

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

| | | | |
|---|---|---|-----------------------|
| Project Title <i>(as per Voyager)</i> | CITY OF BIRMINGHAM SCHOOL CAPITAL MAINTENANCE – FULL BUSINESS CASE | | |
| Voyager code | TBC | | |
| Portfolio /Committee | Children, Young People and Families | Directorate | Children and Families |
| Approved by Project Sponsor | Jaswinder Didially | Approved by Finance Business Partner | Clare Sandland |

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

Schools capital programme – School Condition Allocation, Basic Need Allocation 2022-23 Future Years Cabinet Report was approved by Cabinet on 26th April 2022.

A3. Project Description

The project involves the refurbishment of the currently vacant ground floor area of Sparkhill Council House, previously occupied by the Olive School for use by The City of Birmingham School (COBS). COBS are currently located at the Marywood Centre and on completion of the refurbishment will relocate to the Sparkhill Council House Building.

The refurbishment will include remodelling to the requirements of the COBS, to include installation of partitions, decoration, installation of secondary glazing, the upgrade of security and electronic locks, all works associated with the fire risk assessment and statutory compliance, and the removal of asbestos and required roofing works. Works to the external areas including improvements to the boundary walls and providing the required play space and car parking.

A4. Scope

The scope of works includes the following:

Removal of asbestos as report, carried out by Birmingham City Laboratories.

Remodelling including installation of partitions.

Decoration.

Installation of secondary glazing.

Upgrade of security and electronic locks.

All works associated with the fire risk assessment including ensuring that the fire alarm and emergency lighting are fully compliant and the required upgrade to the fire escape.

All works associated with statutory compliance including the required works to the boiler and electrical systems.

Works to external areas including providing the required play space and car parking.

Roofing works.

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

- Birmingham is an aspirational city to grow up in
- Birmingham is a great city to live in
- Birmingham is an entrepreneurial city to learn, work and invest in
- Enjoy and achieve by attending school;
- Schools Capital Programme
- Compliance with the requirement 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

To ensure educational and operational continuity and the minimisation of long-term disruption to The City of Birmingham School by completing the refurbishment project and providing 904m² of newly refurbished space for the school.

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> |
| To allow continuation of education operations for City of Birmingham School. | Completing the refurbishment project will minimise disruption to pupils at The City of Birmingham School in the long-term, and it allows the Council to meet its statutory obligations for school's conditions. |
| The project delivers new teaching spaces. | Raised standards, improved behaviour, staff well-being and reduced turnover, mobility, facilitation of the sharing of good practice. |
| Support and enrich learning opportunities for children and young people. | On completion of the programme of works, 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. | The refurbishment will enhance 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

The planned benefits will be delivered following completion of the refurbishment project.

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 pupils at The City of Birmingham School are able to continue their learning without disruption or adequate heating.
- Resources could be allocated to the Marywood Centre, however this is not the most effective use of our limited resources, as the ground floor of the Sparkhill Council House building is in

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much better condition and has the space required for 70 pupils required by the City of Birmingham School.

- The recommended option is to refurbish, the ground floor area of Sparkhill Council House, previously occupied by the Olive School for use by The City of Birmingham School (COBS) which will ensure the school will have a newly refurbished school in which to provide education. Once refurbished the area should provide a life span of more than 10 years and ensure educational continuity for the school, while minimising potential disruptions caused by building related issues.

C2. Evaluation of key risks and issues

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

- Risks have been considered as part of the design process and a contingency sum of £38,500 has been allocated to the project.
- Regular 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.
- City of Birmingham school are currently located in the Marywood Centre which is being heated with temporary heating to ensure the school remains operational and to provide educational continuity, to enable Birmingham City Council meets its statutory obligations.
- Working in a live site and ensuring Health & Safety is maintained. As the designated project manager, Acivico have many years' experience at delivering large scale refurbishment projects of this nature and will safely co-ordinate the works in consultation with COBS, and EDI.
- A project risk register will be maintained.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

- The City of Birmingham School are currently located in the Marywood Centre which is being heated with temporary heating to ensure the school remains operational and to provide educational continuity. Providing temporary heating is not cost effective and COBS are more appropriately located in the ground floor area of Sparkhill Council House, previously occupied by the Olive School which will be newly refurbished.
- Completion of the refurbishment project will ensure pupils are not disrupted from their education needs.

