

Full Business Case (FBC)			
1. General Information			
Directorate	Place	Portfolio/Committee	Homes and Neighbourhoods
Project Title	Wishaw Playing Fields New Changing Pavilion	Project Code	CA-01600-03
Project Description	<p>The football pitches at Wishaw Lane Playing Fields are owned by the city council. They were taken out of action in 2014 as part of the financial savings target that the Parks Service had to meet. This loss of sporting provision impacted on the City Council being able to provide good quality sporting facilities in the area. The Playing Pitch Strategy 2017 identified Wishaw Lane Playing Fields as strategically important and a priority area for sporting activity.</p> <p>Work has commenced to improve the drainage on the pitches and to reconfigure the pitch layout, allowing for 3 adult and 2 junior football pitches. The pitches will be ready to play on at the start of the new football season in the summer of 2019.</p> <p>A feasibility study was commissioned by Strategic Sport as part of the recommendations outlined in the Project Definition Document approved on the 11th June 2014. This provided a concept for the reconfiguration of the pitches and a new 4 room changing pavilion that established a budget estimate for the proposal. It was also used during the consultation process with the Football Foundation (FF) to lever in match funding.</p> <p>A grant application for £629k was submitted to the FF in the summer of 2018 and was approved by the board on the 11th December 2018. This together with £292,647 from the Section 106 Agreement Minworth Village Green, Minworth Sports Facilities and Green Arc Project Account, ref 2005/01263/PA will fund the new changing pavilion.</p> <p>The proposal has been procured via FF's Framework, managed by Gleeds who are acting consultants for the FF. The proposal was competitively tendered with modular companies. Integra are the successful contractor.</p> <p>To ensure the spend deadline of the S106 Agreement of the 23rd January 2019 an order is to be placed at the earliest convenience in December 2018 with work commencing early January 2019.</p> <p>The reconfiguration and upgrading of the football pitches has been procured via a separate contract managed by the Landscape Practice Group. Works will be completed in December 2018. In order to allow time for the grass to become established they will not be used until the commencement of the football season in August 2019.</p> <p>On completion of the pavilion a full repair and insuring lease will be signed with Sportsco F.C who will operate and maintain the changing pavilion for a period of 5 years with an option to extend.</p>		

Links to Corporate and Service Outcomes	<p>The proposal in this report contributes to the Birmingham City Council Plan 2018 -2022, supporting the following outcomes of:</p> <p>Outcome 2 - Birmingham is an aspirational city to grow up in. Priority 3 states “ We will inspire our children and young people to be ambitious and achieve their full potential”</p> <p>Outcome 4 - Birmingham is a great city to live in. This proposal supports priority 8 by contributing to “enhance our status as a city of culture, sports and events”.</p> <p>Outcome 5 – Birmingham residents gain the maximum benefit from hosting the Commonwealth Games. Priority 2 of this outcome states “We will encourage citizens of all abilities and ages to engage in physical activity and improve their health and wellbeing. The tenant is a well-established club</p> <p>The recently adopted Playing Pitch Strategy 2017 identifies the pitches as a priority for the City. The Playing Pitch Strategy and the Local Football Facilities Plan identify Wishaw Lane Pitches as being essential to reduce the deficit of quality playing pitches and associated changing provision in north Birmingham. The new pavilion and refurbished pitches will allow opportunities for local children to play competitive football in an appropriate manner and environment</p> <p>The proposal also supports the Birmingham Development Plan 2031 by providing good quality pitches and sports accommodation for users and the local community.</p>		
Options Appraisal Approved by	Peter Garghan	Date of Approval	11 th June 2014
Benefits Quantification- Impact on Outcomes	Measure		Impact
	Improve user experiences/attract greater interest in the sport		Fit for purpose changing rooms could encourage more people to join and provide a better environment for local users encouraging repeated use of the site.
	A community room		Allows community meetings on site and could be hired out to suitable local groups.
	Provision of a changing pavilion on site should increase usage of the playing pitches		Weekday use of the pitches (previously usage was weekends only)
	No revenue implications for the local authority		A third party will manage the pitches and the pavilion on a full repairing and insuring lease.
	Supports sustainable construction		The pavilion will be a modular build reducing co2 emissions on site during the delivery programme as the building is constructed off site in a factory.
	Individual team changing rooms		Teams are able to change separately from opposing teams and have individual pre match team talks.
Project Deliverables	A new modular 4 room changing pavilion to support the refurbished/reconfigured playing pitches.		

