

Nottingham City Council

Business Case

Project Title: Proposals to deliver the schools' capital maintenance programme 2023/24.

Lead Department: Children and Adults



Safer, cleaner, ambitious
Nottingham
A city we're all proud of



Nottingham
City Council

DOCUMENT CONTROL

BC Author	Rob Caswell
Project Sponsor (contact details)	Nick Lee – Director of Education Services
Project Manager (contact details)	Rob Caswell - Programme Manager (Major Projects)
Date	3/2/2023

Version	Status	Revision Date	Summary of Changes	Sign-Off
V1	Draft	3.02.23	First draft	
V2	Final	28.04.23	Updated	RC

CONTENTS

	Page
1.0 Introduction	
2.0 Executive Summary.....	4
3.0 Strategic Fit (Strategic Case)	5
3.1 Strategic Overview	5
3.2 Links to Strategic Objectives	6
4.0 Project Information and Business Case.....	9
4.1 Background to the Project.....	9
4.2 Scope.....	9
4.3 Constraints	11
4.4 Dependencies	133
4.5 Key Risks	144
4.6 Assumptions.....	177
4.7 Success criteria.....	177
4.8 Impact on Business as Usual	1717
4.9 Benefits realisation plan	1818
4.10 Environmental impact assessment	200
4.11 Data Protection Impact Assessment.....	200
4.12 Equality Impact Assessment.....	211
5.0 Options Appraisal (Economic Case).....	211
6.0 COMMERCIAL ASPECTS (Commercial Case).....	22
6.1 Affordability (Financial case).....	23
7.0 ACHIEVABILITY (Management case)	24
7.1 Delivery team	25
7.2 Programme and Key Milestones	26
7.3 Governance and reporting arrangements	26
7.4 Project Approach.....	26
8.0 List of Appendices	28
9.0 SENIOR RESPONSIBLE OFFICER/[SPONSOR] SIGN OFF	29

1.0 Introduction

This document defines the project's Business Case and provides the baseline against which the project is continually assessed. NB: For support in completing the following financial sections either contact your financial representative or refer to the 'Project Appraisal Handbook'.

This first section should act as a statement that reflects how the Business Case will be used.

This document sets out the business case and proposals for delivering the Capital Maintenance programme 2023/24 for Nottingham City schools.

It will provide evidence for the need of this project and set out how the proposal links to the outcomes of the Council Plan 2021-23 and the how the projects will be delivered.

The Business Case is a key supporting document for the Executive Board report which is going for approval in May, the report will ask for the following to be approved:

- To prioritise the remainder of the 2022/23 grant allocation of £1,329,416 from the Department for Education (DfE) for school condition works to Nottingham City schools and approve the seven schemes that have already been identified.
- Approve the allocation of a contingency of £0.179 m and to delegate approval and authorisation of how this is allocated to the Corporate Director for People.
- Approve the delegation of the procurement routes of the 2023/24 schemes to the Corporate Director of People in compliance with the Council's Contract Procedure rules and Public Contract Regulations ensuring value for money.

2.0 Executive Summary

Briefly state the purpose of the project, what the project sets out to achieve and when. This section should be a short summary of the project and is often best completed last!

All local authorities receive an annual allocation of grant funding to support maintained schools with managing the condition and health and safety of their school buildings. This funding is known as the Capital Maintenance Grant. The funding is typically a formulaic calculation determined by the Education and Skills Funding Agency (ESFA), who then confirm allocations to local authorities on an annual basis.

At Executive Board in June 2022 approval was gained to use £1,350,000 of the 2022/23 grant funding already received from the DfE for Capital Maintenance in 2022/23 to deliver five schemes in the school summer holidays 2022 and to set aside £270,000 as a contingency fund to address any urgent health and safety issues that may arise in 2022/23. The remainder of the grant funding has been prioritised for a further 7 schemes and is being taken for approval in May 2023.

Approval will also be sought at Executive Board in March 2023 to delegate a Contingency of £0.179 m to the Corporate Director for People. This will mean that the Corporate Director for People will have the authority to approve and authorise how this is spent.

3.0 Strategic Fit (Strategic Case)

3.1 Strategic Overview

Explain the context of the project and the reason why it is needed now – the business need. This should be at an organisational level – i.e. to support the transformation of the City centre, to ensure there are sufficient school places available.

Reference to any existing documents, approvals or publications can be summarised here and attached as an appendix to the Business Case.

This section should demonstrate that a change is required.

