

## FULL BUSINESS CASE (FBC)

### A. GENERAL INFORMATION

#### A1. General

<b>Project Title</b> <i>(as per Voyager)</i>	<b>Moseley Road Baths</b>		
<b>Voyager code</b>			
<b>Portfolio /Committee</b>		<b>Directorate</b>	City Operations Directorate
<b>Approved by Project Sponsor</b>	Chris Jordan – Assistant Director - Neighbourhoods	<b>Approved by Finance Business Partner</b>	Carl Tomlinson – Interim Finance Business Partner – City Operations

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

There is no previous OBC in relation to Moseley Road Baths.

In reference to the Levelling Up Fund Cabinet Report of 8<sup>th</sup> June 2021, requests for further capital funding for Moseley Road Baths were approved to be undertaken through a Full Business Case in the event of a successful LUF bid.

The cabinet report gained approval for additional prudential borrowing of £7 million for the programme, to be sought subject to the Council's gateway approval process (this FBC and cabinet report), noting that £3 million was previously approved and funded from corporate resources.

#### A3. Project Description

Moseley Road Baths (MRB) in Balsall Heath is an internationally significant Grade II\* listed Edwardian swimming pool and public baths. It is the oldest of only 5 Grade II\* listed baths currently open for its original purpose. It is located within central Balsall Heath within the Sparkbrook Ward, a few miles south of Birmingham's city centre and a key pillar of the Balsall Heath High Street.

MRB has been declared a building at-risk by Historic England and the World Monuments Fund have included it on their Watch List. Among its significant heritage aspects features a set of 46 slipper baths and steam-heated drying racks, a magnificent Gala Pool and second-class pool. Significant investment has already been received to begin the journey to de-risking MRB and its neighbouring building Balsall Heath Library (BHL), of which it will be connected to, as part of phase one plans to adjoin the two buildings in physicality and operation.

A 'coalition of the willing', a group of likeminded people and organisations have come together since 2017 to work towards the long-term restoration and operational development of the baths, turning this historic space into a financially sustainable proposition. This partnership between Birmingham City Council (freeholder), Moseley Road Baths CIO (operator), Friends of Moseley Road Baths, National Trust, World Monuments Fund and Historic England has pathed a way for future success.

Further investment will enable the wider vision and masterplan to be realised - transforming Moseley Road Baths into a vibrant hub for culture, leisure, heritage and wellbeing with swimming at its centre. Its magnificent historic spaces and vibrant programmes will bring people together, addressing local needs around health, wellbeing and skills and providing pleasure and inspiration for visitors from near and far.

A fully realised project includes:

- Connecting MRB and BHL to boost the range of facilities for local people and visitors, with these buildings as ‘anchor institutions’ at the heart of local life.
- Transform swimming, creating an internationally celebrated heritage bathing experience that meets local needs – reintegrating swimming into the currently disused Gala Pool
- Converting pool 2 (currently used for swimming) into a programmable events and activity space.
- Coproduction of a wellbeing and heritage programme within and beyond the buildings with partners locally and across the city; e.g. tours, activities, events, creative installations/shows
- Bring the slipper baths and upper floors of MRB into use for fitness, well-being and activity.
- Remodel BHL to create more space for reading, learning, digital access and activities.
- Develop a new greenspace to the rear of MRB for local community use while protecting nature.
- Build the capacity, resilience and sustainability of MRBCIO and develop new models of working between MRB and BHL.
- Create a vibrant programme of activity for local people and visitors, shaped by what local people want and need.
- Extend our collaborative approach to working with people, organisations and partners across the city and beyond.
- Provide a catalyst for wider regeneration of the local area.

### A4. Scope

The full master plan encompasses phase 1 (2022 – 2025) and phase 2 (2025 -2029) with estimated whole project completion by May 2029, at an anticipated cost of £32.7 million. The master plan includes both Moseley Road Baths and Balsall Heath Library including landscaping works to the rear and remodelling/access improvements to the front of the buildings.

A number of key funders have so far supported the masterplan. Phase 1 secured funding has included including £15.539 million from Government Levelling Up; £3 million to date from Birmingham City Council, £477,050 so far from NLHF, as well as funding from World Monument’s Fund and Historic England.

The project team are now working to secure phase 2 funding which is hoped will include a further £7 million from Birmingham City Council in addition to £3 million already received for phase 1 works. If agreed in total, the Council will have committed £10 million, making it the second largest funder of the project contributing approximately 1/3 of the whole project cost. Further Phase 2 funding will see a round 2 bid to NLHF for £4.5 million, an award contingent on BCC adding the £7 million. An anticipated £1.8 million shortfall in phase 2 will be secured through fundraising and philanthropy activity which will commence in 2023.

