>	
<i>This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities</i>	
<b>C1. Summary of options reviewed at Outline Business Case</b>	
<i>(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.</i>	
<ul style="list-style-type: none"> <li>• Doing nothing would mean the City Council would fail to meet its statutory obligation to maintain the school and provide a safe, secure, and warm environment for the pupils at Coppice and Langley Primary Schools.</li> <li>• The recommended option is for the works to be undertaken to enable the school to ensure that children and young people have a suitable and safe space to learn, grow and develop in so their full potential can be achieved.</li> </ul>	
<b>C2. Evaluation of key risks and issues</b>	
<i>The full risks and issues register is included at the end of this FBC</i>	
Risks have been considered as part of the design process and a contingency sum of £370,000 has been allocated to the project. The risks include: <ul style="list-style-type: none"> <li>• The exact condition of the roof is not clear due to limited access.</li> <li>• Construction costs may increase due to an increase in the price of materials.</li> <li>• Project completion may be delayed if building works fall behind due to unforeseen circumstances.</li> <li>• The Council may be faced with increased revenue costs following completion of the project.</li> </ul> <p>A risk register will be maintained for the project.</p>	

**C3. Other impacts of the preferred option**

*Describe other significant impacts, both positive and negative*

- Completion of the roofing and cladding replacement project will ensure pupils are not disrupted from their education needs.

**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*

Scheme will be delivered as follows:

- Client for the project is Birmingham City Council.
- Project Management services will be provided and carried out by Acivico Ltd.
- The end user is Coppice and Langley Primary Schools.
- Regular 2 – 4 weekly meetings will be held with the project team, including client and the end user.
- Programme will be monitored and developed to ensure that required timescales are achieved.
- Scheme costs are to be continually assessed, developed and monitored.

**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 carry out a further competition exercise using the Constructing West Midlands 2 Capital Works Framework Agreement.

**D3. Staffing and TUPE implications:**

None

## APPENDIX 1

Capital Costs & Funding	Financial Year			Totals
	2024/25	2025/26	2026/27	
<b>Expenditure</b>				
Coppice and Langley Primary School				
Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency	£1,938,395	£1,079,177		£3,017,573
Acivico Fees	£51,015	£31,885	£4,363	£87,263
EDI Capitalisation	£59,682	£33,332	£131	£93,145
<b>Total Project Cost Excluding VAT</b>	<b>£2,049,093</b>	<b>£1,144,394</b>	<b>£4,494</b>	<b>£3,197,981</b>
<b>Funding sources</b>				
<b>School Condition Allocation (SCA)</b>	£2,049,093	£1,144,394	£4,494	£3,197,981
<b>Totals</b>	<b>£2,049,093</b>	<b>£1,144,394</b>	<b>£4,494</b>	<b>£3,197,981</b>

### E2. Evaluation and comment on financial implications:

The current costs for the project are based on the tender report dated 6<sup>th</sup> February 2024.

### E3. Approach to optimism bias and provision of contingency

Contingency of £370,000 has been set aside and is included in the total project budget, if required.

The final account for the project will need to be closed 12 months after practical completion in August 2025. This is due to the goods defects period. Acivico fees and EDI fees have been allowed for this in 2026/27.