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 Birmingham City Council.
- Project Manager services will be provided and carried out by Acivico.
- The end user will be City of Birmingham School.
- Regular 2 – 4 weekly meetings will be held with the project team, including client and the end user.
- Programme will be monitored and developed to ensure that required timescales are achieved.
- Scheme costs are to be continually 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 of this contract has been undertaken and managed by Acivico Ltd.

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The procurement route for delivery of this scheme was via Acivico's CWM2 Framework, Repairs & Maintenance Contract, with a mini tender exercise. Only one tender was returned within the tender time frame, this was reviewed and scrutinised by Acivico's Quantity Surveyor, Value for Money was assessed by checking rates on projects of a similar nature, current price books and BCIS rates. A Value for Money report was produced and Acivico's Quantity Surveyor was satisfied that the tender return offered Value for Money. The contractor recommended for award is Graham Asset Management Ltd and they will work with Acivico who are acting as Project Manager.

D3. Staffing and TUPE implications:

None

| Capital Costs & Funding | Budget Code | Financial Year | Totals |
|---|-------------|----------------|----------|
| | | 2022/23 | |
| Expenditure | | | |
| The City of Birmingham School | TBC | | |
| Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency | | £659,809 | £659,809 |
| Acivico Fees | | £83,876 | £83,876 |
| EDSI Capitalisation | | £22,311 | £22,311 |
| Total Project Cost Excluding VAT | | £765,996 | £765,996 |
| | | | |
| Funding sources | | | |
| Schools Condition Allocation (SCA) | | £765,996 | £765,996 |
| | | | |
| Totals | | £765,996 | £765,996 |
| | | | |

E2. Evaluation and comment on financial implications:

The current costs for the project are based on tendered costs received in 6th April 2022 and subsequently revised based on clarifications and adjustments dated 21st April 2022.

E3. Approach to optimism bias and provision of contingency

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Contingency of £38,500 has been afforded and included in the total project cost, if required.

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 Member Approval

June 2022

Main Construction works

June 2022 – Sept 2022

Practical completion

Sept 2022

F2. Achievability

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

- Scope of work identified as in the project description.
- Extensive site investigation carried out.
- Project programme and costs have been developed.
- Funding is in place.
- Contractors have considerable previous experience.
- Similar projects have been delivered on budget and to time by the project team.

F3. Dependencies on other projects or activities

- Landlord approval has been granted for the project.

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 Didielly 07825 117334 | Head of Education Infrastructure jaswinder.didielly@birmingham.gov.uk |

F5. Project Management

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

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 project plan will be outlined by Acivico who are operating as the project manager and the chosen contractor prior to the works starting to minimise disruption to the school and to ensure the project is completed within the estimated completion time of eleven weeks.

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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 |
| Delayed start date due to approval process | Attempts will be made to progress the Cabinet Member report and FBC in time for a start date of June 22. | High | Medium |
| Building costs escalate | The project 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 project 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 school. Any increase in revenue costs will be offset by an increase in income through increased pupil numbers provided by the DfE. | Low | Low |
| Impact of the Covid-19 pandemic on the delivery of the construction project. | None at present. | | |

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)

N/A

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 | Approval of Cabinet report and expenditure for project. | Strategy not approved | Early Consultation and Regular Briefing on all aspects of Special Provision | BCC / EDI |
| School's Consultant Partners | Design and Delivery | High | To support delivery and programme management. | Unable to design to budget Unable to deliver to timescales | Close working with other stakeholders Regular feedback | School Leadership Team |
| 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 school's 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 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 | | |
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Other Attachments

provide as appropriate

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