The following outlines the project scope for phases 1 & 2:

#### Capital Works

- Restoration of the two main spaces in the Baths, with swimming reintroduced into the Gala Pool and Pool 2 becoming an event space; this will involve:
  - o In the Gala Pool –conservation of the pool tank as well as the concrete balconies, terrazzo floors, timber cubicles and benches, and adjustments made to protect the historic structure from chlorine.
  - o In Pool 2 –replacement of the roof finish (internal and external), conservation of the cast iron frame, repair of glazed bricks and removal of modern interventions such as cubicles. Once drained, the pool will be covered with a timber floor.
- Conversion of the men’s second-class slipper baths for a café
- Conversion of the women’s slipper baths for use as wellbeing/therapy spaces.
- Restoration to Balsall Heath Library, including the introduction of a new mezzanine level with improved access.
- General conservation of the rich interior surfaces throughout both buildings such as timber boarded ceilings, cast iron structure, wrought iron metalwork, ironmongery, internal leaded lights, glazed brickwork, mahogany counters and terrazzo flooring.
- Reservicing of the building, including replacement of the boilers and pool plant.

- Landscaping works to the rear of the Baths.
- Cataloguing and conservation of Baths ephemera (including signage, photographs etc).

#### Community outreach

- Four major pilot activities funded by the National Lottery Heritage Fund (NLHF) include:
  - o *Balsall Heath Living Room*: celebrating the diversity of Balsall Heath.
  - o *Imaginarium*: a pop-up library and immersive space for creating heritage-based programmes for children, schools and families.
  - o *Digital Curators*: A cohort of trainees, student placements, volunteers and school children.
  - o Temporary refurbishment of a least one slipper bath, co-designed with local people to test and pilot ideas around wellbeing.
- Tours of MRB and BHL: working with new and existing volunteers and Friends of MRB.
- Developing cultural programmes to develop knowledge about local area, its heritage and history.
- Develop a Volunteering, Skills and Participation model with diverse opportunities to support activities and operations.
- Delivery of a wider Activity Plan (2024 – 2029) e.g. tours, activities, events, creative installations/shows.

### **A5. Scope exclusions**

Not applicable

## **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*

The diverse population of Balsall Heath faces many challenges and barriers to growth as the area has experienced high levels of deprivation over the past few decades.

- Balsall Heath is currently in the top 1% of deprived neighbourhoods nationally and Sparkbrook & Balsall Heath East is the most deprived ward in Birmingham.
- Statistics show local people experience health issues most often associated with high levels of deprivation, including cardiovascular disease, unhealthy lifestyles and drug/alcohol misuse. This is evidenced within Balsall Heath which has mortality rates higher than the Birmingham average, together with high rates of hospital admission.
- Life expectancy rates are much lower than the Birmingham and the UK average and a higher number of long-term limiting illnesses reported, with 20% of adults with a long-term illness and 8.7% of residents reporting bad or very bad health. When compared to the English average of 5.5%, there is clear health disparity in the neighbourhood.
- When consulted the needs identified by local people included improving mental health, access to 'nice' facilities, improved general health and community cohesion.
- Moseley Road Baths, at the physical heart of Balsall Heath can play an important role as a convenient and neutral space, staffed by people from within the community who have shared in the experiences.
- The fact that swimming numbers have remained high when the pool has been able to open, speaks volumes about how much people value the space and trust staff to keep them safe.
- The Moseley Road Baths scheme responds to this need to come together in a shared space, to imagine and build projects and initiatives which focus on our growth and development as a community.

#### Outcomes

- The scheme will see the creation of approximately 10 FTE during the project, and more than 12 new jobs in the expanded business.
- Employment opportunities will be targeted locally and construction apprenticeships, work

placements, traineeships and skills placements will be available, increasing employment rates in the area

- The young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications and provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications.
- integrated services and facilities, with multiple ways to engage and join-in, all with the aim of improving health and wellbeing, encouraging social cohesion between communities.
- operational model that increases hours and range of services, co-locates facilities and provides safe, inclusive and inspiring spaces.

### The Balsall Heath Neighbourhood Development Plan (2015-2031)

- sets out the key development needs in Balsall Heath in terms of economic, social and environmental improvement, in order to achieve locally driven growth. The Moseley Road Baths and Balsall Heath Library project will provide a vital piece of social infrastructure which will bring together the different communities within Balsall Heath, supporting delivery of the policies set out in the plan.

### Conservation Plan in Balsall heath

- The project complements initiatives to designate a new *Conservation Area* in Balsall Heath and develop a Town Square zone and maximise investment across shared/communal spaces to improve the public realm.

### Integrated Communities Strategy (Green Paper 2018)

- The scheme supports the *Integrated Communities Strategy* which includes policy proposals to 'mitigate residential segregation and support people to build strong and integrated communities' and 'increase economic opportunity' to achieve integration.

### Our Future City Plan, BCC (2021)

- Balsall Heath features in Birmingham City Council's '*Our Future City Plan*' (2021). The area has been identified as a central renewal area with potential for significant change and reimagining to unlock new opportunities for mixed use redevelopment. The project will transform MRB into a heritage-led well-being, leisure and cultural destination that provides excellent value to local people in response to their needs and motivations.

