

Full Business Case (FBC)			
1. General Information			
<b>Directorate</b>	Children & Young People	<b>Portfolio/Committee</b>	Children, Families and Schools
<b>Project Title</b>	PROVISION OF PERMANENT ACCOMMODATION TO MEET BASIC NEED - FBC	<b>Project Code</b>	Various (see Appendix A of the Private Report)
<b>Project Description</b>	<p>The proposed capital works at these schools will increase Birmingham City Council schools' capacity by 1819 school places made up as follows: 735 new and 750 replacement primary places, 40 new and 84 replacement Special Education Needs (SEN) places and 210 secondary places. Places will be available from September 2017 onwards to help address the current shortfall in mainstream, special and secondary provision.</p> <p>The schools are detailed in this Full Business Case. A précis of works to be undertaken at each school and pupil places created will be as follows:</p> <p><b>Benson Primary (120 replacement primary places)</b> - provision of permanent adequate teaching space to accommodate 4 existing bulge classes and associated spaces.</p> <p><b>Brownmead Primary (210 additional primary places)</b> – Brownmead is part of the Washwood Heath Multi-Academy Trust and will be expanding from a 1 to a 2FE Primary School. Works include the provision of 7 new classrooms.</p> <p><b>Meadows Primary (210 replacement primary and 24 replacement resource base places)</b> - Cabinet approval was granted in February 2014 to expand the School from a 2 to a 3FE. During development it became clear that large sections of the existing accommodation were in very poor condition so, as well as providing 7 new classrooms, an additional 8 classrooms were replaced. The remaining block has deteriorated much quicker than indicated in initial reports and subsequent surveys have given the building a very limited lifespan. This scope of works will demolish the remaining block and replace with a 2 storey building with 8 classrooms, kitchen, dining hall, sports hall, staffroom facilities and ancillary accommodation for 210 mainstream and 24 Resource Base pupils.</p> <p><b>Moor Hall Primary (210 additional primary places)</b> - subject to School Organisation, provision of 7 additional classrooms and ancillary accommodation to accommodate a 1 Form Entry (FE) expansion.</p> <p><b>St Mary's Primary Academy (105 additional primary places)</b> – school expanding by half a form of entry to 2FE through</p>		

provision of new build 3 storey block. This will include 6 class bases with toilets, storage, lift, Planning Preparation & Assessment (PPA) room, plant room and associated play areas as well as some refurbishment of existing accommodation to form a studio.

**The Bridge School (40 additional special school places)** - internal reconfiguration/refurbishment and part new build to create capacity for 40 Key Stage 3/4 Social, Emotional and Mental Health (SEMH) ambulant pupils.

**Victoria School (60 replacement special school places)** - new build extension to ensure adequate space for 60 existing pupils with complex physical needs in line with DfE Building Bulletin 102 guidelines for special schools.

**Washwood Heath Academy (210 additional primary places and 210 additional secondary places)** - provision of a new 1FE primary school in line with DfE building guidelines for primary provision plus an additional 7 classrooms to provide for secondary expansion by 1FE.

**West Heath Primary (420 replacement primary places)** - recent surveys have demonstrated that the structure of the original school building is unsafe. Works will, therefore, involve demolition of the existing 2FE primary school and a replacement 2FE primary school build in line with DfE guidelines for primary provision, with new Multi-Use Games Area (MUGA), soft and hard play areas within site boundaries.

The additional areas created in each scheme are shown in the table below.

School	New Build Additional Area m <sup>2</sup>	Refurb Area m <sup>2</sup>
Benson	602	157
Brownmead	535	0
Meadows	2014	0
Moor Hall	809	74
St Mary's	654	210
The Bridge	502	610
Victoria	1039	200
Washwood Heath	1988	0
West Heath	2418	0