The City has over the years taken a long term approach in prioritising and addressing capital maintenance issues at schools using the yearly grant funding. The focus of this project is to achieve the outcomes of keeping pupils safe and schools warm and dry to mitigate the need for school closure and a resultant loss of learning. As school budgets become increasingly stretched it is not possible for schools to afford to address major issues such as for example safeguarding, health and safety works and heating failures.

To support the prioritisation process, the Major Projects team previously completed an Estate Review Plan (ERP) for each Local Authority maintained school. The purpose of this exercise was to understand how schools' operate within the existing buildings, manage building issues and how they deliver learning outcomes to children.

A focus of the ERP was to capture the known condition issues at schools and understand how these are managed given the increased austerity schools are facing and the very low level of direct funding they receive to maintain buildings. This exercise served to reinforce that schools cannot afford to address significant maintenance and capital issues themselves. The impact of issues such as leaking roofs and aging heating systems were a constant risk to schools and have to be managed on a day to day basis. The concern and risk around the potential of school closure and loss of learning days due to maintenance problems and failures was echoed by all schools.

To support the ERP, a programme of condition surveys was commissioned to review the site and buildings of each school. Within these surveys attention was paid to the building fabric and mechanical and electrical elements of each school. Using these surveys is assisting the Major Projects team to form a longer term strategic plan identifying potential programmes of work over future years and how they will be managed.

At the time of writing this report the ESFA are continuing with a five year programme to carry out independent condition surveys for locally maintained schools. All schools will

be surveyed between 2021 and 2026. Condition survey reports will be issued directly to schools. Major Projects will continue to build on the excellent relationships it has with schools in order to access the reports and collate the information along with all the information they already hold on the NCC school estate.

The business need for this project links directly to outcomes specified in the Council Plan 2021-23 and is explored below. Pupils need to continue to be kept safe, warm and dry so they can learn and continue to grow and thrive in the school environment.

3.2 Links to Strategic Objectives

State how the project will contribute to the Council Plan, national policy or a Department's objectives and priorities.

<http://intranet.nottinghamcity.gov.uk/news/council-plan-2019-2023>

Also state the final outcomes expected.

This section must include a statement about how the project will support the objective of becoming a Carbon Neutral city by 2028.

<https://www.nottinghamcity.gov.uk/media/2620252/nottinghams-2028-carbon-neutral-charter-3.pdf>

<https://www.nottinghamcity.gov.uk/cn2028>

This project links to the following outcomes in the Council Plan 2021-2023 :

- Safer Nottingham
- Clean and Connected Communities
- Keeping Nottingham Working
- Carbon Neutral by 2028
- Child Friendly Nottingham
- Healthy and Inclusive
- Financial Stability

Safer Nottingham

We will contribute to providing safe and secure school buildings. We will prioritise works that mean children and staff feel safe in their environment. These works will be safeguarding interventions to the building and grounds to ensure intruder risk is removed. Other examples of priority works could be the removal or making safe and management of asbestos, structural repairs either to the frame or to the façade of the building, the provision of automatic fire alarms and safe evacuation and provision of intruder alarms.

It is paramount that children are safe and parents and carers know their children are being taught in an environment that is both safe and secure.

Health and Safety and Safeguarding are one of the areas in a school that an OFSTED inspection will investigate and report on impacting on the final grade the school will get.

We will work to prioritise schemes where safety or security measures are identified to support the outcome that children will be taught in schools that are good or outstanding in line with the Children and Young Peoples plan 2021-23.

Clean and Connected Communities

We will contribute to keeping communities clean. We will carry out interventions where appropriate to improve the air quality of school buildings. For example we will review and improve ventilation when replacing or repairing windows. As we are aware that there is a need to consider the concentration of CO₂ in rooms and will install where possible automatic window openings to mitigate the impact of CO₂.

We will address where possible the impact of vehicular transport and emissions. For example we will consider tree planting options as part of safeguarding/security interventions as this will also serve to mitigate the impact of fumes created by traffic.

Keeping Nottingham Working

We will contribute to keep Nottingham working by assessing whether schemes can be delivered with in house resource.

Where the City Council enters into a contract with a contractor from the SCAPE regional framework for any of the schemes we will monitor the contractual commitment to deliver the NCC KPIs that focus on local spend, local employment and local apprenticeship targets. We will collaborate with Nottingham Growth Hub to establish if there are any opportunities for Nottingham citizens or local SMEs to be engaged in employment.

Carbon Neutral by 2028

We will contribute to making Nottingham carbon neutral by 2028.