## **B2. Project Deliverables**

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

- The project will restore >2600sqm to economic use
- Combined MRB and BHL buildings hosting multiple leisure offers
- Increased range of facilities for local people and visitors
- Restore swimming to the Gala Pool, the principal space in the Baths, with the second pool (currently in use for swimming) adapted as a multi-use events space.
- Bring the slipper baths and upper floors of the Baths into use for fitness, well-being and activity.
- Remodel Balsall Heath Library to create more space for reading, learning, digital access and activities.
- New community green space to the rear of the Baths with a focus on nature, health and wellbeing.
- Vibrant programme of activity for local people and visitors to the area that is shaped by what local people want and need.
- Strengthen and extend our collaborative approach working with people, organisations and partners across the city and beyond.

**B3. Project Benefits**

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

Measure	Impact
Number of jobs created – 10FTE during the project, and more than 12 new jobs in the expanded business.	Increased employment opportunities, supporting local economic growth, and upskilling of citizens, reducing unemployment
Number of hours of provision and services available	Increased provision and opportunities for the public to engage and join in, improving health & wellbeing and encouraging social cohesion between communities
Number of visitors / audience members to cultural venues	Increased opportunities for the local community to access a significant cultural heritage asset within the locality
Number of cultural events	Increased opportunities for the local community to access cultural events, improving the health and wellbeing of the local community
Total visitor spend at cultural venues	Increased economic benefit, income generation reinvested into the Baths and BHL
Number of heritage buildings renovated / restored	Local community feel invested in and greater sense of community pride
Number of dilapidated buildings improved	Local community feel invested in and greater sense of community pride
Number of volunteering opportunities supported	Upskilling of citizens and value in kind provided to the project, enhancing economic benefit

*For major projects and programmes over £20m:*

A Benefits Register is attached at G5 below

**B4. Benefits Realisation Plan**

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

**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.*

There is no OBC, the Levelling Up Bid provides an outline of reasons to fund the Moseley Road Baths and Balsall Heath Library project.

The Moseley Road Baths scheme is proposing to invest in the following:

- Transform swimming, creating an internationally celebrated heritage bathing experience that meets local needs.
- Open 6 redundant spaces with the Baths for café, leisure and wellbeing activities, converting one pool into a programmable venue; increasing footfall from 15k - 200k.
- Physically connect MRB and BHL Balsall Heath Library
- Remodelling of the interior space of the library
- Create a community garden and programmable / pop up green space behind the Baths as well as providing vital infrastructure to support the sustainability of the new facilities.
- Coproduce a wellbeing and heritage programme within and beyond the buildings with partners

locally and across the city; e.g. tours, activities, events, creative installations/shows.

- Undertake an interim/short term phase of defensive building repair and reservicing works to the Baths to safeguard the continuation of swimming during project development.

### **Economic Regeneration:**

As a 'destination and dwell' scheme, the MRB scheme will help to support placemaking and rejuvenate urban centres. A public value assessment conducted for the scheme indicated that the project could deliver c£150m in additional economic benefit over 60 years through investment into the local economy from increased visitors to the area, revenue to local businesses and construction contracts. The project will continue feeding into city plans to designate a new Conservation Area centred on the Baths and develop a Town Square zone, maximising investment to improve the public realm.

### **Skills and jobs:**

The scheme will see the creation of approximately 10 FTE during the project, and more than 12 new jobs in the expanded business. Employment opportunities will be targeted locally and construction apprenticeships, work placements, traineeships and skills placements will be available, increasing employment rates in the area. The young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications and provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications. A range of volunteering opportunities will also be available with bespoke training to make it easy for people to get involved and build skills and confidence.

Our young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications. We will work with partners such as South and City College, and the city's universities to provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications.

### **Community Cohesion:**

The programme will provide integrated services and facilities, with multiple ways to engage and join-in, all with the aim of improving health and wellbeing, encouraging social cohesion between communities. Activities and social events in the Baths and Library will be curated so that different communities interact with each other, promoting cohesion and understanding. MRB will be social infrastructure at its most open and democratic, supporting belonging and sense of place, through an operational model that increases hours and range of services, co-locates facilities and provides safe, inclusive and inspiring spaces.

## **C2. Evaluation of key risks and issues**

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

<b>Current Principal Risks</b>	<b>Mitigation</b>
Phase II Funding – securing a further £4.5m from NLHF, £1.8m through fundraising and philanthropy activity.	NLHF's further commitment is contingent on BCC's further award of £7m.  Fundraising consultant now appointed (January 2023), supported by the WMF & National Trust fundraising people specialist resources.
Funding deadline – phase one LUF funding extension required from March 2024 to March 2025 to deliver fully phase I capital programme.	Informally agreed by LUF, now awaiting formal written confirmation.
Current market conditions with inflation	QS regularly reviewing market conditions. Robust and realistic pre-tender estimates prepared. Robust project contingency in place.



