

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	UFFCULME SCHOOL FOUNDATION, ART ROOMS AND UPPER BLOCK BOILER AND ASSOCIATED ENABLING CAPITAL WORKS – FULL BUSINESS CASE AND CONTRACT AWARD		
Oracle code	B1-AV06H-P101-EC0-LV0013-TZZZZ-JZZZ-JXXX Task Code: LV0013-272		
Portfolio /Committee	Children Young People and Families	Directorate	Children and Families
Approved by Project Sponsor	Jaswinder Didially	Approved by Finance Business Partner	Clare Sandland

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

Schools Capital Programme – School Condition Allocation, 2023-24 Future Years Cabinet Report, approved by Cabinet on 16th May 2023.

A3. Project Description

The project involves the replacement of the boilers in the Foundation, Art Rooms and the Upper Block at Uffculme School which are all beyond economic repair and at serious risk of failure following inspection and affecting educational continuity at the school.

A4. Scope

The scope of works includes the following:

- Removal of redundant boilers and all existing associated redundant plant
- Supply and install new boilers, flue, plant and associated works in line with specified regulations.
- Supply and install new controls panel, wiring and associated works in line with specified regulations.
- Supply and install new thermal insulation to all pipework.
- Carry out all electrical work as required.
- Carry out all mechanical works as required.
- Remove by Birmingham City Laboratories of all hazardous asbestos material as required.
- Carry out all building works required in line with the replacement of the boilers, including all fire stopping within the main boiler rooms.

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.
- Schools Capital Programme.

By replacing the boilers and associated plant work in the Foundation, Art Rooms and Upper Block at Uffculme School will avoid any need for costly temporary heating and will provide high functioning industry compliant boilers that can be repaired if they go wrong and provide long-term sustainability to education ensuring that children and young people have a dry, fit-for-purpose 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

- Remove all asbestos identified within the roof voids.
- Removal of redundant boilers and all existing associated redundant plant
- Supply and install new boilers, flue, plant and associated works in line with specified regulations.
- Supply and install new controls panel, wiring and associated works in line with specified regulations.
- Supply and install new thermal insulation to all pipework.
- Carry out all electrical work as required.
- Carry out all mechanical works as required.
- Carry out all building works required in line with the replacement of the boilers, including all fire stopping within the main boiler rooms.

B3. Project Benefits

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

Measure	Impact
<i>List at least one measure associated with each 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 Uffculme School.	Completing the replacement of the Foundation, Art Rooms and Upper Block boilers will minimise disruption to pupils at Uffculme School in the long-term and allowing the Council to meet its statutory obligations for school's conditions.
To provide a safe and dry learning environment for children and young people at Uffculme School.	On completion of the programme of works, children and young people will have a safe, warm and dry environment before, during and after school hours.

B4. Benefits Realisation Plan

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

The planned benefits will be delivered following completion of the replacement boilers and associated plant work by Acivico Ltd ensuring that Dodd Group as the successful contractor delivering the full work programme to time and budget to provide the state-of-the art provision in line with industry regulations, while successfully satisfying the Council's drive towards net carbon zero emissions.

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.

- Doing nothing would mean the Council would fail to meet its statutory obligation to maintain the school and provide a safe, secure and warm environment for the pupils at Uffculme School.
- The decision to use temporary plants to resolve the heating issues is not the most effective use of the Council's already over stretched financial resources and will not resolve the issue in the long-term.
- The recommended option is to replace the boilers and all associated plant works at Uffculme School to ensure that the Foundation, Art Rooms and Upper Blocks are sufficiently heated, pupils have a warm environment to learn in and education is unaffected.