We will support this outcome by ensuring that the schemes that are proposed for the 2023/4 programme and all future years will at the design development stage, consider where possible interventions to reduce carbon emission. Environmentally sympathetic construction options will be considered to increase sustainability where budget and design permits. All planning and building control regulations now take account of environmental and sustainability considerations and these will need to be adhered to in the design process.

We will work with colleagues in NCC Energy Services to undertake school energy surveys where appropriate and assess the viability of introducing energy saving interventions where the business model stacks up. This could be for example by the introduction of photovoltaic panels or added insulation on roofing projects.

If we remove asbestos or install new fire alarm systems consequential works tend to be having to replace existing ceilings and lighting. When this opportunity presents we will install LED lighting

We continue to review taking forward carbon reducing heating interventions. It must be noted that the cost of sourcing alternatives to gas boilers is still extremely high but we are looking to include boilers that have been designed to run partly on hydrogen as a way of the future proofing the system. The efficiency of any low carbon heating source relies on additional works to the fabric of buildings, for example increasing insulation. This is to ensure the full benefit of the lower carbon heating intervention comes to fruition. A desktop study completed by the Department for Business, Energy and Industrial Strategy for the Nottingham City school sector recommended that a whole school approach should be taken when addressing decarbonisation of heating systems. Going forward we will look to future planning of replacement heating systems that incorporates improvements to the fabric of the building to ensure maximum efficiency and benefit.

We will ensure where possible that we will introduce smart heating controls to enable end users to monitor energy usage and become more accustomed to energy management.

Child friendly Nottingham

We will ensure that any safeguarding or health and safety schemes that are prioritised will be taken forward for approval. Children will be protected and feel safe in their school environment. Children will have an environment where they can learn safely and thrive. The emotional and physical well-being of children will be at the forefront of any such schemes. By maintaining and where possible improving school buildings we aim to give every child in Nottingham the best start in life.

Healthy and Inclusive Nottingham

The Executive Board report will be supported by an equality impact assessment which will take account of any schemes that will impact on buildings and ensure that accessibility adheres to building control standards.

This is specifically pertinent to any schemes that involve works or adaptations to the building for example safeguarding or other health and safety schemes. The detailed design stage of schemes will develop proposals to ensure that that all works meet building regulations and ensure that buildings are accessible for all.

Financial Stability

The condition liability of Nottingham City schools is estimated at £25m. The yearly grant is limited and does not allow us to address all condition liability issues for Nottingham schools.

Due to the limitations of the grant in comparison to the condition liability of Nottingham City schools we have to be confident that we prioritise the right schemes and that the selected method of procurement and delivery ensures the best value for money is completed by the most appropriate contractor.

Programmes will include estimated costs identified for each scheme. Budget costs will continue to be put together based on feasibility estimates to include contingency amounts to allow for added uplifts for inflation and market trends. The contingency amounts on each scheme will vary year on year as they will be linked to the rate of construction inflation at the time. We are currently using 15% where possible.

We will continue to work with the selected contractor on each individual scheme to refine and develop costs to enable us to be confident that we are working with robust costings with allowances are made for risk, contingency, market trends and pricing fluctuations. We will continue to monitor the spend on budgets throughout the schemes development and work with the relevant contractors to challenge where necessary and ensure we are receiving best value.

We will continue to work to ensure that the final accounts on all of the schemes will be in line with the anticipated costs and we will always ensure to our best ability that sufficient contingencies are in place to cover unknowns. We will ensure that the overall programme costs are managed within the allocated annual grant funding.

4.0 Project Information and Business Case

4.1 Background to the Project

Provide any information relevant to understand the background to the project. This should be at a project level and might include information about what already exists.

The annual capital maintenance grant allocation for 2022/23 schemes has been received from the DFE for the value of £2,679,416.

The grant is to improve the condition of school buildings maintained by Nottingham City Council. The highest priorities for approval relate to health and safety requirements, for example ensuring the safeguarding of pupils within a school site, ensuring buildings are structurally sound and the safe evacuation of a school building in the event of an emergency.

The next priorities are those condition issues that mean school buildings are not weather proof or that they are not warm in winter which could lead to schools closing temporarily and a loss of learning. This could include schools that require roof replacement, new windows or repair to existing, boilers, heating pipes and electrical infrastructure.

The overall condition liability for schools in the City is significantly greater than funding available and there is insufficient funding to complete all works. We therefore have to ensure that the priority schemes are borne of these two categories listed.

4.2 Scope

Provide details of what this project will deliver (in-scope) and what it will not deliver (out

of scope) and why these decisions have been made.

Programme of works will deliver schemes that keep Nottingham pupils safe and secure and/or mitigate the risk of school's closing (for example through heating failure) which would result in loss of learning to pupils.