### E4. Taxation

*Describe any tax implications and how they will be managed, including VAT*

N/A

<b>F. PROJECT MANAGEMENT CASE</b>	
<i>This considers how project delivery plans are robust and realistic</i>	
<b>F1. Key Project Milestones</b>	<b>Planned Delivery Dates</b>
<i>The summary Project Plan and milestones is attached at G1 below</i>	
Cabinet Approval	May 2024
Delegated Authority Approval to Award Phase 2	Early July 2024
Main Construction works	July 2024 – August 2025
Practical completion	August 2025
<b>F2. Achievability</b>	
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>	
<ul style="list-style-type: none"> <li>• Scope of work identified as in the project description.</li> <li>• Extensive site investigation carried out.</li> <li>• Project programme and costs have been developed.</li> <li>• Funding is in place.</li> <li>• Contractor has considerable previous experience.</li> <li>• Similar projects have been delivered on budget and to time by the project team.</li> </ul>	
<b>F3. Dependencies on other projects or activities</b>	
<ul style="list-style-type: none"> <li>• Landlord Approval has been granted for the project.</li> </ul>	
<b>F4. Officer support</b>	
<b>Project Manager:</b>	Baljeet Uppal      Interim Capital Programme Manager  07730 281 356 <a href="mailto:Baljeet.Uppal@birmingham.gov.uk">Baljeet.Uppal@birmingham.gov.uk</a>
<b>Project Accountant:</b>	Jaspal Madahar      Finance & Resources Manager 07766922478 <a href="mailto:jaspal.madahar@birmingham.gov.uk">jaspal.madahar@birmingham.gov.uk</a>
<b>Project Sponsor:</b>	Zahid Mahmood      Interim Head of Service, Education Infrastructure  07860906126 <a href="mailto:zahid.mahmood@birmingham.gov.uk">zahid.mahmood@birmingham.gov.uk</a>
<b>F5. Project Management</b>	
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>	
See D1	

## **G. SUPPORTING INFORMATION**

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

<b>G1. PROJECT PLAN</b>
<i>Detailed Project Plan supporting the key milestones in section F1 above</i>
<ol style="list-style-type: none"> <li>1. Cabinet Approval – May 2024</li> <li>2. Completion of PCSA - June 2024</li> <li>3. Delegated award of Phase 2 contract – early July 2024</li> <li>4. Start on site – July 2024</li> <li>5. Completion – August 2025</li> </ol>

<b>G2. SUMMARY OF RISKS AND ISSUES REGISTER</b>			
<i>Risks should include Optimism Bias, and risks during the development to FBC</i>			
<i>Grading of severity and likelihood: High – Significant – Medium – Low</i>			
		Risk after mitigation:	
Risk or issue	Mitigation	Severity	Likelihood
Condition of the roof is not clear	Detailed surveys are to be carried out as part of the pre-construction to establish condition of the roof.	High	Medium / low

## APPENDIX 1

Building costs escalate	A fixed priced contract programme will be provided by the contractor which will be closely managed and monitored by the Project Team.	Low	Medium
Building works fall behind	A detailed construction programme will be provided by the contractor which will be closely managed and monitored by the Project Team.	Medium	Medium
BCC faced with increasing revenue costs	Consequential revenue costs arising including additional staffing, utility costs and any on-going day to day repair and maintenance of the asset will be the responsibility of the school. Any increase in revenue costs will be offset by an increase in income through increased pupil numbers provided by the DfE.	Low	Low

### G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS

*Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)*

N/A

## G4. STAKEHOLDER ANALYSIS

Stakeholder	Stake in project	Potential impact on project	What does the project expect from stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility
Cabinet Members for ES&C and F&R	Strategic Overview of DGCF expenditure	High	Approval of Cabinet Member report and expenditure for project.	Strategy not approved	Early Consultation and Regular Briefing on all aspects of Basic Need	BCC / EDI
EDI's Consultant Partners (Acivico)	Design and Delivery	High	To support delivery and programme management.	Unable to design to budget Unable to deliver to timescales	Close working with other stakeholders Regular feedback	BCC/EDI /Acivico
School Leadership Team / Governors	Governing Body Agreement and End Users	High	Compliance with GBA Ongoing Revenue costs for R&M once works complete	N/A	Governing Body Agreement signed and regular project meetings	School Leadership Team/Academy Trust/ Governing Body EDI Project Officer
Pupils	End user	Low	Consultation	Nil	Through school's council	School Leadership Team

**G5. BENEFITS REGISTER**

*For major projects and programmes over £20m, this sets out in more detail the planned benefits. Benefits should be monetised where it is proportionate and possible to do so, to support the calculation of a BCR and NPSV (please adapt this template as appropriate)*

Measure	Annual value	Start date	Impact
<i>List at least one measure associated with <b>each</b> of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
<b>(A) Monetised benefits:</b>	£		
<b>(B) Other quantified benefits:</b>			
<b>(C) Non-quantified benefits:</b>	n/a		

<b>Other Attachments</b> <i>provide as appropriate</i>	
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