

## Appendix A FULL BUSINESS CASE Public

Full Business Case (FBC)			
1. General Information			
Directorate	Children & Young People	Portfolio/Committee	Children, Families and Schools
Project Title	3rd Floor Refurbishment of Pines school – full business case and contract award	Project Code	CA-02579-02-1-029 1BA0 3R0.
Project Description	The proposal is to refurbish the 3 <sup>rd</sup> floor of The Pines Special School to accommodate a further 40 secondary school children and further consequential associated works to the school.		
Links to Corporate and Service Outcomes	<p><b><i>Which Corporate and Service outcomes does this project address:</i></b></p> <ul style="list-style-type: none"> <li>▪ Council Business Plan and Budget 2018+;</li> <li>▪ A Fair City: Tackling Inequality and Deprivation;</li> <li>▪ Laying the foundations for a Prosperous city based on an inclusive economy;</li> <li>▪ 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;</li> <li>▪ Enjoy and achieve by attending school;</li> <li>▪ Schools Capital Programme</li> <li>▪ Compliance with the principles of the ‘Birmingham Business Charter for Social Responsibility’.</li> </ul>		
Schools Capital Programme 2015-17 approved by	Cabinet	Date of Approval	27 <sup>th</sup> July 2015
Benefits Quantification Impact on Outcomes	Measure		Impact
	The project will enable The Pines Special School to provide an additional 40 secondary school places. The students will be taught in modern fit for purpose refurbished and re-modelled accommodation allowing for the delivery of a quality education. It also increases the overall capacity of the special needs capital stock which will assist in addressing demographic changes, and addresses a priority area of insufficiency of provision in Birmingham.		Providing additional accommodation at The Pines Special School addresses identified demand and fulfils the Authority’s statutory obligations to provide sufficient pupil places for special needs. This building will provide much needed general teaching areas.
	The project delivers additional teaching spaces.		Raised standards, improved behaviour, staff well-being and reduced turnover, mobility, facilitation of the sharing of good practice.
	Support and enrich community		Children and young people will

	and family learning e.g. positive parenting programme, basic skills, opportunities to address worklessness.	have a safe, warm and dry environment before, during and after school hours.
	Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering modern day school curriculum including library and intervention rooms.
<b>Project Deliverables</b>	The aim of the project is to provide 40 additional secondary special pupil places to fulfil the Authority's obligation and promote diversity and improve parental choice.	
<b>Scope</b>	This scheme involves works as described in the above project description.	
<b>Scope exclusions</b>	N/A	
<b>Dependencies on other projects or activities</b>	<ul style="list-style-type: none"> <li>Placing orders with Contractor.</li> <li>Planning Permission</li> </ul>	
<b>Achievability</b>	<ul style="list-style-type: none"> <li>Scope of work identified as in the project description.</li> <li>Site investigation reports have shown no abnormal conditions.</li> <li>Programme and costs developed.</li> <li>Funding is in place.</li> <li>School expansion approval is in place.</li> <li>Contractors have considerable previous experience.</li> <li>Availability of resources.</li> <li>Similar projects have been delivered on budget and to time by using experienced internal project managers, BCC recognised building experts and following BCC guidelines.</li> <li>The project team (EdSI and Acivico) has successfully delivered similar projects.</li> </ul>	
<b>Project Managers</b>	Zahid Mahmood 07860906126	Capital Programme Manager, Education Infrastructure <a href="mailto:zahid.mahmood@birmingham.gov.uk">zahid.mahmood@birmingham.gov.uk</a>
<b>Budget Holder</b>	Jaswinder Didially 07825 117334	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>
<b>Sponsor</b>	Jaswinder Didially 07825 117334,	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>
<b>Project Accountant</b>	Nadia Majid 07766922478	Contracts Manager Education Infrastructure <a href="mailto:Nadia.majid@birmingham.gov.uk">Nadia.majid@birmingham.gov.uk</a>
<b>Project Board Members</b>		
<b>Head of City Finance (H. o. CF)</b>		<b>Date of H. o. CF Approval:</b>

<b>Planned Project Start date</b>	November 2018	<b>Planned Date of Technical completion</b>	May 2019
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*Revenue Consequences: Consequential revenue costs arising, including additional staffing and any on-going day to day repair and maintenance of the asset, will be funded from school's delegated budget share*

<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 the above Budget Summary (as necessary)</li> </ul>	Mandatory	Included above (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