Unknowns from opening up heritage building leading to increased capital costs.	Opening up samples have taken place across the building to reduce risks. Robust contingencies built into the capital budget.
Multi-stakeholders – conflict and resolution	Clear project governance structure in place and mechanisms to resolve internal project conflict.

### C3. Other impacts of the preferred option

*Describe other significant impacts, both positive and negative*

This project provides the opportunity to secure and broaden the offer at the Baths and Library to deliver greater benefit for more people and reinvent the way we enable communities to be healthier and stronger in mind and body. Some specific opportunities are outlined below, also linked to the outcomes sought by NLHF:

#### **Wider range of people will be involved in heritage**

- MRB and BHL will develop cultural programmes, to focus on: families and older people – to share cross-generational experiences of Balsall Heath and MRB; learning for primary schools – using MRB archive and schools swim programme, curated materials from BHL and contemporary art installations to develop knowledge about local area, its heritage and history.
- Participation and coproduction that give voice to a powerful social history and background of civic activism in the local community; multi-language tours, oral histories, intergenerational learning, digital innovation, artistic responses.

#### **People will have developed skills**

- Providing skills development, addressing worklessness, low educational attainment and health in Balsall Heath; including apprenticeships, dynamic/flexible volunteering, innovative approaches to literacy and digital literacy, schools programming, participatory projects.
- *Digital Curators* programme: A cohort of trainees, student placements, volunteers and school children. Co-hosted by the Library, the project will work with Beatfrecks and facilitate technical support, research, writing and production skills, to coproduce briefs for a digital platform.
- Alongside the school swimming programme (an essential life skill), school children can learn outside the classroom, co-design projects in the community garden and through a creative learning programme based in the Library to learn about history, identity and community.

#### **People will have greater wellbeing**

- The project will improve physical (general health, better nutrition and cardiovascular health) and mental wellbeing through facility and activity provision, using the pool, community garden and library to provide a varied platform that stimulate body and mind.
- Welcoming, accessible and safe environments connecting people and offering activities targeted at local need - women only, disabled groups, socially isolated audiences, home school network, refugees – delivered with/through community partners.

#### **The local area will be a better place to live, work or visit**

- MRB and BHL will contribute to making Balsall Heath a more cohesive and resilient community and a more attractive place to visit by providing integrated facilities; potential for increased hours and the range of services; safe, inclusive and inspiring spaces; engagement across the community through partnerships; more events and activities in and around MRB/BHL.
- The project will coordinate with local initiatives to designate a new Conservation Area in Balsall

Heath and support development of a Town Square zone, collectively attracting investment into the area and supporting public realm and transport improvements.

- There will be more activity for young people – promoting a connection to place and pride in heritage and helping to reduce anti-social behaviour and vandalism.
- Inward investment into Balsall Heath - MRB/BHL will create a good environment to do business and attract talent, demonstrating further impact of the investment in Balsall Heath's 'heritage high street', resulting in a movement of the creative industries to the area, more business start-ups and entrepreneurs.

### **The local economy will be boosted**

- Increasing footfall and spend in the local area – Balsall Heath as a destination of choice.
- Major capital investment has potential to generate c£40m construction GVA over 10 years, and a further £20m in GVA from visitors.
- Additional economic and public benefits of £93m over 10 years, delivering £4.00 of public benefit for every £1 spent.
- Creation of construction jobs and around a dozen new operational jobs post investment; plus construction apprenticeships and work experience placements. Employment opportunities will be targeted locally where possible.
- Securing over £13m funding plus invaluable partner expertise. The project and operation will invest back into local services / suppliers / contracts where possible.
- Developing a more confident and skilled workforce with greater employability through diverse, dynamic volunteering opportunities in all aspects of the business and public offer. MRB/BHL's activity will help grow local capability around entrepreneurship and business and offer programmes for literacy, numeracy, digital inclusion.

## **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*

The MRB & BHL project has a robust governance structure in place underpinned by the Project Execution Plan. Lines of accountability and responsibilities have been clearly drafted. This consist of:

#### **MRB Project Board**

A Project Board made up of Birmingham City Council (freeholder), Moseley Road Baths CIO (operator) and a National Trust representative has been established to oversee and account for both the capital and activity elements of this £32.7m project. This will ensure the integrated delivery of the whole project with the board meeting monthly for the duration of the whole project life cycle.

A Project Director, employed directly by the National Trust has been appointed by the project board to direct all of the day-to-day activity of all elements of the project. The Project Director is directly accountable to the project board and their salary re recharged in full to the project. The *Project Execution Plan* also sets out the function, length of time it will be in operation and how it will be managed and where it fits into the overall governance.

