

## FULL BUSINESS CASE (FBC)

### A. GENERAL INFORMATION

#### A1. General

|   |   |   |                       |
|---|---|---|-----------------------|
| <b>Project Title</b><br><i>(as per Voyager)</i> | <b>GRANT AWARD FOR SWANSHURST SCHOOL – CURTAIN WALLING REPLACEMENT – FULL BUSINESS CASE</b> |   |                       |
| <b>Oracle code</b>                              | <b>B1-AV06H-P101-EC0-LV0013-TZZZZ-JZZZ-JXXX LV0013-529</b>                                  |   |                       |
| <b>Portfolio /Committee</b>                     | Children Young People and Families  | <b>Directorate</b>                          | Children and Families |
| <b>Approved by Project Sponsor</b>              | Jaswinder Didially  | <b>Approved by Finance Business Partner</b> | Clare Sandland        |

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

Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2023-24+ Future Years Cabinet Report (Subject to Cabinet approval 16th May 2023).

#### A3. Project Description

These works require the replacement of curtain walling (an external covering of building material where the outer walls are non-structural) to the rear and east elevation of the Centre Block. To assist the school with meeting the costs of these works, the City Council have agreed to award the school a grant up to a total of amount of 1.4 Million. The school have successfully funded previous curtain walling work on the building but have run out of funding and so have approached the City Council for financial assistance.

#### 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*

- A Bold Prosperous Birmingham
- A Bold Inclusive Birmingham
- A Bold Safe Birmingham
- A Bold Healthy Birmingham
- A Bold Green Birmingham

The replacement of curtain walling at Swanshurst School, meets the Council Plan objectives by ensuring that children and young people have a suitable and safe space to learn, grow and develop in so their full potential can be achieved.

#### 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*

The curtain walling project will address the most critical issues or exposure to the elements due to its south-facing location and by reducing the amount of glazing by increasing brickwork.

| <b>B3. Project Benefits</b><br><i>These are the social benefits and outcomes from the project, e.g. additional school places or economic benefits.</i>   |   |
|--|---|
| Measure  | Impact  |
| <i>List at least one measure associated with <b>each</b> 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 Swanshurst School  | Completing the curtain walling replacement and at Swanshurst School in the long-term, and it allows the Council to meet its statutory obligations.                    |
| Support and enrich learning opportunities for children and young people.   | On completion of the programme of works, pupils will have a fully functional safe, warm and dry environment before, during and after school hours.                    |
| Promoting designs which support Birmingham's Education Vision.   | The extension and temporary modular works will enhance the teaching and learning environment that are suitable for delivering education.                              |
| <b>B4. Benefits Realisation Plan</b><br><i>Set out here how you will ensure the planned benefits will be delivered</i>   |   |
| The planned benefits will be delivered following completion of the replacement curtain walling at Swanshurst School will be a dry, safe, fit-for-purpose building successfully satisfying maintaining the site and the City's drive towards net carbon zero emissions.   |   |
| <b>B5. Stakeholders</b>  |   |
| A stakeholder analysis is set out at G4 below.   |   |
| <b>C. ECONOMIC CASE AND OPTIONS APPRAISAL</b><br><i>This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities</i>  |   |
| <b>C1. Summary of options reviewed at Outline Business Case</b><br><i>(including reasons for the preferred option which has been developed to FBC)<br/>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"> <li>The recommended option is to award a grant to the school to replace the curtain walling on the rear and east elevation of the Centre Block to address the deteriorating building fabrication and issue with existing windows not being fit-for-purpose so that the site can maintain its infrastructure and provide a safe, dry building for all pupils to learn and thrive in.</li> </ul>  |   |
| <b>C2. Evaluation of key risks and issues</b><br><i>The full risks and issues register is included at the end of this FBC</i>  |   |
| <ul style="list-style-type: none"> <li>The School will manage this project directly and have the extensive experience needed to manage risk as has been done in previous phases and have provided a Hazard Awareness and Risk Identification Checklist (HARI) as proof of this.</li> <li>The consultant appointed by the school has tested market rates to ensure a fixed priced contract and ensure best value has been undertaken to mitigate the increased cost in materials and labour</li> <li>The risk of asbestos contamination will be managed directly by the consultant appointed by the school who will carry out targeted asbestos surveys and take all necessary steps needed to remove any asbestos that is present prior to any work started.</li> <li>A project risk register will be maintained by the consultant appointed by the school.</li> </ul> |   |
| <b>C3. Other impacts of the preferred option</b><br><i>Describe other significant impacts, both positive and negative</i>  |   |

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- The award of a grant will ensure that the curtain walling for the east elevation and Central Block of the school is fit-for-purpose and provides a safe space for children to learn in and staff to teach in.