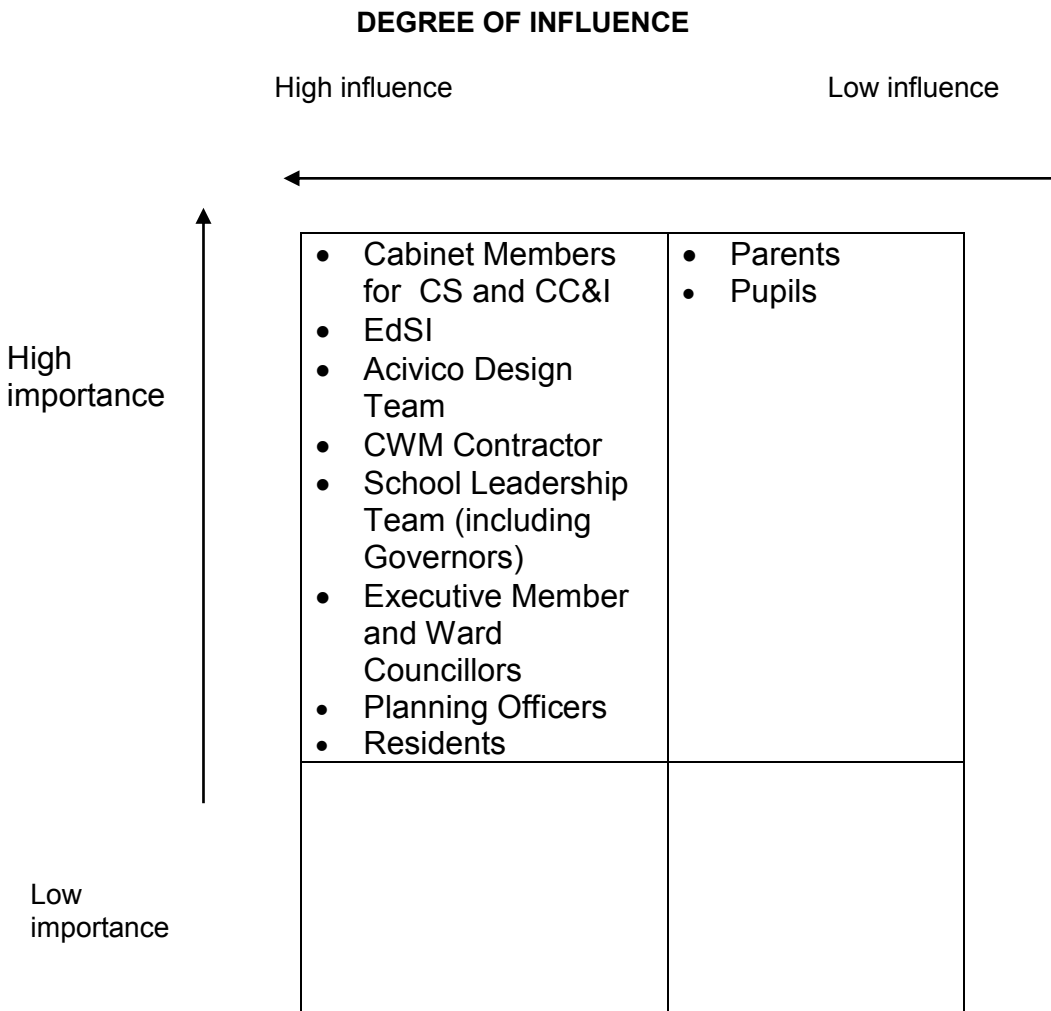
## Appendix B - RISK ASSESSMENT

<b>Risk</b>	<b>Likelihood of risk</b>	<b>Severity of risk</b>	<b>Effect</b>	<b>Solution</b>
Stakeholders do not consider School Travel Plans and transportation issues prior to consultation	Low	High	Increased residents, and parental concerns over parking issues	Review school travel plans in partnership with transportation prior to local consultation in order to mitigate possible objections.
Stakeholders/ Governors do not engage in project and do 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
New Free Schools and Academies opening across Birmingham	Medium	Medium	Impact on school place planning and pupil places possibly leading to delay in confirming preferred options	Liaise closely with Free School Providers and Academies when planning the provision of Additional Special Pupil Places
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. Any increase in costs will need to be met through value re-engineering to ensure projected spend remains within overall allocation
Building works fall behind	Medium	Medium	Deadlines not met	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to identify action required.
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
Problems with contract procurement process	Low	Low	Funding not spent in financial year allocated	Work closely with Partners to ensure compliance with City Council standing orders.

Appendix C

STAKEHOLDER ANALYSIS

Cabinet Member for Children’s Services (CS)  
Cabinet Member for Commissioning, Contracting and Improvement (CC&I)  
Head Teacher  
School Leadership team,  
Planning Officers  
Pupils,  
Parents  
School Governors  
EdSI  
Acivico Design Team  
CWM Contractor  
Executive Member and Ward Councillors  
Residents



<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 CS and CC& I	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 / EdSI
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 / Governors
Planning Officers	Granting Planning Consent	High	Close Liaison with EDSI to design a scheme that can receive planning approval	N/A	Frequent communication on all aspects of project design	School's Consultant Project Manager EDSI 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 EDSI Project Officer
Pupils	End user	Low	Consultation	Nil	Through schools council	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	EDSI Project Officer  Governors/ School Leadership Team

## Appendix D MILESTONE DATES and RESOURCES

Initial design launch	May 2018
Planning Application Submitted	August 2018
Stage D detailed design proposals	September 2018
Final target costs agreed with contractor	October 2018
Planning Application determined	October 2018
FBC and Grant Award Report – Cabinet	November 2018
Orders placed with contractor	November 2018
Commencement of works	November 2018
Completion of works	May 2019
Post Implementation Review	May 2020

### STATEMENT OF RESOURCES REQUIRED

People	School's Project Team Quantity Surveyor Project Officer Administrators Clerk of works	Design /architect Technical Officers Contractors/Sub contractors
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
Zahid Mahmood	Capital Programme Manager, Education Infrastructure	07860 906126
Jaswinder Didially	Head of Education Infrastructure	07825 117334
Nadia Majid	Contracts Manager Education Infrastructure	07766 922478