Major Projects have in place an accepted prioritisation process which is worked through towards making the final recommendations for programme of works. This process is frequently reviewed and refined where necessary. This process of prioritisation was accepted in the report which was approved at Executive Board in December 2021. We will continue our joined up approach by working with colleagues in NCC Building Services and Health and Safety teams respectively to ensure we have all the relevant information to enable us to prioritise appropriately.

If the delegation to the Corporate Director of People (Children and Adults) is approved for the authorisation of the spending of the contingency 2022/23 we will continue to ensure in line with our prioritisation process that the most urgent schemes are taken forward.

The Executive Board report May 2023 identifies seven schemes which have already been prioritised and subject to approval:

Southwold Primary – asbestos removal

There is significant asbestos in the school and this does pose a level of risk although it is currently being managed by the school if the asbestos was to degrade there is potential for contamination. This is a multi-year programme that will significantly reduce the asbestos risk in the building by removing as much as possible.

Crabtree Farm Primary – access

Currently there is a Health and Safety / Safeguarding issue at Crabtree Farm primary school which is related to access. Currently the majority of the pupils and parents funnel through a single gate on to the playground when they arrive at the beginning of the day or as they leave at the end of the day. This movement of most of the school through this gate does create school management issues and has on occasion lead to flashpoints with parents.

It is planned to create an additional entrance to the school further up the path to allow some pupils to access the site through another entrance and to reduce the pressure on the current access point.

Southwold Primary – roofing works

Southwold Primary is experiencing issues to an area of its roof. This is part of a multi-year programme to replace the school roof. The roof above the main hall and some adjacent rooms was replaced in the summer of 2022, the works this summer will be the second phase. We have engaged a SCAPE framework contractor who has provided a feasibility cost to rectify the problems and we are seeking approval at Executive Board

May 2023 to fund this work.

Crabtree Farm Primary – roofing works

The roof at Crabtree Farm Primary school has multiple leaks and has been identified as requiring replacing. Due to the size of the roof this will be a multi-year programme, the initial works will be in Key Stage 2 area of the building.

Claremont Primary – roofing works

There are areas of the roof at Claremont Primary School that are in need of replacement and therefore this scheme has been brought into the programme.

Seeley Primary – Boiler replacement

There is a requirement to replace the some of the boilers, this is part of a phased programme that will replace all the boilers in the school.

Carrington Primary – Boiler replacement

This is the first part of a heating upgrade to Carrington Primary School, by replacing the boilers it will improve the overall heating for the school.

4.3 Constraints

Provide details of any constraints (e.g. resources, legal and operational). What must be taken into account and/or cannot be ignored? This section may also include the parameters of the project.

This section might also cover the requirements from any statutory consultees, such as Planning, the outcome of any consultation, the conditions of any grant funding, site constraints.

Programme

Generally all schemes proposed have to be delivered during the school summer holidays. Dependant on the nature of the works and length of programme there may be a need to start some works prior to the summer holidays or complete into the new academic year. In previous years when this has happened Major Projects have collaborated with schools to ensure that this is carried out safely. Works are programmed accordingly to minimise disruption on site and there is always robust demarcation between the construction works and the school staff and pupils.

Schools have always worked with Major Projects positively to offer flexibility in such instances in order for the outcome to be delivered.

Legal / regulations or requirements

If a contractor from the SCAPE framework is selected to deliver any of the schemes and/or technical services we will require resource support from internal colleagues in Legal Services and Procurement respectively to support us to enter into contract with the framework contractor. Colleagues within these service areas will be engaged as early as possible for them to be able to allocate resource to support Major Projects.

Planning and Building Control Statutory Authorities

We will require continued support of these authorities to advise us on aspects of the design and to confirm that we are meeting our statutory obligations for relevant schemes.

Operational

If any of the current schemes or future schemes have to start or complete on site during term time the project team will ensure that a robust management plan is agreed between the school and contractor to ensure that the site will function as normal and safely. Any successful contractor(s) will be responsible for providing a construction management plan which will include risk and method statements for the safe delivery of the projects on site. The CDM role will include assessing any impact that may affect the day to day running of the school and will be discussed well in advance with individual schools and will be subject to their agreement.

Delivery times will be agreed and formalised in the construction management plan. The working day will generally start at 8am and finish at 5pm to mitigate any impact on local residents by, for example, deliveries to site.

During the summer holiday period access is provided to site by individual school site managers. There will always be a period when this is not possible due to annual leave commitments. In these cases alternative arrangements will need to be made. This does not usually pose a problem.