C2. Evaluation of key risks and issues

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

- Acivico Ltd has advised of a contingency figure of £97,500, which has been allocated to the project to cover unknown issues that may occur during the construction process, such as addressing inflationary concerns and working around a live school environment.
- The risk of cost overruns with the volatile construction environment of increases in materials and labour is being mitigated by a fixed price contract with robust contract management by the Council's technical advisor, Acivico Ltd.
- The risk of asbestos contamination will be managed by Acivico Ltd with support from Birmingham City Laboratories, who will carry out targeted asbestos surveys and safely remove any asbestos that is present prior to the project work progressing.
- The investigation and removal of asbestos has been factored into the overall project cost and programme. Regular meetings are held to ensure that all parties are informed of progress to ensure any concerns are picked up at the earliest opportunity and resolved to ensure that the programme stays on track.
- A project risk register will be maintained.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

- Completion of the replacement boilers in the Foundation, Art Rooms and the Upper Block will ensure that the school has a warm, dry and safe environment for pupils, staff and all visitors for many years to come and pupils are not disrupted from their education needs.
- Failure to complete the replacement boilers in the Foundation, Art Rooms and Upper Block will mean that the school would not be fulfilling its duty to the pupils, staff and any visitors to the site to provide a safe, corrected heated building, which could result in disruptions to education and the need to find alternative locations to educate pupils.

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 by Project Team as follows:

- Client for the project is Birmingham City Council.
- Project Management services will be provided and carried out by Acivico.
- The end user will be Uffculme School.

APPENDIX

- 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 Repair and Maintenance Framework Agreement.

D3. Staffing and TUPE implications:

None

Capital Costs & Funding	Financial Year	Totals
	2023/24	
Expenditure		
Uffculme School		
Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency	£502,498	£502,498
Acivico Fees	£47,850	£47,850
EDSI Capitalisation	£16,511	£16,511
Total Project Cost Excluding VAT	£566,859	£566,859
Funding sources		
Schools Condition Allocation (SCA)	£566,859	£566,859
Totals	£566,859	£566,859

E2. Evaluation and comment on financial implications:

APPENDIX

The current costs for the project are based on tendered costs received on 19 May 2023 and updated on 3rd October 2023.

E3. Approach to optimism bias and provision of contingency

A contingency of £97,500 has been set aside and included in the total project cost and is available if required.

E4. Taxation

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

N/A

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

Cabinet Member Approval of FBC

Planned Delivery Dates

October 2023

Main Construction works

October 2023 – February 2024

Practical completion

February 2024

F2. Achievability

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

- Scope of work identified as in the project description.
- Extensive site investigation carried out (including an asbestos survey).
- Project programme and costs have been developed.
- Funding is in place.
- Contractors have considerable previous experience.
- Similar projects have been delivered on budget and to time by the project team.

F3. Dependencies on other projects or activities

- Landlord approval has been granted for the project.

F4. Officer support

Project Manager: Baljeet Uppal Interim Capital Programme Manager
07730 281 356 baljeet.uppal@birmingham.gov.uk

Project Accountant: Jaspal Madahar Finance & Resources Manager
07766922478 jaspal.madahar@birmingham.gov.uk

Project Sponsor: Zahid Mahmood Interim Head of Education Infrastructure
07860 906 126 zahid.mahmood.birmingham.gov.uk

F5. Project Management

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

Acivico Group Ltd will managed the project on behalf of the Local Authority and work with the appointed contractor to ensure that the project is completed to time and to budget.

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

1. Cabinet Approval – October 2023
2. Start on site – October 2023
3. Completion – February 2024

APPENDIX

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	Likelihood
Delayed start date due to approval process	Attempts will be made to progress the Cabinet Member Report and FBC in time for a start date in October 2023.	Medium	Medium
Building costs escalate	A fixed priced contract programme has been 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 report and expenditure for project.	Strategy not approved	Early Consultation and Regular Briefing on all aspects of Special Provision	BCC / EDI
School's Consultant Partners	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	School Leadership Team
School Leadership Team / Governors	Governing Body Agreement and End Users	High	Compliance with GBA Ongoing Revenue costs for R&M once build complete	N/A	Governing Body Agreement signed and regular project meetings	School Leadership Team / Governing Body EDI Project Officer
Pupils	End user	Low	Consultation	Nil	Through school's council	School Leadership Team
Ward Councillors	Knowledge of other developments affecting local communities that may link into project	High	Consultation with community and support for project	Objections from residents	Involve in consultation and planning permission process	EDI Project Officer Governors/ 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 each of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
(A) Monetised benefits:	£		
(B) Other quantified benefits:			
(C) Non-quantified benefits:	n/a		

Other Attachments

provide as appropriate

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