Scope	<p><i>New 4 room changing pavilion with social space, toilets, storage and kitchen.</i></p> <p><i>DDA parking bays</i></p> <p><i>Cycle rack</i></p> <p><i>External lighting on the building</i></p> <p><i>Electric car charging points</i></p> <p><i>Limited works to the existing car park to bring it back in to use.</i></p> <p><i>Widening the entrance/exit on to Wishaw Lane</i></p>		
Scope exclusions	<p><i>Playing pitches (separate project)</i></p> <p><i>Extending and resurfacing the car park (potential further phase of works on completion of the pavilion)</i></p>		
Procurement Implications	<p><i>As a condition of applying for Football Foundation grant funding, Gleeds (the Football Foundations Framework consultant) have overseen the procurement of Wishaw Lane Changing Pavilion new build which culminated in a single stage tender process being completed. 4 contractors were approached with 3 tender submissions being returned. The tenders were evaluated on a price: quality basis 70%:30%.</i></p>		
Taxation Implications	N/A		
Accountable Body	<p><i>The Football Foundation who is the main funder has set criteria that need to be delivered. The grant conditions are attached to the offer letter.</i></p>		
Dependencies on other projects or activities	<ul style="list-style-type: none"> • Conditions relating to planning permission 2018/05201/PA to be met • Football Foundation grant conditions • Deadline for S106 spend is 23rd January 2019 so an order needs to be placed with the contractor by the 17th December 2019 to ensure the spend is processed prior to the deadline. 		
Achievability	<p><i>Birmingham Property Services have experience of delivering projects of this type most recently Cofton Pavilion in Cofton Park which was also a modular build part funded from grant.</i></p>		
Project Manager	<p><i>Lesley Steele, Birmingham Property Services, 0121 303 8857, Lesley.Steele@birmingham.gov.uk</i></p>		
Budget Holder	<p><i>Steve Hollingworth, Service Director of Sport, Events, Open Spaces and Wellbeing, Place Directorate, 0121 464 2023</i></p>		
Sponsor	<p><i>Robert James, Acting Corporate Director Place, 012 464 7699</i></p>		
Project Accountant	<p><i>Lisa Pendlebury, Corporate Resources, 0121 675 1846, Lisa.Pendlebury@birmingham.gov.uk</i></p>		
Project Board Members	<p><i>Steve Hollingworth</i></p> <p><i>Dave Wagg</i></p> <p><i>Parmjit Phipps</i></p>		
Finance Business Partner (FBP)		Date of FBP Approval:	

2. Budget Summary (Detailed workings should also be supplied)					
	Voyager Code	Financial Year 2018/19	Financial Year 2019/20	Later Years	Totals
Capital Costs & Funding		£	£	£	£
Expenditure:					
Development costs already approved		21,800	0	0	21,800
Other Costs to complete project (Please itemise)		727,200	172,642	0	902,484
Totals		749,000	172,642	0	921,642
Funding					
Development costs funded by:					
Section 106 Agreement	Specify codes where budget is found on Voyager	21,800			21,800
Other Costs Funded by:					
Section 106 Agreement		270,842			270,842
Football Foundation		456,358	172,642		629,000
Totals		749,000	172,642	0	921,642
Revenue Consequences					
Expenditure					
Income					
Savings					
Totals					
Funded By:					
Current Budgetary Provision	Specify codes where budget is found on Voyager				
Other revenue resources identified: (Please itemise)					
Totals					
Planned Start date for delivery of the project	January 2018		Planned Date of Technical completion	June 2019	

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	A
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	B
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	C
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	D
Other Attachments (list as appropriate)		
<ul style="list-style-type: none"> Football foundation grant offer 		E
<ul style="list-style-type: none"> 		
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Appendix 1A

Cost Breakdown

Budget	£921,642
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Modular build	£830,000
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Surveys & planning/building control fees	£9,300
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Professional fees	£50,600
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Contingency	<u>£29,100</u>
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Total cost	£919,000
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Client contingency	<u>£2,642</u>
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	£921,642
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Appendix 1BMilestones

Activity	Date
Football Foundation approval of grant application	11 th December 2018
Approval of Full Business Case	14 th December 2018
Order Placed with Pavilion Contractor	Week commencing 17 th December 2018
Start on site, Pavilion Works and Ground works 26wks	7 th January 2019
Completion of all works	7 th June 2019
Sportsco to sign lease and take over management of the site	7 th June 2019
Post Implementation Review	July 2020