Financial

The 2022/23 Capital Maintenance Grant was received in April 2022 for a value of £2,679,416. At this time we are seeking approval to deliver seven schemes as identified in section 4.2 to the May 2023 Executive Board report and are seeking approval to delegate a Contingency amount to the Corporate Director for People (Children and Adults) who will approve and authorise how this is spent.

At the time of writing this report the long term impact of Brexit and Covid is still impacting on the construction industry supply chain. Material prices continue to be volatile and lead in times for delivery of materials are unpredictable and have in some cases increased dramatically. This market position has been taken into account and will continue to be taken into account where appropriate going forward with future programmes of works. We will ensure budget costings are robust and take account of the circumstances at the time. Appropriate contingency allowances will be allowed for each scheme to take into account the current market position and mitigate for any further potential increase in the coming months. At the feasibility stage the importance

of a cost break down and the inclusion of a risk register with costs is essential. This enables Major Projects to manage any changes due to increased costs and changes in material lead times.

The rapid increase of costs in the construction industry has dealt a level of uncertainty for future costs. In order to plan works for immediate and future programmes of work we have used the relevant industry construction inflation position plus an additional percentage allowance for any potential market fluctuations or increases.

Please note that there are no revenue implications to Nottingham City Council for the delivery of capital works within this programme. Any ongoing costs which arise after the completion of capital works will need to be managed and funded from individual school budgets.

4.4 Dependencies

*Provide details of any dependencies that are outside the control of the project that would or could impact on successful delivery.
This might be understood through a PESTLE or risk analysis, as well as identifying any projects or activity that has interdependencies with this project.*

This might include:

- *Consultation outcomes*
- *Land ownership/ legal issues*
- *Formal processes – planning, for example*

Approval from NCC Capital Board

The report going to Executive Board in May 2023 was approved by Capital Board on the 17/02/23.

NCC Legal and Procurement services

There is a requirement from both the Legal team and the Procurement Team to raise the appropriate contracts.

Planning and Building Control

Programme of works will be dependent on any relevant planning permissions and building control approvals being applied for and granted by Nottingham City Council. Experience from previous years has illustrated that early discussions with both the NCC Planning and Building Control colleagues are prudent.

Robust cost management

Robust cost management will be dependent on, the project team being confident to challenge contractors and to be fully aware of market /industry circumstances.

Support from schools and governing bodies

Delivering the proposed programme of works will be in conjunction with individual schools and governing bodies. Major Projects will continue to build on the existing positive relationships with the Nottingham Schools' Trust and the schools themselves to ensure the works are delivered collaboratively to the outcomes required.

4.5 Key Risks

Provide details of key risks to the Council and the project. How are risks managed? This section should act as a summary of the risk register. The top 5 risks may be outlined below. The table can be used to provide information if helpful.

The key risks are as follows:

Risk Number	Risk Description	Likelihood Rating	Impact Rating	RAG Rating	Risk Response
1	Market costs remain at a high level for goods and materials	Likely	Major	Red	Ensure robust costing of all schemes takes this into account and allowances / contingencies are allowed for to reflect the increase in market costs that are currently prevalent and any potential further rises.
2	Funding is insufficient to carry out all the priority schemes identified	Likely	Moderate	Amber	This is always a risk and it is acknowledged that not all schemes will be able to be taken forward. Major Projects will continue to carry out a robust prioritisation exercise to enable the most urgent schemes to be taken forward that will ensure schools are safe and warm and dry. Any schemes not taken forward are always reassessed for future programmes of work. Major Projects will contact the schools where schemes have not been taken forward to explain why and offer support as to how any issues can be managed in the interim.
3	Managing any unknown urgent health and safety issues that may arise later in the financial year.	Possible	Moderate	Amber	Major Projects will continue to retain a contingency amount that will allow for any urgent issues that arise to be reviewed and addressed accordingly. Such issues will form part of the decision making delegation to the Corporate Director for People (Children and Adults).
4	Works cannot be completed during the limited summer holiday period	Possible	Moderate	Amber	There is always the risk that on some of the projects the scope of works may not be able to be fully delivered within the school summer holiday period. Previous experience has suggested that schools are very flexible in working with Major Projects to carry out some works prior to or post the summer holiday period. Robust plans and practices are mutually agreed to ensure the safety of all concerns and any impact on school's operation is minimal.

5	Longer term impact of Covid 19 infection on labour resource and supply	Possible	Moderate	Amber	Major Projects will continue to have a standard agenda item at project meetings to gain assurance from contractors of labour resource and request mitigations in the event of a threat to project delivery due to operative absences through illness or operatives that choose to isolate.
---	--	----------	----------	-------	--

4.6 Assumptions

Set out any assumptions that have been made. For example, it is assumed that the client will be responsible for managing the relationship with their Portfolio Holder, or it is assumed that the timescales of one development facilitate this project.

