

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	EDEN GIRLS' LEADERSHIP ACADEMY		
Voyager code	CA-01903-02-1-213 1BA0 3R0		
Portfolio /Committee	Education and Skills	Directorate	Education, Skills & Culture
Approved by Project Sponsor		Approved by Finance Business Partner	

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

Cabinet Report 26th March 2019 – Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2019 -20 + Future Years

A3. Project Description

The project consists of

Temporary Accommodation,
comprising

- Construction of temporary modular secondary teaching facilities for 360 girls at site off Clifton Road for use for period of 18 months - 2 years (during the main construction) including classrooms, specialist teaching facilities, learning resource areas, heat-serve kitchen & dining facilities, toilets & ablutions and staff accommodation
- Demolition of 2 No. existing single storey buildings
- Construction of external play areas for Islamic Girls' Secondary School
- Secure line for boundary between St Paul's Community Trust School and Islamic Girls Secondary School
- Forming temporary separate vehicle and pedestrian access off Brunswick Road

and

Permanent Accommodation
comprising

- Construction of a new build 4FE secondary school on Hob Moor Road including classrooms, specialist teaching facilities, learning resource areas, kitchen & dining facilities, toilets & ablutions and staff accommodation.
- Construction of separate Sports Hall facilities
- External Play space including MUGA and all-weather pitch provision
- Car Parking for staff and visitors with child/parent drop-off provision
- Demolition of existing building on site (previously Starbank Annexe office building)
- Alterations to School access drive off Hob Moor Road
- Maintained access to Ecopark

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

- Council Business Plan and Budget 2019+;
- A Fair City: Tackling Inequality and Deprivation;
- Laying the foundations for a Prosperous city based on an inclusive economy;
- A Democratic City involving local people and communities in the future of their local area and public services: a City with local services for local people;
- Enjoy and achieve by attending school;
- Schools Capital Programme
- Compliance with the principles of the 'Birmingham Business Charter for Social Responsibility'.

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.

- Temporary accommodation will facilities for 360 secondary places from September 2019 to March 2021 to meet the requirement for 2019/20 and 2020/21 academic years (270 required for 2019/20 and further 90 for 2020/21) using modular units providing
- 2185 m² of internal floor area of teaching and ancillary space,
- 1038 m² of external play space
- 772 m² of access road and parking
-
- Main build will provide facilities to deliver 600 secondary pupil places to fulfil the Authority's obligation including Sports Hall and external all weather play provision with
- 5137 m² of internal floor area of teaching and ancillary space in main school building and sports hall.
- 10,787 m² of external play space
- 3398 m² of access road and parking

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>
The students will be taught in modern fit for purpose accommodation allowing for the delivery of a quality education.	Providing appropriate accommodation addresses identified demand and fulfils the Authority's statutory obligations to provide sufficient pupil places
The project delivers new teaching places.	Raised standards, improved behaviour, staff well-being and reduced turnover, mobility, facilitation of the sharing of good practice.
Support and enrich community and family learning e.g. positive parenting programme, basic skills, opportunities to address worklessness.	Children and young people will have a safe, warm and dry environment before, during and after school hours.
Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering education.

For major projects and programmes over £20m:

A detailed Benefits Register is attached at G5 below.

B4. Benefits Realisation Plan

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

APPENDIX

Project will be managed by EDI and Acivico with the Contractor and End User throughout the duration of the project development and delivery to ensure that project deliverables are achieved.

- Project deliverables established and being developed with End User Trust
- Regular 2 – 4 weekly meetings held with Project Team
- Engagement meetings held with End User
- Programme monitored and developed to ensure that required timescales are achieved.
- Scheme costs assessed, developed and monitored
- Surveys of both sites carried out to establish site specifics to confirm programme and costs
- Dialogue with Planners established to ensure that planning considerations are included within proposals and conditions are minimal.

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.

- The option of doing nothing would mean the City Council would fail to meet its statutory obligation in providing appropriate provision to meet the needs of the children.
- The proposed capital works for the Islamic Girls' School will create 4 Forms of Entry to meet the Local Authority's basic need requirements.

C2. Evaluation of key risks and issues

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

- Planning Permission for temporary accommodation - Regular meetings were held with planners and transportation colleagues to ensure that the application was submitted in addressing comments provided by officers.
- Planning Permission for New Build scheme - ongoing engagement with BCC Planner to ensure that planning considerations are fully incorporated into scheme proposals.
- Timescales to deliver required places for academic year 2019/2020 - detailed programme prepared and surveys ongoing to identify site specific requirements and ensure these are factored into works programme.
- Engagement of End User Trust – now that the tender process of appointing a trust has been completed and recommendation is being made to the Head Teachers Board, regular meetings have been set and regular engagement of End User Trust representative to ensure that they are fully supportive of proposals

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

- Temporary Accommodation – pupil places will be in place from September 2019 to meet requirement for academic years 2019/20 and 2020/21.
- Permanent Facilities – will provide appropriate accommodation to meet education standards for 21st Century teaching provision.

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 Education and Infrastructure
- Project Manager, Quantity Surveyor and Principal Designer services will be provided by Acivico
- End User will be Stars Academies Trust
- Contractor will be Morgan Sindall procured through BCC CWM Framework

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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 for this project was via the Constructing West Midlands (CWM) Framework using Morgan Sindall as the construction partner. Acivico applied previously approved criteria to achieve best value for money based on current DfE education space guidelines and industry benchmark rates. Acivico will provide Project Management and to ensure value for money is achieved throughout delivery.