	<p>The procurement route for the delivery of these schemes is through the Constructing West Midlands (CWM) Framework. The construction partner was selected in 2016, via a mini-competition, to deliver 7 pilot schemes under a lean review process. The nine schemes described above form part of the pipeline projects that were included in the original contract. Selection was based on value for money, focusing on current education space guidelines and industry benchmark rates. The tender prices remain valid but will be adjusted in line with inflation. The selected contractor is signed up to the principles of the Birmingham Business Charter for Social Responsibility and will work on individual action plans, proportionate to the contract sum, demonstrating how the principles of the Charter will be implemented with each school and the local community. These action plans will be agreed prior to the works order being place. Acivico will provide Project Management.</p>		
<b>Links to Corporate and Service Outcomes</b>	<p><i>Which Corporate and Service outcome does the project address:</i></p> <ul style="list-style-type: none"> <li>▪ Vision and Forward Plan;</li> <li>▪ A great city to grow up in</li> <li>▪ Making the best of our diversity</li> <li>▪ Creating a safe and secure city for our children and young people to learn and grow</li> <li>▪ Providing an environment where our children have the best start in life</li> <li>▪ Schools' Capital Programme 2017-18</li> </ul>		
<b>Schools Capital Programme 2017-18 (PDD) approved by</b>	Cabinet	<b>Date of Approval</b>	18 <sup>th</sup> April 2017
<b>Benefits Quantification- Impact on Outcomes</b>	<b>Measure</b>		<b>Impact</b>
	The project delivers 735 new and 750 replacement primary places, 40 new and 84 replacement Special Education Needs (SEN) places and 210 secondary places in local schools and increases the overall capacity of the capital stock to address demographic changes.		Providing additional space at local schools, addressing identified demand and fulfilling the Authority's statutory obligations to provide sufficient primary pupil places, enabling every child to have access to a good education. Children and young people will have a safe, warm and dry environment before, during and after school hours.
	The project delivers additional and replacement teaching spaces to create the delivery of personalised learning and access to spaces for outdoor learning.		Raised standards, improved behaviour, staff well-being and reduced turn over and mobility; facilitation of the sharing of good practice.
	Promoting designs which support Birmingham's Education Vision		Creating teaching and learning environments that are suitable for delivering modern day school curriculum.
<b>Project Deliverables</b>	The project delivers 750 replacement primary places, 40 new and 84 replacement Special Education Needs (SEN) places		

	and 210 secondary places from September 2017 onwards including a mixture of new build and refurbishment of existing accommodation.		
<b>Scope</b>	The schemes involve new extensions/ refurbishment at nine schools, six primary, two special schools and one proposal for an all-through (Washwood Heath).		
<b>Scope exclusions</b>	No work will be undertaken to areas of the schools outside of the Additional Places Scope of Works		
<b>Dependencies on other projects or activities</b>	<ul style="list-style-type: none"> <li>• Securing Planning Permission</li> <li>• Where necessary, statutory School Organisation consultation to increase capacity completed/agreed.</li> <li>• Placing orders with Contactor from September 2017 onwards.</li> </ul>		
<b>Achievability</b>	<ul style="list-style-type: none"> <li>• Scope of works identified</li> <li>• Site Investigation Reports have shown no abnormal site conditions</li> <li>• Programme and costs developed</li> <li>• Funding is in place</li> <li>• Contractor appointed from CWM Framework</li> <li>• Availability of Resources</li> <li>• Project Team has successfully delivered similar projects on time and within budget.</li> </ul>		
<b>Project Manager</b>	Zahid Mahmood 0121 464 9855	Capital Programme Manager, Education Infrastructure <a href="mailto:Zahid.mahmood@birmingham.gov.uk">Zahid.mahmood@birmingham.gov.uk</a>	
<b>Budget Holder</b>	Jaswinder Didiaily 07827 896733	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>	
<b>Sponsor</b>	Jaswinder Didiaily 07825 117334	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>	
<b>Project Accountant</b>	David England 0121 675 7963	Contract Manager/Quantity Surveyor, Education Infrastructure <a href="mailto:david.england@birmingham.gov.uk">david.england@birmingham.gov.uk</a>	
<b>Project Board Members</b>	Jaswinder Didiaily 07825 117334 David England 0121 675 7963 Zahid Mahmood 0121 464 9855 Daniel Carey 07775 407355 Anil Nayyar 0121 675 3570 Gill Kane 0121 675 1458	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a> Contract Manager/Quantity Surveyor, Education Infrastructure <a href="mailto:david.england@birmingham.gov.uk">david.england@birmingham.gov.uk</a> Capital Programme Manager, Education Infrastructure <a href="mailto:Zahid.mahmood@birmingham.gov.uk">Zahid.mahmood@birmingham.gov.uk</a> Contracts Manager, Education & Skills Infrastructure <a href="mailto:daniel.t.carey@birmingham.gov.uk">daniel.t.carey@birmingham.gov.uk</a> Head of City Finance CYPF <a href="mailto:anil.nayyar@birmingham.gov.uk">anil.nayyar@birmingham.gov.uk</a> Programme Co-ordinator <a href="mailto:gill.a.kane@birmingham.gov.uk">gill.a.kane@birmingham.gov.uk</a>	
<b>Head of City Finance (H. o. CF)</b>	Anil Nayyar	<b>Date of H. o. CF Approval:</b>	