The Project Board consists of the following:

#### **Members**

- Sponsors: BCC Head of Sport & Physical Activity, Chair of MRBCIO
- Clients: MRB General Manager, MRB Trustee, BCC Senior Sports Manager



- National Trust representative: Senior Project Manager, Birmingham Conurbation
- BCC Senior Libraries Services Manager

### Regular Invitees

- MRB & BHL Project Director

### Ad hoc invitees

- Project Manager (Capital) – Mace
- Project Manager (Activity) – MRB (National Trust employee)\*

### Support

- Senior Project Coordinator (minute taker & National Trust employee)\*

\*all salaries are fully recharged to the project and both roles report to the Project Director.

### MRB Steering Group

An advisory Steering Group has also been established that meets quarterly to provide advice, challenge and scrutiny to the development and delivery of the scheme. This body does not have executive authority. Membership of this group ensures representation from the six project coalition partners. They are:

- BCC (Head of Sport & Physical Activity & BCC Senior Sports Manager)
- MRBCIO Chair
- Chair of Friends of Moseley Road Baths
- Senior Project Manager, Birmingham Conurbation, National Trust
- Executive Director Britain, World Monument's Fund
- Partnerships Team Leader, Historic England

## 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).*

### Construction

The procurement route for the works is to undertake a further competition exercise using Acivico Ltd's Constructing West Midlands 2 Framework Agreement.

### Form of Contract

The project will use a JCT 2016 traditional form of contract to ensure the client retains control of the design throughout the design and construction phases given the sensitive nature of this heritage asset.

### Professional Services

Contracts for the professional services to support the delivery of phase I of the project were awarded following the recommended procurement routes.

- Mace Ltd (Capital Project Management Services), September 2022 following a further competition exercise using the Crown Commercial Service Construction Professional Services Framework Agreement.
- Donald Insall Associates (Design Team Lead, architect, cost control, structural, mechanical and engineering services ) (MEP, Structural engineer, QS etc), October 2022, through an open tender.
- National Trust (Project Director & Project Manager – Activity), September 2022, through the Coalition Partners Agreement and Consultancy Services Agreement for the MRB project.
- National Trust Senior Project Coordinator, January 2023, through the Coalition Partners Agreement and Consultancy Services Agreement for the MRB project.

**D3. Staffing and TUPE implications:**

As all MRB operational activity is operated on licence to MRB CIO there is no staffing or TUPE implications in the FBC.

**E. FINANCIAL CASE***This sets out the cost and affordability of the project***E1. Financial implications and funding****Moseley Road Baths Project Spend Profile**

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
<b>Phase One Works</b>				
Capital Works (inc fees & capital contingency)	790,235	5,531,646	9,482,822	15,804,703
Project delivery costs (staffing et al)	26,353	263,525	237,173	527,051
Non-capital contingency	2,635	26,353	23,717	52,705
Total	819,223	5,821,524	9,743,712	16,384,458
<b>Phase Two Development Works</b>				
Capital	168,382	224,509	56,127	449,019
Activity	184,694	246,258	61,565	492,517
Governance	134,041	178,772	44,680	357,443
Non-capital contingency	21,108	84,434	63,325	168,867
Total	508,225	733,923	225,698	1,467,846
<b>Phase Two Works</b>				
Capital	114,455	572,273	10,758,740	11,445,468
Activity	27,210	326,525	952,365	1,306,100
Governance	76,286	305,146	966,294	1,347,726
Non-capital contingency	8,846	106,153	309,613	424,612
Total	226,798	1,310,097	12,987,012	14,523,906
<b>Additional Costs/Client contingencies</b>				
Client contingency, Land acquisition, project continuity	125,000	100,000	150,000	375,000
Total	125,000	100,000	150,000	375,000
<b>GRAND TOTAL</b>				<b>32,751,210</b>

The key assumptions underpinning these costs are set out below:

- All costs exclude VAT
- Phase one costs are based on 2023 price levels with further allowances made for tender price and build cost inflation
- The site is readily accessible to the contractor. Both the Baths and the library will incur defined closure periods between 6 months for the Baths and 12 months for the library as part of phase one works. A secondary partial closure period for the Baths may be incurred during phase two (2025-2029). Closures will be for the most limited time possible and well communicated to stakeholders and users.
- All works will be carried out in normal working hours.
- Sufficient time has been allowed for completion of the design using a two-stage tender process.

**Capital Funding**

Birmingham City Council's capital cost share of this £32.5m project, is met with £10m prudential borrowing chargeable to the project. £3m has already been assigned, with a further £7m now requested.

Remaining capital funding has been received from £15,539,000 Levelling Up (LUF), 120k World Monument's Fund and £323k from Historic England. £477,050 has been received from the National Lottery Heritage Fund for phase two development costs.

Further phase two funding will be sought from the National Lottery Heritage Fund and through philanthropic funding activity during 2023-2024, alongside BCC funding as noted above.