D3. Staffing and TUPE implications:

No TUPE implications via the capital project

APPENDIX

Capital Costs & Funding	Voyager Code	Financial Year	Financial Year	Financial Year	Financial Year	Totals
		2018/19	2019/20	2020/21	2021/22	
Expenditure						
4FE Islamic Girls' School Academy	CA-01903-02-1-213 1BA03R0					
Construction costs		£183,500	£8,571,800	£13,646,800		£22,402,100
Design, Professional Fees Surveys, Investigations, Planning & Statutory Fees		£25,400	£677,600	£308,000	£59,900	£1,070,900
EdSI capitalisation			£277,482	£427,293	£27,315	£732,090
ICT			£100,000	£400,000		£500,000
FF&E Fees				£500,000		£500,000
Total Project Cost		£208,900	£9,626,882	£15,282,093	£87,215	£25,205,090
Funding sources						
Basic Need	CA-01903-02-1-213 1BA03R0	£208,900	£7,589,882	£15,282,093	£87,215	£23,168,090
Presumption Free School Grant			£2,037,000			£2,037,000
Totals		£208,900	£9,626,882	£15,282,093	£87,215	£25,205,090

E2. Evaluation and comment on financial implications:
<p>The current costs for the project are based on a feasibility design developed with the selected CWM Framework Contractor and have been reviewed and assessed against current construction industry values.</p> <p>In regards to the temporary phase of the scheme, the main deliverable element, i.e. modular building construction is being developed with the preferred provider following a tender selection process carried out by Morgan Sindall.</p> <p>The scheme design is being further developed and costs will be updated and reassessed at key stages throughout the development period with a further gateway sign off following completion of detailed design.</p> <p>In the final stage, to Contract Award, Morgan Sindall will tender construction work within the market to ensure that best value is achieved and provide 3 quotes for all necessary packages. Contractors Proposals including fully costed Activity Schedule will be submitted and reviewed by Acivico and Edl and Contract Award will made on agreed submission.</p>
E3. Approach to optimism bias and provision of contingency
Basic Need
E4. Taxation
<i>Describe any tax implications and how they will be managed, including VAT</i>
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>	
Temporary provision start on site	15 th April 2019
Temporary provision completed	30 th August 2019
Temporary planning application submitted	15 th February 2019
Temporary planning application approved	22 nd May 2019
Cabinet Approval	14 th May 2019
Permanent planning application submitted	7 th May 2016
Permanent planning application approved	2 nd August 2019
Planned start date for delivery of permanent build	21 st October 2019
Temporary contract award	24 th May 2019
Main contract award	20 th September 2019
Practical completion	26 th February 2021
Date of Post Implementation Review	February 2022
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. • Site investigation reports have shown no abnormal conditions. 	

- Programme and costs developed.
- Funding is in place.
- Contractors have considerable previous experience.
- Availability of resources.
- Similar projects have been delivered on budget and to time by using experienced internal project managers, BCC recognised building experts and following BCC guidelines.
- The project team (EdSI and Acivico) has successfully delivered similar projects

F3. Dependencies on other projects or activities

- Placing orders with Contractor.
- Planning Permission

F4. Officer support

Project Manager:	Zahid Mahmood 07860906126	Capital Programme Manager, Education Infrastructure zahid.mahmood@birmingham.gov.uk
Project Accountant:	Nadia Majid 07766922478	Contracts Manager Education Infrastructure Nadia.majid@birmingham.gov.uk
Project Sponsor:	Jaswinder Didially 07825 117334	Head of Education Infrastructure jaswinder.didially@birmingham.gov.uk

F5. Project Management

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

As per D1

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

Attached Programmes for delivery of Temporary and Permanent Accommodation

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
Stakeholders do not consider School Travel Plans and transportation issues prior to consultation	Review school travel plans in partnership with transportation prior to local consultation in order to mitigate possible objections.	Low	High
Stakeholders/ Trust do not engage in project and do not sign up to the solution	The Design Team will ensure regular meetings and consultation with stakeholders and Trust	Low	Medium
New Free Schools and Academies opening across Birmingham	Liaise closely with Free School Providers and Academies when planning the provision of Additional Secondary Places.	Medium	Medium
Building costs escalate	The Design Team will closely monitor the schedule of works and build costs. Cost schedules include contingency sums. Any increase in costs will need to be met through value re-engineering to ensure projected spend remains within overall allocation	Low	Medium
Building works fall behind	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to identify action required.	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 Academy and funded from the Academy's General Annual Grant (received by the Academy from the EFA).	Low	Low
Problems with contract procurement process	Work closely with Partners to ensure compliance with City Council standing orders.	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)

Basic Need Funding

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	Ratification of BCC approach to TBN	Strategy not approved	Early Consultation and Regular Briefing on all aspects of Special Provision	BCC / EDI
School's Consultant Partners	Design and Delivery	High	Design of build Project management	Unable to design to budget Unable to deliver to timescales	Close working with other stakeholders Regular feedback	School Leadership Team / Governors
Planning Officers	Granting Planning Consent	High	Close Liaison with EDI to design a scheme that can receive planning approval	N/A	Frequent communication on all aspects of project design	School's Consultant Project Manager EDI Project Officer
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 schools 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 local 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:			
Provision of temporary school building providing 360 secondary school places for Islamic Girls'			
Provision of new school building providing 600 secondary school places for Islamic Girls'			
(c) Non-quantified benefits:	n/a		
Apprentices employed from the local community to deliver project			
Local business used to provide materials and contractors to deliver project			

Other Attachments <i>provide as appropriate</i>	
• Temporary delivery programme	
• Permanent delivery programme	
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