

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

| | | | |
|---|--|---|-----------------------|
| Project Title <i>(as per Voyager)</i> | CONTRACT AWARD FOR COFTON PRIMARY SCHOOL – FLAT ROOFING, DAMP AND STRUCTURAL WORKS – FULL BUSINESS CASE | | |
| Oracle code | B1-AV06H-P101-EC0-LV0013-TZZZZ-JZZZ-JXXX LV0013-507 | | |
| Portfolio /Committee | Children Young People and Families | Directorate | Children and Families |
| Approved by Project Sponsor | Zahid Mahmood | Approved by Finance Business Partner | Clare Sandland |

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

The Schools Capital Programme Report 2023-24 + Future Years Cabinet Report approved by Cabinet on 16 May 2023.

A3. Project Description

These works will provide the remedial works needed to address the roofing, structural and damp issues that the site has been suffering with for some time. This will include flat roofing works, pitched roofing works, window replacements, replacing external decayed doors, breaking up existing concrete floors and replacing with new floors, damp remediation works to walls, refurbishment works to toilets, works to the school boiler basement room, electrical and mechanical works associated with the building work and asbestos removal.

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

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 roofing, structural and damp works will address the long-standing issues that the site has experienced and help to bring it up to the required compliance and ensure that education continuity is not affected in the future.

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 Cofton Primary School | Completing the roofing works, removing the damp and addressing the structural issues will minimise disruption to pupils at Cofton Primary School in the long-term, and it allows the Council to meet its statutory obligations for basic needs allocation |
| 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. |
| Promoting designs which support Birmingham's Education Vision. | The roofing, damp and structural works will enhance the teaching and learning environment that are suitable for delivering education. |

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 roofing, structural and damp works by Acivico Ltd ensuring that Graham Facilities Management Limited as the successful contractor deliver the full programme of works to time and budget to provide a state of-the-art provision, successfully satisfying the City'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 City Council would fail to meet its statutory obligation to provide sufficient places for pupils of primary school age within the south of Birmingham and the wider catchment area.
- The recommended option is to expand the existing teaching site at the Cofton Primary School and carry out the required roofing, structural and damp remedial works extension needed so that the site can provide the basic requirements of a dry and fit-for-purpose site within a highly efficient, sustainable and safe teaching and learning environment.

C2. Evaluation of key risks and issues

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

APPENDIX 1

- Risks have been considered as part of the design process and a contingency sum of £160,000 has been allocated to the project.
- Regular two weekly 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.
- Working in a live site and ensuring Health & Safety is maintained. As the designated project manager, Acivico have many years' experiences delivering similar scaled projects of this nature and will safely co-ordinate the works in consultation with the Cofton Primary School, and EDI.
- 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 roofing, structural and damp works will ensure pupils are not disrupted from their education needs and the site is fit-for-purpose.

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 Manager services will be provided and carried out by Acivico.
- The End User will be Cofton Primary School.
- 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).

A mini competition process was undertaken for works from the CWM R&M Framework Agreement – Lot 1 and 2 contractors in order to ensure value for money via a competitive tender process. The procurement procedure was administered by Birmingham City Council's Corporate Procurement via the Intend online procurement portal.

Please refer to Appendix 2- Procurement Methodology

D3. Staffing and TUPE implications:

None

APPENDIX 1

| Capital Costs & Funding | Financial Year | Totals |
|---|-------------------|-------------------|
| | 2023/24 | |
| Expenditure | | |
| Cofton Primary School | | |
| Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency | £1,132,604 | £1,132,604 |
| Acivico Fees | £118,939 | £118,939 |
| EDSI Capitalisation | £37,547 | £37,547 |
| Total Project Cost Excluding VAT | £1,289,090 | £1,289,090 |
| | | |
| Funding sources | | |
| Schools Condition Allocation (SCA) | £1,289,090 | £1,289,090 |
| | | |
| Totals | £1,289,090 | £1,289,090 |
| | | |

E2. Evaluation and comment on financial implications:

The current costs for the project are based on costs received on the 17 February 2023 and tender report dated 29th March 2023. A validity exercise was conducted in August 2023.

E3. Approach to optimism bias and provision of contingency

Contingency of £160,000 has been set aside and is included in the total project cost, if required.

E4. Taxation

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

N/A

| F. PROJECT MANAGEMENT CASE | |
|---|--|
| <i>This considers how project delivery plans are robust and realistic</i> | |
| F1. Key Project Milestones | Planned Delivery Dates |
| <i>The summary Project Plan and milestones is attached at G1 below</i> | |
| Cabinet Approval | October 2023 |
| Main Construction works | November 2023 – April 2024 |
| Practical completion | April 2024 |
| F2. Achievability | |
| <i>Describe how the project can be delivered given the organisational skills and capacity available</i> | |
| <ul style="list-style-type: none"> • Scope of work identified as in the project description. • Extensive site investigation carried out. • 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 | |
| <ul style="list-style-type: none"> • Landlord Approval has been granted for the project. | |
| F4. Officer support | |
| Project Manager: | Baljeet Uppal 07730 281 356 Interim Capital Programme Manager Baljeet.Uppal@birmingham.gov.uk |
| Project Accountant: | Jaspal Madahar 07766922478 Finance & Resources Manager jaspal.madahar@birmingham.gov.uk |
| Project Sponsor: | Zahid Mahmood 07860906126 Interim Head of Education Infrastructure zahid.mahmood@birmingham.gov.uk |
| F5. Project Management | |
| <i>Describe how the project will be managed, including the responsible Project Board and who its members are</i> | |
| | |

| G. SUPPORTING INFORMATION |
|--|
| <i>(Please adapt or replace the formats as appropriate to the project)</i> |

| G1. PROJECT PLAN |
|--|
| <i>Detailed Project Plan supporting the key milestones in section F1 above</i> |
| <ol style="list-style-type: none"> 1. Cabinet Report approval – October 2023 2. Start on site – October 2023 3. Completion – April 2024 <p>The project plan will be outlined by Acivico who are operating as the project manager and the chosen contractor Seddon Construction Limited prior to the works starting to minimise disruption to the school and to ensure the project is completed within the estimated completion time of 16-10-2023 to 23-04-2024 (subject to pre-contract meeting and receiving order in time to meet timescales).</p> |

APPENDIX 1

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 Report and FBC in time for a planned start date of August 2023 and completion date of February 2024 | High | High |
| 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 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

- Appendix 2 - Procurement Methodology
- Appendix 3 - Exemption