### 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 managed directly by the school.

#### 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).*

There are no direct procurement implications as this is an issue of a grant for works. The responsibility for the procurement and award of contract for the works is with Swanshurst School under their governance arrangements. The Conditions of Grant Aid agreement will include the requirement to demonstrate to the Council value for money and compliance to any legislation including the Public Contracts Regulations 2015 (PCR2015) from the issue of the payment.

#### D3. Staffing and TUPE implications:

None

| Capital Costs & Funding   | Financial Year | Totals     |
|---|----------------|------------|
|   | 2023/24        |            |
| <b>Expenditure</b>  |                |            |
| Swanshurst School   |                |            |
| Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency | £1,400,000     | £1,400,000 |

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|   |                   |                   |
|---|-------------------|-------------------|
| EDSI Capitalisation                     | £0                | £0                |
| <b>Total Project Cost Excluding VAT</b> | £1,400,000        | £1,400,000        |
|   |                   |                   |
| <b>Funding sources</b>                  |                   |                   |
| <b>School Condition (SC)</b>            | £1,400,000        | £1,400,000        |
|   |                   |                   |
| <b>Totals</b>                           | <b>£1,400,000</b> | <b>£1,400,000</b> |
|   |                   |                   |

### E2. Evaluation and comment on financial implications:

It is the responsibility of the school to demonstrate value for money to the Council from the issue of the grant.

### E3. Approach to optimism bias and provision of contingency

School will manage the project directly.

### 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*

Cabinet Approval

### Planned Delivery Dates

**October 2023**

Main Construction works

**July – October 2023**

Practical completion

**October 2023**

### 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.

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- 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

|                            |                               |   |
|----------------------------|-------------------------------|---|
| <b>Project Manager:</b>    | Baljeet Uppal<br>07860906126  | Interim Capital Programme Manager<br><a href="mailto:Baljeet.Uppal@birmingham.gov.uk">Baljeet.Uppal@birmingham.gov.uk</a>                 |
| <b>Project Accountant:</b> | Jaspal Madahar<br>07766922478 | Finance & Resources Manager<br><a href="mailto:jaspal.madahar@birmingham.gov.uk">jaspal.madahar@birmingham.gov.uk</a>                     |
| <b>Project Sponsor:</b>    | Zahid Mahmood<br>07825 117334 | Interim Head of Service, Education Infrastructure<br><a href="mailto:zahid.mahmood@birmingham.gov.uk">zahid.mahmood@birmingham.gov.uk</a> |

### F5. Project Management

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

See 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*

1. Cabinet Approval – October 2023
2. Start on site – July 2023
3. Completion – October 2023

### 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 |
| Delay to grant award due to City Council's financial spend review board. | Clearances are being progressed with the legal, finance and procurement business partners in addition to rigid justification on the essential importance for this grant to be award for these works. | High                   | High       |
| Building works falling behind schedule                                   | The school will manage this project directly and have extensive experience in managing these types of projects as has been done in previous phases.  | Low                    | Medium     |
| Risks of rising Project Costs  | Market rates will be monitored & tested for best value while any rising costs will be managed by consultant employed by the school to oversee & advise on the project.                               | Medium                 | Medium     |
| BCC faced with increasing revenue costs                                  | Consequential revenue costs arising including additional staffing, utility costs   | Low                    | Low        |

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|  |  |  |  |
|--|--|--|--|
|  | 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. |  |  |
|--|--|--|--|

### 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 Member report and expenditure for project.                 | Strategy not approved   | Early Consultation and Regular Briefing                      | BCC / EDI  |
| School Leadership Team / Governors | Design and Delivery                    | High                        | To lead on delivery and programme management through its assigned contractors. | Unable to design to budget<br>Unable to deliver to timescales | Close working with other stakeholders<br>Regular feedback    | BCC/EDI /School Leadership Team  |
| School Leadership Team / Governors | Governing Body Agreement and End Users | High                        | Compliance with GBA Ongoing Revenue costs for R&M once works complete          | N/A   | Governing Body Agreement signed and regular project meetings | School Leadership Team/Academy Trust/ Governing Body EDI Project Officer |
| Pupils                             | End user                               | Low                         | Consultation   | Nil   | Through school's council                                     | 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 <b>each</b> of the outcomes in B1 above</i> |              |            | <i>What the estimated impact of the project will be on the measure identified</i> |
| <b>(A) Monetised benefits:</b>   | £            |            |   |
|  |              |            |   |
| <b>(B) Other quantified benefits:</b>  |              |            |   |
|  |              |            |   |
|  |              |            |   |
| <b>(C) Non-quantified benefits:</b>  | n/a          |            |   |
|  |              |            |   |
|  |              |            |   |
|  |              |            |   |

**Other Attachments**

*provide as appropriate*

- Appendix 2 – Hazard Awareness Identification Checklist (HARI)
- Appendix 3 – Exempt
- Appendix 4 - Environment and Sustainability Impact Assessment