Appendix C

Risk and Issues

Description of risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Unforeseen additional works arise in course of contract causing additional funding requirement	Medium	Low	All known risks have been evaluated and a contingency sum allocated to mitigate overall project risk. The risk register will be reviewed at intervals throughout the project.	Revisit priorities and review scheme of works. Value engineering exercise to be carried out. Re-assess activity schedule.	Consultant/PM
The Football Foundation Grant submission is not approved	High	Low	In-depth consultation has been ongoing between Strategic Sport and the FF to ensure that the proposal is a high priority	The bid will be submitted for review in November before being presented to the board on the 11 th November where any issues will be addressed.	Strategic Sport
The Section 106 spend deadline is not met	High	Medium	A proportion of the S106 has been spent on the works associated with the pitches (separate project). The contractor has been briefed to ensure works commence as soon as they receive an order	The modular company will require 50% payment prior to delivery. The consultant will visit the factory to ensure the materials are at the factory and have been marked up for 'Wishaw Lane'	Consultant/Client
Planning permission is deferred/ refused	High	Low	The consultants are maintaining a regular dialogue with the Planners.	To address any queries as a matter of high priority	Consultant
Works not completed on time	Low	Medium	Contractor will work to an agreed programme of scheduled activities that will be reviewed at	Revisit programme to adjust/ reschedule activities.	Contractor

			each progress meeting. Slippage of activities will be highlighted at an early stage.		
Inclement weather	High	High	Contractor will monitor the 5 day weather forecast	The modular will be constructed off site in a factory with assembly on site .Only a small percentage of the work is weather dependent	Contractor
Public expectations are undeliverable.	Low	Low	Strategic Sports staff will keep the community updated via social media /BCC website display boards, meetings etc.	Consultation will be ongoing throughout the life of the project to ensure expectations are kept real.	Strategic Sport
Departure of key staff members	Low	Medium	Work will be done on a team basis, regular project meetings will be held to ensure a spread of knowledge across key personnel	Recruit/identify replacement promptly	All

Issues

1. The deadline to spend the S106 funding is the 23rd January therefore the report and FBC must be signed off in line with the FF approval date of the 11th December. Any delays will be catastrophic for the anticipated S106 spend.

Appendix D
Stakeholder Analysis

Users and Local Links

Public
Contractor

Groups/Clubs
Football Foundation
Consultant/Gleeds
Sportsco FC

Birmingham City Council

Acting Corporate Director Place
Director Sport, Events, Open Spaces & Wellbeing
Constituency Parks Manager
Local Elected Members
Cabinet Member Homes and Neighbourhoods
Landscape Practice Group
Planning and Regeneration
Cabinet Member

Degree of Influence

	High influence	↔	Low influence
High Importance	Football Foundation Sportsco FC Groups/clubs Cabinet Member and local members Acting Strategic Director Place Service Director Sport, Events, Open Spaces & Wellbeing Planning and Regeneration Gleeds		Contractor Constituency Parks Manager
↑			
Low Importance	Public		

Stakeholder	Stake in project	Potential impact on project	What does the project expect from the stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy
Acting Corporate Director Place	Overall responsibility	High	To agree and support the project at high level.	Proposal has a limited life due to pressure on identifying budget savings	Regular progress updates in the form of highlight reports detailing progress and any issues.
Football Foundation	Grant funder	High	To contribute financially and to support the future use of the proposal and sign off grant draw down.	The project is not value for money	Regular dialogue and meetings including site visits.
Gleeds	Consultant to FF	Medium	To lead on the procurement and manage the works on site	Quality is compromised due to budget restrictions	Regular dialogue and meetings including site visits.
Service Director Sport, Events, Open Spaces and Wellbeing	Owner of facility	High	Sponsor the project	Concerns about financial viability of the proposal long term	Regular progress updates in the form of highlight reports detailing progress and any issues.
Constituency Parks Manager	Responsible for the site currently	Medium	Contribute to the brief and outcomes.	Facility is not fit for purpose	Regular consultation and client involvement.
Contractor	Responsible to deliver the proposal	High	Works to be completed to meet the FF's criteria, delivered on time and within budget. All works to be completed to a high standard and to meet	Unforeseen costs and/or delays. Works below required standard	Surveys undertaken to determine risks. Contract will be monitored throughout to identify any areas for concern.

			relevant legislation and guidelines		
Elected Members	Link with public	Medium	Consultation with community and support for project	Complaints from playing field users ref disruption to usage	Provide regular updates via local meetings/social media
Sportsco FC	End user	High	To sign the lease on completion of the works and operate and maintain the facility on behalf of the community and users.	The facility will not meet aspirations	Provide regular ongoing support plus meetings and site visits during construction
Groups/clubs	Users of the whole facility	High	To make use of the facility on a regular basis and to attract other users	Limited capacity /hours of use does not suit needs	To provide feedback to the club
Public	Users of the playing fields	Medium	To accept that that there will be some disruption in order to upgrade the pitches and deliver the pavilion proposal.	An inappropriate use of public resources	Updates on social media e.g. BCC website