It is assumed that the support will be available from internal colleagues (for example Legal and Procurement teams respectively) to work with Major Projects towards the delivery of approved programmes of work.

It is assumed that Major Projects will continue to build on the good relationship it has with the Nottingham Schools Trust and Nottingham City schools and governing bodies to successfully deliver works.

4.7 Success criteria

Outline the success criteria for the project. How will you know it has been a success? These should be end points, not a measure of progress and act as Key Performance Indicators for the project. These may contribute to the benefits, but it is expected that benefits will take a longer period to be realised and the success criteria should reflect the preferred position when the project completes.

We will know programmes of work have been a success because we will have delivered works that meet our two specific criteria to keep schools safe and warm and dry.

Schools will tell us that they now feel safe and secure in their premises when they complete the Major Projects' end user client feedback form.

Schools will be able to access areas safely for maintenance needs.

Major Projects will receive reduced communications from schools reporting heating issues or leaks to roofs. They will no longer contact us to say they are concerned about their ability to fund constant repairs to heating systems or roofs that are failing.

Any loss of learning days through school closure (anecdotally mainly due to heating breakdown) will be mitigated.

4.8 Impact on Business as Usual

Clarify what disruption this project may have on existing operations, including the impact on stakeholders. This might be restricting access to an area for a period of time or might affect the flow of traffic whilst some works are completed.

In general terms works are normally carried out during the school summer holidays

which mitigates the disruption to school operation. However some schemes may have to start or finish outside of the parameters of the school holiday period. If this is the case then Major Projects have always worked with schools positively and schools have been flexible with such requests. Health and Safety plans, risk and method statements are developed in conjunction with the school, contractor and the CDM Manager and agreed prior to commencement. There is always a clear demarcation between the works the contractor is carrying out and the operational school.

There are times during the summer holiday period when the school site manager is not available due to annual leave commitments. Schools have always worked with us to make alternative arrangements and organise any communication with, for example, alarm monitoring stations to ensure all the necessary bodies are aware that the site is being managed by the contractor with an appointed contractor site manager present.

4.9 Benefits realisation plan

*Provide details of the benefits that are expected to be realised in terms of efficiencies, improvements, compliance, etc. - both financial and non-financial. Are the benefits identified SMART- Specific, Measurable, Achievable, Realistic, Timely)?
The table below may help set out the benefits.*

Benefit	Measure	How it will be assessed	Strategic fit	Timescale
Reducing the condition liability of Nottingham City schools.	The value of the works will be omitted from the overall condition liability value of schools.	The reduction in the liability will feed into overall condition liability costs directly reported to the DFE.	Review of days lost through closure.	Reduction in condition liability value will be seen immediately.
Support where possible the Council's ambition to become a carbon neutral city by 2028	Measurement of energy consumption from relevant interventions to show heating systems are more efficient and utility bills are reduced for schools.	Review of cost of energy bills over a period of time by schools.	Council Plan commitment to reduce carbon emissions 2028.	Works will be generally be completed during school summer holidays. Relevant schools will monitor their energy bills for the following months
Reducing spending on general repairs and maintenance by schools.	Reduction in maintenance bills eg. For addressing boiler failure issues, repairs to roofs, repairs to water pipes and fire alarms.	Review of school expenditure	To promote healthy living and children to learn and thrive in a safe, warm and dry environment.	Review over a specified period of time eg. a financial year. Major Projects to link directly with school business managers.
Schools do not have to close because of, for example, heating failure.	Keeping schools warm and dry and therefore not subject to closure due to heating failure or mechanical issues.	Review of days lost through closure.	Minimising days lost so pupils can learn and thrive at school.	Collected by NCC colleagues to the established timeline.
Keeping schools safe.	Children and staff will feel safe and secure in their school environment.	Schools will tell us this in their client feedback reviews. Schools will not fail their OFSTED inspection due to safeguarding concerns.	Council Plan commitment for a safer Nottingham.	Immediate and ongoing linking to Ofsted inspection outcomes.

4.10 Environmental impact assessment

Outline the impact of this project on the environment. This might include a summary of any surveys undertaken, any sustainable measures include and reference to the Carbon Neutral 2028 ambition in more detail. There may be no impact on the environment, in which case this should be noted as not applicable.