	<b>Total £'000</b>
<b>Phase One &amp; Two Development Funders</b>	
Levelling Up	15,539,000
Birmingham City Council	1,393,713
National Lottery Heritage Fund	477,050
World Monuments Fund	120,000
Historic England	323,000
Total	17,852,763
	<b>Total £'000</b>
<b>Phase Two Funders (tbc)</b>	
Birmingham City Council	8,606,287
National Lottery Heritage Fund	4,492,160
Fundraising	1,800,000
Total	14,898,447
<b>GRAND TOTAL (all phases)</b>	<b>32,751,210</b>

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

It is identified that £7 million is requested through prudential borrowing to fulfil the Council's commitment of £10 million to the overall masterplan.

The grant of £477,050 from NLHF has enabled the scheme to carry out a development phase, which will enable to project to apply to NLHF for an additional £4.5 million of grant funding for phase 2. This is not guaranteed and if unsuccessful then the scheme could significantly reduce and will put additional pressure on the project to fill the funding gap. A consultant fundraiser has been appointed in 2023 to work alongside National Trust and World Monument Fund teams to raise an additional £1.8m to the project, further capital required for phase 2.

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

The project has applied a robust contingency of 20% allowance for all capital works, and 12.5% on all other aspects of the project.

The QS is monitoring the impact of high levels of market inflation and the project will be engineered

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as necessary to meet budget requirements. A competitive procurement process has been undertaken to ensure costs are reflective of current market conditions.

### E4. Taxation

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

There are no anticipated VAT implications attached to the life cycle of this project.

## 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*

### Planned Delivery Dates

Planned start date for delivery of Phase 1 of the project

**Date 2023**

RIBA Stage 3 – both phases (Detailed Design)

**1 June 2023**

RIBA Stage 4 – both phases (Technical Design)

**22 September 2023**

Approval to Award Contract to enter into PCSA

**July 2023**

PCSA Period

**July – September 2023**

Contract Award for Works– phase 1 only

**July 2023**

Contractor mobilisation

**25 September 2023**

NLHF Development Phase funding to be spent

**31 March 2024**

NLHF Delivery Phase Application Submission (for £4.5m)

**30 June 2024**

Practical completion

**31 March 2025 (Phase I);  
phase II (2029)**

LUF grant to be spent

**31 March 2025**

NLHF grant to be spent

**31 March 2029 (tbc)**

Date Project operational

**2029**

### F2. Achievability

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

The project will follow a clear governance process, including tiered accountability, defined roles and responsibilities, and gateway review / decision making points:

#### Senior governance

The Moseley Road Baths scheme will be managed at senior level by a Partnership Project Board comprised of partners from BCC, the CIO and National Trust as well as receiving advisory support from a Project Steering Board which will be chaired by the Project Sponsor from either Birmingham City Council or the MRB CIO, as agreed (see section D1 for details).

Development and delivery of the project will be overseen and coordinated via a Project Team, led by a Project Director. This role will be crucial in integrating the capital development with operational activity/delivery, as well as leading workstreams to build the business plan, develop the funding strategy, establish long term legal/governance arrangements and evaluate impact. Delivery of the project will be done via workstreams. The Project Director/ Manager's responsibilities will include:

Agree the project goals, objectives and deliverables with the Sponsor;

- Agree how the project will be run and manage the process in order to deliver the project brief;
- Form and manage the project team;

- Manage stakeholders and set up the appropriate governance bodies for the project;
- Liaise regularly with the Sponsor and Client and advise the Sponsor and Client when the Project is diverging from the agreed scope;
- Identify critical risks and issues which require the direct influence of the Sponsor and/or Client to resolve;
- Monitor the project resources including third parties, specialists, volunteers etc where involved;
- Ensure compliance to legal requirements and partner organisation rules.

The Project Team will comprise a multi-disciplinary, cross-organisation group of skilled staff. It may include staff and volunteers from partner organisations as well as external consultants/contractors. This collaboration provides valuable expertise to the project, plays an assurance role and gives access to a wide range of supporters and stakeholders.

Meetings will be held on a monthly basis to ensure timely and adequate decision-making to steer and progress work, or to address significant issues, risks or opportunities.

## F3. Dependencies on other projects or activities

There are no other dependencies or activities associated with other projects at this site.

