

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	HOLY TRINITY SCHOOL FULL BUSINESS CASE		
Voyager code	CA-01903-02-1-232		
Portfolio /Committee	Education and Skills	Directorate	Education, Skills & Culture
Approved by Project Sponsor	Jaswinder Didially	Approved by Finance Business Partner	John Betts

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

Cabinet Report 16th March 2021 Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2021-22 + Future Years

A3. Project Description

The project includes internal re-modelling of existing teaching spaces, administration area's and circulation space; the provision of a new sports hall and changing rooms in order to accommodate a permanent increase in pupil numbers in fit-for purpose accommodation.

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 2020+;
- 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
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B2. Project Deliverables

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

Create sufficient pupil accommodation to enable the school to increase its Planned Admission Number (PAN) and accommodate a permanent increase in pupil numbers to meet local demand. Existing accommodation to be remodelled and refurbished to create additional teaching space along with provision of a new sports hall and changing rooms and associated external works.

B3. Project Benefits

These are the social benefits and outcomes from the project, eg 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 (eg 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. The local community will also be able to access the new sports hall out of school hours.
Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering education.

B4. Benefits Realisation Plan

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

Additional pupil numbers to be accepted by Holy Trinity School and PAN increased accordingly through formal agreement with Local Authority.

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 failing to meet its statutory obligation to ensure that there are sufficient pupil places, promote diversity and increase parental choice through planning and securing additional provision.
- The recommended option is to provide a new sports hall and changing rooms, remodel and refurbish the existing buildings to provide sufficient, fit for purpose teaching space capable of accommodating additional pupils.

C2. Evaluation of key risks and issues

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

- Weekly meetings are held to ensure that all parties are informed of progress to ensure any concerns are picked up at the earliest opportunity and resolved to ensure that the programme stays on track. Where costs are seen to escalate, a value engineering exercise is undertaken to ensure that the costs do not exceed the approved budget.
- To ensure Birmingham City Council meets its statutory obligations by providing sufficient capacity for educating children.
- Working in a live school building and ensuring Health & Safety is maintained. The main contractor, GNA Surveyors and CBP Architects have many years' experience at delivering large scale refurbishments of this nature and will manage and co-ordinate the works in consultation with the school.

- A project risk register will be maintained.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

- Facilities will provide appropriate accommodation that is fit-for-purpose and meets the education standards for 21st Century teaching provision.
- Sufficient accommodation will be available to enable Holy Trinity School to permanently increase its PAN.

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 the Archdiocese of Birmingham (Diocesan Education Service)
- Project Manager, Quantity Surveyor and Principal Designer services will be provided by GNA Surveyors as appointed / approved consultant to the Archdiocese.
- Architectural services will be provided by CBP Architects as appointed / approved consultant to the Archdiocese.
- End User will be Holy Trinity Catholic School
- Contractor is to be formally appointed, pending a formal tendering period.
- Project will be managed by personnel identified above and End User throughout the duration of the project development and delivery to ensure that project deliverables are achieved.
- Regular 2 – 4 weekly meetings held with Project Team including client and end user
- Programme monitored and developed to ensure that required timescales are achieved.
- Scheme costs assessed, developed and monitored

D2. Procurement implications and Contract Strategy:

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

The procurement route for this project was via competitive tender with a traditional approach including full bills of quantities. Best value for money will be demonstrated against current DfE education space guidelines and industry benchmark rates such as Ebdog rates.

Contractors were invited to tender for the works based on their experience and ability to deliver within the proposed timeframes.

D3. Staffing and TUPE implications:

None

APPENDIX

Capital Costs & Funding	Voyager Code	Financial Year	Financial Year	Totals
		2020/21	2021/22	
Expenditure				
Holy Trinity School				
Construction costs, incl. Surveys, Investigations, & Statutory Fees	CA-01903-02-1-232	80,336	£3,399,326	£3,479,662
EDSI Capitalisation		£9,864	£94,526	£104,390
Total Project Cost Excluding VAT		£90,200	£3,493,852	£3,584,052
Funding sources				
Basic Need	CA-01903-02-1-232	£90,200	£3,493,852	£3,584,052
Totals		£90,200	£3,493,852	£3,584,052

E2. Evaluation and comment on financial implications:

The current costs for the project are based on tendered costs received in October 2020.

E3. Approach to optimism bias and provision of contingency

N/A

E4. Taxation

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

N/A

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

Cabinet Approval

20th April 2021

APPENDIX

Main Construction works	May 2021 – December 2021	
Practical completion	December 2021	
F2. Achievability		
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>		
<ul style="list-style-type: none">• Scope of work identified as in the project description.• Extensive site investigation carried out.• Project programme and costs have been developed. Project is being competitively tendered to suitable contractors.• Funding is in place.• Contractors have considerable previous experience.• Availability of resources, will be confirmed by tendering contractors.• Similar projects have been delivered on budget and to time by using the project team provided by the Archdiocese.• The project team (GNA Surveyors and CBP Architects) has successfully delivered similar projects.		
F3. Dependencies on other projects or activities		
<ul style="list-style-type: none">• Placing orders with Contractor.• Planning Permission has been granted for the development.		
F4. Officer support		
Project Manager:	Zahid Mahmood 07860906126	Capital Programme Manager, Education Infrastructure zahid.mahmood@birmingham.gov.uk
Project Accountant:	Jaspal Madahar 07766922478	Finance & Resources Manager jaspal.madahar@birmingham.gov.uk
Project Sponsor:	Jaswinder Didially 07825 117334	Head of Education Infrastructure jaswinder.didially@birmingham.gov.uk
F5. Project Management		
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>		
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

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APPENDIX

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 directly from the EFA). Any increase in revenue costs will be offset by an increase in income through increased pupil numbers provided by the DfE.	Low	Low
Problems with contract procurement process	Work closely with Partners to ensure compliance with City Council standing orders.	Low	Low
Impact of the Covid-19 pandemic on the delivery of the construction project.			

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)

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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 / Archdiocese of Birmingham
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:			
(C) Non-quantified benefits:	n/a		

Other Attachments

provide as appropriate

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