

Appendix A - FULL BUSINESS CASE Public

Full Business Case (FBC)			
1. General Information			
Directorate	Education & Skills	Portfolio/Committee	Education, Skills and Culture
Project Title	ROCKWOOD ACADEMY FULL BUSINESS CASE AND CONTRACT AWARD	Project Code	CA-01903-02-1-201 1BA0 3R0
Project Description	To Increase school capacity from 4 Forms of Entry (FE) to 7FE. The project will provide an additional 3FE to the existing School building through refurbishment and alteration of the existing layout, and construction of a new building at the front of the site. The new building will contain classrooms, learning resource areas and staff accommodation. The existing building layout will be altered to provide further additional teaching areas. The existing Multi Use Games Area will also be upgraded to provide a complaint surface. Parking will be created to meet increased provision.		
Links to Corporate and Service Outcomes	<p>Which Corporate and Service outcomes does this project address:</p> <ul style="list-style-type: none"> ▪ Council Business Plan and Budget 2018+; ▪ 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'. 		
Schools Capital Programme (PDD) 2019/2020	Cabinet	Date of Approval	26 th March 2019
Benefits Quantification Impact on Outcomes	Measure		Impact
	The students will be taught in modern fit for purpose refurbished and re-modelled 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.
Project Deliverables	<p>Rockwood expansion will tackle existing space constraints whilst also expanding mainstream educational provision.</p> <p>The project will deliver 450 additional secondary places to fulfil the Authority's obligation and promote diversity and improve parental choice.</p> <p>A total of 1050 secondary pupil places will be provided at the School after the proposed refurbishment and construction has taken place.</p>	
Scope	This scheme involves works as described in the above project description.	
Scope exclusions	N/A	
Dependencies on other projects or activities	<ul style="list-style-type: none"> • Placing orders with Contractor. • Planning Permission • School Organisation 	
Achievability	<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. 	
Project Managers	Zahid Mahmood 07860906126	Capital Programme Manager, Education Infrastructure zahid.mahmood@birmingham.gov.uk
Budget Holder	Jaswinder Didially 07825 117334	Head of Education Infrastructure jaswinder.didially@birmingham.gov.uk
Sponsor	Jaswinder Didially 07825 117334,	Head of Education Infrastructure jaswinder.didially@birmingham.gov.uk
Project Accountant	Nadia Majid 07766922478	Contracts Manager Education Infrastructure Nadia.majid@birmingham.gov.uk
Project Board Members		
Head of City Finance (H. o. CF)	Paul X Stevenson	Date of H. o. CF Approval: 4th February 2019

Planned Project Start date	July 2019	Planned Date of Technical completion	September 2020
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2. Financial Information

Capital Costs & Funding	Voyager Code	Financial Year	Financial Year	Financial Year	Financial Year	Totals
		2018/19	2019/20	2020/21	2021/22	
Expenditure Rockwood Academy	CA-01903-02-1-2011BA03R0					
Construction costs (including contingency)		£50,000*	£5,049,533	£7,524,300	£0	£12,623,833
Design, Professional Fees Surveys, Investigations, Planning & Statutory Fees		£107,000	£277,700	£221,070	£30,672	£636,442
EdSI capitalisation		0	£161,823	£240,485	0	£402,308
ICT		0	£50,000	£50,000	0	£100,000
FF&E Fees		0	0	£50,000	0	£50,000
Total Project Cost		£157,000	£5,539,056	£8,085,855	£30,672	£13,812,583
Funding sources	CA-01903-02-1-2011BA03R0					
Basic Need		£157,000	£5,539,056	£8,085,855	£30,672	£13,812,583
Totals		£157,000	£5,539,056	£8,085,855	£30,672	£13,812,583

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).

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	Included above (Appendix A)
<ul style="list-style-type: none"> Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document 	Mandatory	Appendix D
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	Appendix D
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	Appendix B
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	Appendix C

Appendix B - RISK ASSESSMENT

Risk	Likelihood of risk	Severity of risk	Effect	Solution
Stakeholders do not consider School Travel Plans and transportation issues prior to consultation	Low	High	Increased residents, and parental concerns over parking issues	Review school travel plans in partnership with transportation prior to local consultation in order to mitigate possible objections.
Stakeholders/ Governors do not engage in project and do not sign up to the solution	Low	Medium	Design and delivery could be delayed	The Design Team will ensure regular meetings and consultation with stakeholders and Governors
New Free Schools and Academies opening across Birmingham	Medium	Medium	Impact on school place planning and pupil places possibly leading to delay in confirming preferred options	Liaise closely with Free School Providers and Academies when planning the provision of Additional Primary Places.
Building costs escalate	Low	Medium	The cost of the buildings would be more than the funding available	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
Building works fall behind	Medium	Medium	Deadlines not met	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to identify action required.
BCC faced with increasing revenue costs	Low	Low	Increased pressure on the revenue budget	Individual Schools will meet all revenue costs and day to day repair and maintenance of additional space.
Problems with contract procurement process	Low	Low	Funding not spent in financial year allocated	Work closely with Partners to ensure compliance with City Council standing orders.

Appendix C

STAKEHOLDER ANALYSIS

Cabinet Member for Education, Skills & Culture (ES&C)
Cabinet Member for Finance & Resources (F&R)
Head Teacher
School Leadership team,
Planning Officers
Pupils,
Parents
School Governors
EDI
Acivico Design Team
CWM Contractor
Ward Councillors
Residents

DEGREE OF INFLUENCE

High influence

Low influence

<div>←</div>					
<div>High importance</div> <div>↑</div>	<table><tr><td><ul style="list-style-type: none">• Cabinet Members for ES&C and F&R• EDI• Acivico Design Team• CWM Contractor• School Leadership Team (including Governors)• Ward Councillors• Planning Officers• Residents</td><td><ul style="list-style-type: none">• Parents• Pupils</td></tr><tr><td><div>Low importance</div></td><td></td></tr></table>	<ul style="list-style-type: none">• Cabinet Members for ES&C and F&R• EDI• Acivico Design Team• CWM Contractor• School Leadership Team (including Governors)• Ward Councillors• Planning Officers• Residents	<ul style="list-style-type: none">• Parents• Pupils	<div>Low importance</div>	
<ul style="list-style-type: none">• Cabinet Members for ES&C and F&R• EDI• Acivico Design Team• CWM Contractor• School Leadership Team (including Governors)• Ward Councillors• Planning Officers• Residents	<ul style="list-style-type: none">• Parents• Pupils				
<div>Low importance</div>					

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

Appendix D MILESTONE DATES and RESOURCES

Initial design launch	01/10/2018
Stage D detailed design proposals	25/02/2019
Planning Application Submitted	04/03/2019
FBC and Grant Award Report – Cabinet	16/04/2019
Planning Application determined	30/05/2019
Final target costs agreed with contractor	28/06/2019
Orders placed with contractor	01/07/2019
Commencement of works	22/07/2019
Completion of works	25/09/2020
Post Implementation Review	09/2021

STATEMENT OF RESOURCES REQUIRED

People	School's Project Team Quantity Surveyor Project Officer Administrators Clerk of works	Design /architect Technical Officers Contractors/Sub contractors
Equipment (to enable works)	Specialist equipment provided by contractor relevant to the requirements for the construction works.	
Equipment (installed as part of project)	Fixed furniture in new accommodation	

PROGRAMME TEAM

Name	Designation	Telephone
Zahid Mahmood	Capital Programme Manager, Education Infrastructure	07860 906126
Jaswinder Didially	Head of Education Infrastructure	07825 117334
Nadia Majid	Contracts Manager Education Infrastructure	07766 922478