As articulated in section 3.2 above and in the draft strategy document which was accepted at Executive Board December 2021 we will include where possible interventions that contribute to making Nottingham carbon neutral by 2028.

We will continue to review how we can improve insulation when we are carrying out roofing projects and we will work with colleagues in NCC Energy Services to establish whether there would be value in installing photovoltaic panels.

We will consider where possible the installation of smart meter controls to any new boiler systems which will make the end user more aware of the energy they are using. We will help schools become more aware and manage this in a better way.

We will ensure when we carry out works to windows that we will not only repair the windows and make them safe we will improve the ventilation where at all possible.

4.11 Data Protection Impact Assessment

Identify if there is any impact on how data is collected, stored or used and how this will be managed. If required, summarise the Data Protection Impact Assessment and include the document as an appendix.

From project conception through to handover and closure, data pertaining to programmes of work will be managed and stored by the project manager. It is not anticipated that generally there will be any personal information held. Contact numbers will be work business mobiles and will be stored on a project directory. The project directory has to be available to all members of the team.

The only circumstance where personal data could be held is if a Headteacher issues their personal phone number for contact during the school holidays to the project manager. This will not be stored on the project directory. The project manager will be the only person who holds this contact number and will not issue to any other members of the project team or third parties.

All schools now have electronic visitor systems which means that there is reduced visible exposure of a person's details as was in previous times when signing in books were common. It is the responsibility of individual schools to manage the electronic storage of this data in line with Data Protection legislation.

Whilst the works are on site the contractor will have their own signing in process for operatives and visitors. It is the duty of the main contractor to manage this information in line with Data Protection legislation.

4.12 Equality Impact Assessment

Outline the impact of this project on equality referencing the Equality, Diversity and Inclusion strategy 2020-2023, where appropriate:

<http://intranet.nottinghamcity.gov.uk/human-resources/equality-diversity-and-inclusion/equality-diversity-and-inclusion-at-ncc/>

Our Equality Objectives

- 1. Make sure that our workforce will reflect the citizens we serve*
- 2. Create economic growth for the benefit of all communities*
- 3. Provide inclusive and accessible services for our citizens*
- 4. Lead the city in tackling discrimination and promoting equality*

Confirm if an Equality Impact Assessment is required and how / when this will be done. Can be attached as an appendix (usually a requirement of a report).

Works will impact on young people and we will improve the safety, condition and longevity of school buildings focussing on keeping children safe and warm and dry. The latter mitigating the impact of potential loss of learning days. We will help children to be taught in an environment that will enable them to both learn and thrive.

An equality impact assessment will be submitted as an appendix to the Executive Board report March 2023 for approval.

5.0 Options Appraisal (Economic Case)

This section should be a narrative that summarises any formal options appraisal. A template for options appraisals is included in the folder. This section should demonstrate that chosen option demonstrates value for money, that a range of options have been considered and that this option is the best balance of cost, benefits and risk.

If the project has included some element of design, the design team may wish to comment on this section, and a feasibility may be added as an appendix.

Provide details of the options that have been considered, including 'do nothing', and state clearly the preferred option. The details of each option should include:

- Outputs*
- Benefits*
- Outline Costs*
- Timescale*
- Risk*
- Deliverability*
- Innovation and Collaborations*

Major Projects will continue to carry out a thorough prioritisation process before making the recommendations for programme of works, as follows:

- The first step is to reconfirm the definition of the highest priority works – keeping schools safe followed by keeping schools warm and dry to negate the loss of learning time. This information is mostly obtained by reviewing the condition

surveys that were carried out for all schools in in 2019 along with the condition surveys that are currently being carried out by the DFE. In addition to this we work closely with colleagues in NCC Building Services to bring together technical and inspection/service information for items such as boilers, heating systems and fire alarms.

- The second step is to review schemes from previous years that have not been prioritised and to review their current status (ie. any further deterioration) of these items. This information will be sought from the relevant technical parties and cross referenced with condition survey information. Information obtained from the Estate Review Plans carried out by Major Projects will also be reviewed.
- The third step is to consider the schemes that may have only been partially completed in the previous year (or prior to this) due to phasing needs (eg. heating schemes).
- The fourth step is to draw on local information received from schools where they have highlighted any costly condition issues they were managing and the associated risk and threat to loss of learning. This is cross referenced with evidence from relevant technical parties in NCC and condition survey information.
- The fifth step is to meet with the NCC Schools' Health and Safety Manager to discuss proposals and confirm that he is in agreement with the proposed programme of works and also ascertain as to whether there were any further issues he was aware of that needed to be brought to the table for review.