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

## Appendix B - RISK ASSESSMENT

Risk	Likelihood of risk	Severity of risk	Effect	Solution
Delay/refusal in Planning Permission	Low	High	Start and completion dates delayed	Work closely with planners to ensure a scheme is developed which meets their requirements.
Stakeholders/ Governors / Academy Trusts do not engage in project and 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
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 and any increase in costs will need to be met through value re-engineering to ensure projected spend remains within overall allocation. In the event that additional costs are unavoidable approval will be sought from the relevant decision maker.
Building works fall behind	Medium	Medium	Deadlines not met mean pupils out of school.	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to mitigate delays. This may result in temporary solutions being identified.
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 from their delegated budget share
BCC does not commit to maintain extension owned by them in the long term	Low	Medium	Building would deteriorate more quickly than if properly maintained	Revenue costs and day to day repair and maintenance of the assets will be met from school budget share via an increase in the formulaic Direct Schools Grant. Use of schools Governments devolved capital grant for major maintenance.

## Appendix C

### STAKEHOLDER ANALYSIS

#### Identified stakeholders:

Cabinet Member for Children, Families and Schools  
Cabinet Member for Value for Money and Efficiency  
Head Teacher  
School Leadership Team  
Pupils  
Parents  
School Governors/Academy Trusts  
Other Landowners  
EdSI (Client)  
Consultant Partners (Design Team)  
Acivico  
CWM Framework Contractor  
Executive Members and Ward Councillors

#### DEGREE OF INFLUENCE

High influence

Low influence



High  
importance

Degree of

<ul style="list-style-type: none"><li>• Cabinet Members for C,F&amp;S , VfM&amp;E</li><li>• EdSI (client)</li><li>• Consultant Partners</li><li>• Acivico</li><li>• CWM Framework contractor</li><li>• Head teacher and School Leadership Team</li><li>• School Governors / Academy Trusts</li><li>• Other Landowners</li><li>• Executive Members and Ward Councillors</li></ul>	<ul style="list-style-type: none"><li>• Pupils</li><li>• Parents</li></ul>

Low  
importance

<b>Stakeholder</b>	<b>Stake in project</b>	<b>Potential impact on project</b>	<b>What does the project expect from stakeholder</b>	<b>Perceived attitudes and/or risks</b>	<b>Stakeholder management strategy</b>	<b>Responsibility</b>
Cabinet Members for CF&S and VfM & E	Strategic Overview of Basic Need expenditure	High	Ratification of BCC approach to Basic Needs and approval of Business Cases	Support to Business Case not received.	Early Consultation and Regular Briefing on all aspects of Basic Need Provision	BCC / EdSI
EdSI (Client)	Budget Holder / Landlord	High	Commit funding/resources	Financial constraints and timescales affect delivery	High involvement in all aspects of project delivery	Project Manager/EdSI Project Manager
Acivico and CWM Contractor	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
School Leadership Team / Governors / Academy Trusts	End Users delivering high quality education	High	Ongoing involvement in the design meetings and revenue costs for R&M once build complete	End users feel that the building is not suitable for educational use	Regular project meetings and ensuring that end users views are incorporated in design process	School Leadership Team / Governing Body EDSI Project Officer
Pupils/Parents	End user	Low	Consultation	Objection to scheme	Through school's communication and statutory processes	School Leadership Team
Executive Members and 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	Education Infrastructure Project Officer  Governors/ School Leadership Team



## Appendix D

### MILESTONE DATES

Cabinet Approval of Schools' Capital Programme 2017-18	18 <sup>th</sup> April 2017
Feasibility study of sites	April 2017 onwards
FBC and Contract Award Report Document approved by Cabinet	27 <sup>th</sup> June 2017
Stage D detailed design proposals	June 2017 onwards
Planning application submitted	July 2017 onwards
Planning Decisions received	August 2017 onwards
Orders placed with Contractor	October 2017 onwards
Commencement of works	October 2017 onwards
Completion of works	October 2018 onwards
Post Implementation Review	October 2019 onwards

### STATEMENT OF RESOURCES REQUIRED

People	Project Manager Programme Manager Project Co-ordinator Quantity Surveyor Design /architect Project Officer Technical Officers Administrators Consultants Contractors/Sub contractors Clerk of works
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
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