

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	QUEENSBURY SCHOOL CONVERSION FROM COMMUNITY SPECIAL SCHOOL TO ACADEMY STATUS		
Voyager code	CA-02946-01-9 1BA0 3R0		
Portfolio /Committee	Education, Skills & Culture	Directorate	Education and Skills
Approved by Project Sponsor	Jaswinder Didially	Approved by Finance Business Partner	

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

Cabinet Report 21st April 2020 – Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2020 -21 + Future Years

A3. Project Description

The project consists of works associated with ensuring the school is compliant and up to Health and Safety Regulations. The detailed works and costs are set out in Appendix 4.

A4. Scope

This scheme involves works as described in Appendix 4.

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
- Compliance with the principles of the 'Birmingham Business Charter for Social Responsibility'(BBC4SR).

B2. Project Deliverables

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

Works as defined in Appendix 4 to:

- Sixth Form
- Main School
- Boiler Room

Replacement of 8 temporary classrooms.

APPENDIX 3

B3. Project Benefits <i>These are the social benefits and outcomes from the project, eg additional school places or economic benefits.</i>	
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.
Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering education.
<i>For major projects and programmes over £20m: A detailed Benefits Register is attached at G5 below.</i>	
B4. Benefits Realisation Plan <i>Set out here how you will ensure the planned benefits will be delivered</i>	
<p>Project will be managed directly as a school led project. A grant agreement for the funds will be put in place for the school to carry out the works as agreed in Appendix 4. The Grant Agreement will also outline the requirement for compliance with the BBC4SR as outlined in B1 above.</p> <p>The school will submit evidence of paid invoices to Education Infrastructure, which will be verified by Acivico before funding is released back to the school to ensure that the project is delivered in accordance with agreed works.</p>	
B5. Stakeholders A stakeholder analysis is set out at G4 below.	
C. ECONOMIC CASE AND OPTIONS APPRAISAL <i>This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities</i>	
C1. Summary of options reviewed at Outline Business Case <i>(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.</i>	
<ul style="list-style-type: none"> A do-nothing option is not available, as the Secretary of State has made an Academy Order which requires Queensbury School to become an Academy. The recommendation is to allow the completion of the transfer of Queensbury School in accordance with the Academy Order granted by the Secretary of State. 	
C2. Evaluation of key risks and issues <i>The full risks and issues register is included at the end of this FBC</i>	
<ul style="list-style-type: none"> The Directive Academy Order granted by the Secretary of State requires the Local Authority to take all reasonable steps to facilitate the conversion and then 'Cease to Maintain' the school. If the conversion is delayed beyond 1st July 2020 it would have a negative impact on the school budget resulting in the deficit increasing. 	

- Weekly Meetings are held with all parties to keep them informed of progress to ensure that any concerns are picked up at the earliest opportunity and are resolved in a timely manner to keep the Academy conversion and all works associated with it on track. This has remained the same in spite of the current COVID-19 restrictions.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

- Permanent Facilities – will provide appropriate accommodation to meet education standards for 21st Century teaching provision. Proposals will remove ongoing maintenance costs and health and safety concerns on existing school site. Life cycle costs will be reduced through the new build provision.

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

The scheme will be delivered by Education Impact Academy Trust in line with their standing orders and governance process ensuring all works are tendered and three quotes are provided and evaluated accordingly to ensure best value.

Evidence of paid invoices will be provided to the Education Infrastructure, which will be verified by Acivico before funding is released to the Trust. A scheme of works will be agreed with the Trust and a draw down schedule for the funds based on the programme.

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 project will be school led and therefore Education Impact Academy Trust will ensure that procurement is undertaken in line with their governance process and standing orders.

D3. Staffing and TUPE implications:

- Members of staff at the school that are currently employed by the City Council are to transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 to the Academy Trust as well as the assets of the school under a Commercial Transfer Agreement (CTA).
- The statutory TUPE consultation process which needs to take place prior to the proposed conversion date is being managed and coordinated by the HR Team. The consultations for Queensbury School took place with Staff and Unions on 4th December 2019.

APPENDIX 3

Capital Costs & Funding	Voyager Code	Financial Year	Financial Year	Totals
		2020/21	2021/22	
Expenditure Queensbury School	CA-02946-01-9 1BA0 3R0			
Compliance & Health and Safety Works		£535,676		£535,676
New Build Works			£1,500,000	£1,500,000
Professional Fees		£5,000	£5,000	£10,000
Total Project Cost		£540,676	£1,505,000	£2,045,676
Funding sources				
Basic Need	CA-02946-01-9 1BA0 3R0		£1,505,000	£1,505,000
School Condition		£540,676		£540,676
Totals		£540,676	£1,505,000	£2,045,676

E2. Evaluation and comment on financial implications:

- The costs are based on surveys undertaken by Acivico on behalf of the Local Authority and in discussion with the Education Impact Academy Trust who undertook surveys themselves. The post Academy conversion Capital works at Queensbury School will be funded from the Basic Need Funding Allocation and School Condition Allocation Funding as outlined above and will not exceed this amount. Any additional costs will be the responsibility of the Trust.

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

26th May 2020

Planning application submitted

June / July 2020

Practical completion

March 2022

F2. Achievability

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

The trust has considerable experience of delivery as outlined below:

- Developing purpose and exact project specification.
- Tendering process
- Planning Applications
- Building regulations and Control
- CDM and Health and safety
- Topographical, M&E and utilities surveys
- Managing contractors on a day to day basis
- Establishing best value
- Establishing liquidated damages
- Establishing value for money
- 100% record of delivering projects on time and on budget
- Experience of CIF bids and meeting all required DfE criteria for reporting and financial returns.

F3. Dependencies on other projects or activities

- Placing orders with Contractor.
- Planning Permission

F4. Officer support

Project Manager:	Emma Bourne 07769163759	Acting Property Manager emma.bourne@birmingham.gov.uk
Project Accountant:	Jaspal Madahar	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

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 Trust will develop a programme once the school has converted.

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
Building costs escalate	The responsibility of the delivery is with the Trust and any overspends will have to be picked up by the Trust.	Low	Medium
Building works fall behind	The delays will be managed by the Trust.	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 Trust.	Low	Low

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)

Basic Need Funding & School Condition Allocation

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 / Governors
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

APPENDIX 3

G5. BENEFITS REGISTER			
<i>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)</i>			
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	
<i>provide as appropriate</i>	
• Appendix 3	
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