## F4. Officer support

**Project Director: Stephen Spinks, MRB**

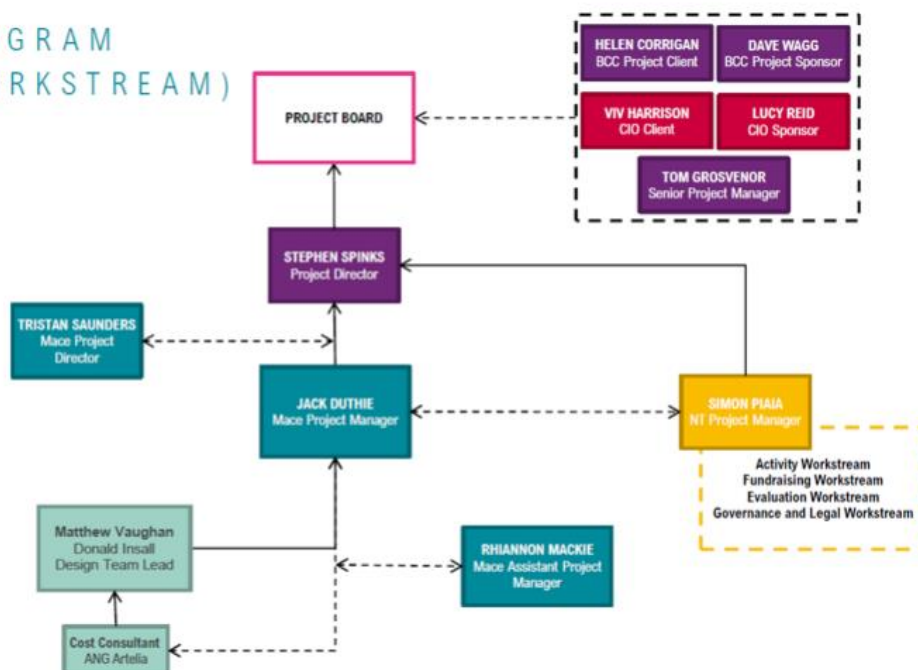
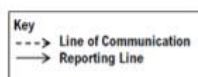
**Project Accountant: Fazal Khan**

**Project Sponsor: Dave Wagg Head of Sport & Physical Activity, Lucy Reid MRBCIO Chair**

## F5. Project Management

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

### MRB ORGANOGRAM (CAPITAL WORKSTREAM)





## G. SUPPORTING INFORMATION

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

## G1. PROJECT PLAN

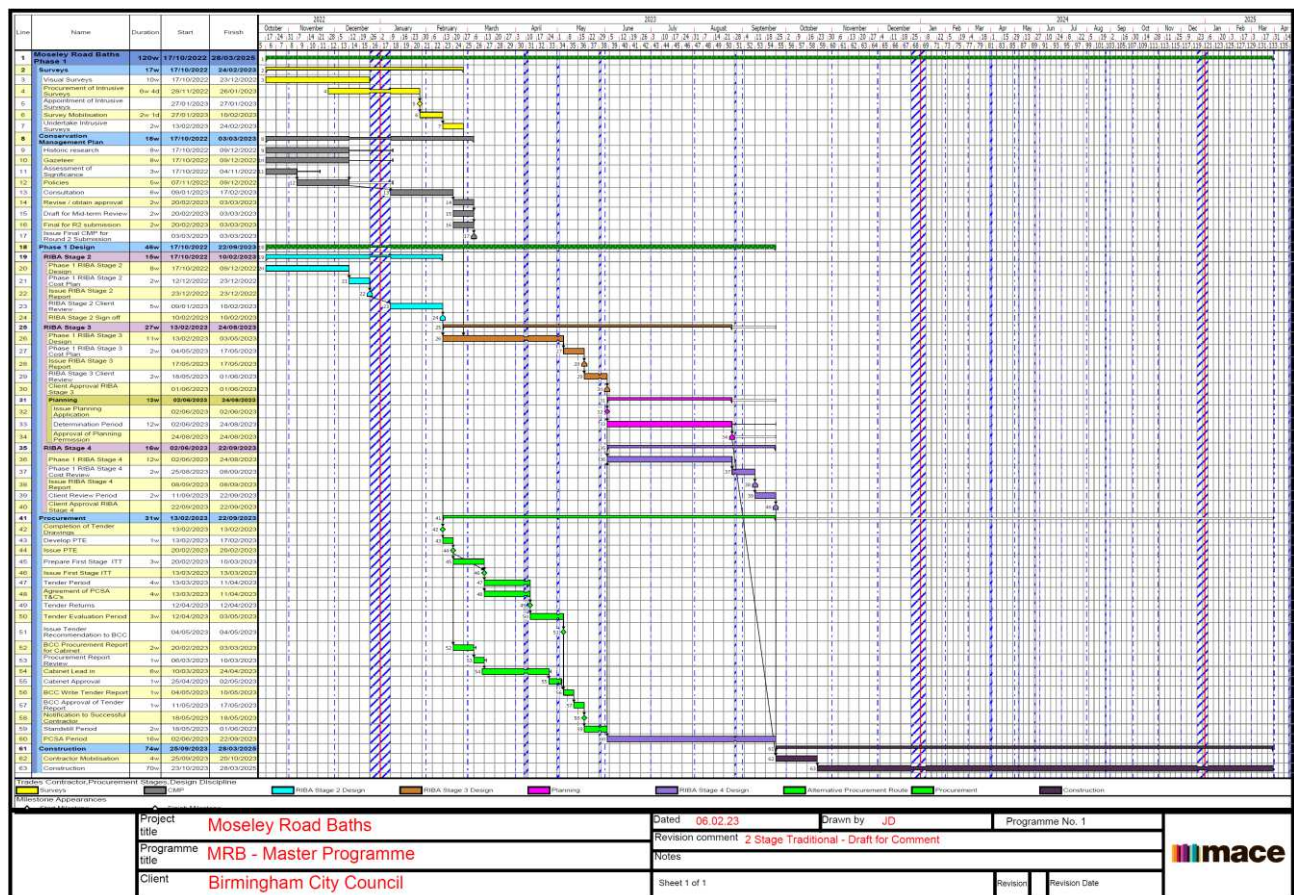
*Detailed Project Plan supporting the key milestones in section F1 above*

The comprehensive project programme is attached as a copy and a PDF below which currently covers the period up to the end of phase one. Phase 2 will be worked up during 2024.



230206\_MRB

## Programme\_2-Stage



## 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

A comprehensive project risk register outlining both development, delivery and post project completion risks and associated mitigation is contained in the attachment below. Please click attachment to open.



### 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)*

#### Proposed funding:

**Birmingham City Council (BCC)** - £7m through prudential borrowing, bringing the total BCC capital investment to £10m.

**National Lottery Heritage Fund (NLHF)** – currently in receipt of 477k development funding. A 2024 summer Round 2 submission will aim to secure a further **£4.5m** towards phase 2 capital and revenue costs.

**Other** – **£1.8m** to be secured through philanthropic fundraising. A dedicated fundraising consultant has been appointed and is being supported pro bono by fundraising teams at the National Trust and World Monuments Fund. A full fundraising strategy will be produced in the coming months for 2023-2024 delivery.

### G4. STAKEHOLDER ANALYSIS

<i>Stakeholder</i>	<i>Role and significance</i>	<i>how stakeholder relationships will be managed</i>
Birmingham City Council	Freeholder and coalition member	Project Board – sponsor and client roles.
MRB CIO (operator)	Charitable operator via Licence to Operate, and coalition member	Project Board – sponsor and client roles
Friends of Moseley Road Baths	Active friends' group since 2003 and committed to saving the baths	Quarterly Steering Group (Advisory body)
National Trust	Coalition member – offers up project management service roles and specialist advice.	Project Board and Quarterly Steering Group roles. Staff roles (paid through project funding) provided by the NT – Project Director; Project Manager (Activity), Senior Project Coordinator.
World Monuments Fund	Coalition member – offers fundraising support and grant funding.	Quarterly Steering Group meetings and fundraising activity, the latter overseen by the PM (Activity).
Historic England	Coalition member – offers grant funding, advice and expertise	Quarterly Steering Group meetings. Relationships through the Design Team (Donald Insall)

The above table highlights the principal project stakeholders only.

Ongoing stakeholder analysis is underway, with the appointment of a dedicated *Partnerships & Programming Officer*, a role funded by the National Lottery Heritage Fund as part of phase one works. A comprehensive stakeholder list is held by the project team and regularly reviewed.

**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
<b>(a) Monetised benefits:</b>	£		
Redevelopment of Pool 2 will create commercial opportunities through third party events, conference, and weddings	Tbc	2028	Raise profile of baths and provide dedicated facilities. New income stream for the MRBCIO to work towards long term financial sustainability.
Installation of a dedicated café will support the commercial income of the Baths.	Tbc	2025	Raise profile of baths and provide dedicated facilities. New income stream for the MRBCIO to work towards long term financial sustainability.
Total visitor spend at cultural venues increases.	Tbc	2025	As the offer is set out, users will support through commercial spend the long term financial sustainability of the MRBCIO.
<b>(b) Other quantified benefits:</b>			
Number of jobs created – 10FTE during the project, and more than 12 new jobs in the expanded business.			Increased employment opportunities, supporting local economic growth, and upskilling of citizens, reducing unemployment
Number of hours of provision and services available likely to increase with extended opening hours			Will provide increased access opportunity to health, wellbeing and leisure facilities as well as safe spaces during times of economic hardship eg. heated space.
Number of visitors / audience members to cultural venues increases			Raises profile of the offer and draws in more diverse audiences from across the city and the country. Aim to drive repeat visitor business to build on and further develop sustainable visitor model.
2 heritage buildings renovated / restored ( >2600m2)			The project will deliver a comprehensive redevelopment of the Baths and Balsall Heath Library, which in turn should see the baths removed from HE Heritage Risk Register and the WMF Watch List
1 dilapidated building improved			The project will deliver a comprehensive redevelopment of the Baths, areas of which are currently dilapidated and inaccessible, which in turn should see the baths removed from HE Heritage Risk Register and the WMF Watch List
Number of volunteering opportunities supported			Increased dedicated volunteer teams recruited from locality will create opportunity to increase skills, knowledge and experience. Volunteers to be flexed across the baths and library where appropriate.
<b>(c) Non-quantified benefits:</b>	n/a		
An increased sense of civic pride among the Balsall Heath community and beyond in newly refreshed, safe and welcoming facilities that focus on health,			Greater sense of ownership over the space which will increase participation and care for the buildings' futures.

APPENDIX

wellbeing and leisure.			
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<b>Other Attachments</b> <i>provide as appropriate</i>	
None provided	