6.0 COMMERCIAL ASPECTS (Commercial Case)

Procurement colleagues may support with completing this section.

This section should demonstrate that the proposed option is viable.

This section should outline why the procurement and contractual route has been chosen and what other options were considered. This should cover any aspects of the project that are being procured, whether services or products.

Provide details of the contract and procurement strategy including:

- Requirements
- Supplier Options
- Form of Contract (terms, duration, payment mechanism and performance incentives)
- Risk allocation and transfer
- Timetable/ Value for Money
- Quality implications
- Personnel implications (eg TUPE)
- State Aid
- Charging mechanism or funding strategy
- Procurement method
- Procurement risks/benefits
- Contract type

Following on from the prioritisation of works we take the opportunity to review each project individually and decide on the best procurement route at an individual scheme level. This approach is taken as there are multiple factors for each scheme which have to be considered to guide us to the most suitable procurement route. The options for procurement are:

- SCAPE Framework Agreement, employing a contractor as the Principal Contractor who will obtain a minimum of three quotes for all sub-contractor and specialist contractor works. The SCAPE Framework Agreement allows for early contractor involvement and an opportunity for collaborative working, free feasibility cost estimates, design and build option, limited lead-in times for firm price quotation, building on-going working relationships and understanding of NCC standards and requirements. The above are all well suited to the compressed programmes and challenging site environments of school condition works.
- In house Building Services, who will design M&E schemes for renewal of boiler and heating systems also renewal / installation of fire alarm systems, emergency lighting and lighting replacement schemes. They will carry out a combination of works themselves and tendering from a select list of contractors to achieve best value. Building Services carry out routine maintenance and servicing of schools' M&E plant and equipment and so have a good knowledge of requirements.

6.1 AFFORDABILITY (Financial case)

Provide an assessment of affordability and state available funding details. This section should demonstrate that the proposed option has realistic costs, funding is available and there is support in place. Show proposed expenditure profile and whole life costs including:

- | | | |
|---------------------------|-------------------------|--|
| • Year(s) of expenditure | • Total costs | • Efficiencies savings |
| • Revenue | • Funding (external) | • Whole Life Costings – include breakdown for complex projects in the Full business Case |
| • Capital | • Funding (Receipts) | |
| • VAT (partial exemption) | • Overall affordability | |

NB: Best practice is to show information in tabular form with a breakdown of spend over financial years with some supporting commentary. As the project is developed from outline to full business case there would be an expectation to have a more detailed analysis. It might be beneficial to outline any funding/ grant restrictions and the impact these have on the project.

This section should also outline what approvals are required to progress the project.

This section might be completed with support from colleagues in the Finance team.

Project Budget

The prioritised schemes at the time of writing this report are listed in the table below. It is anticipated that this work will cost approximately £1.150m. A contingency of £0.179m has been allocated to address any urgent health and safety issues that may arise. The grant

funding received for 2022/23 was £2,679,416 and is subject to acceptance and approval at Executive Board June 2022. Approval is sought for the delegation of the authorisation of the Health and Safety contingency to the Corporate Director for People (Children and Adults). An overview of the project budget at this stage is provided below.

Schools' capital maintenance programme 2023/24– overview of project budget	
Programme indicative budget costs:	
Carrington – Boiler replacement	£150,000
Crabtree Farm - Roofing	£250,000
Crabtree Farm - Access	£180,000
Claremont - Roofing	£150,000
Seeley – Boiler replacement	£140,000
Southwold – Asbestos removal	£140,000
Southwold – Roofing	£140,000
Contingency	£179,416
Overall total :	£1,329,416

The costs at this time are based on feasibility costs and allowances have been made for client risk contingency. If the final costs are returned and over the indicative costs it will be the project manager's responsibility to carry out a value engineering exercise in conjunction with relevant stakeholders.

6.2 Funding and approvals

This Business Case is an appendix to the approval being sought which recommends the approval of seven schemes already prioritised and the approval and the authorisation of how the contingency is allocated is delegated to the Corporate Director for People.

The 2022/23 Capital Maintenance Grant from the DfE was £2,679,416, the Executive Board report in June 2022 allocated £1,350,000 to schemes and a report going in March 2023 will allocate the remaining £1,329,416 to schemes some new and some further phases of previous schemes.

7.0 ACHIEVABILITY (Management case)

This section should demonstrate how achievable the option is, taking into account the experience of the team/ organisation responsible for delivery and the systems/ processes in place.

Provide details of the capability and capacity to deliver the project including:

- *High level plan for achieving desired outcome*
 - *Resource plan*
 - *Milestone plan*
- *Governance and reporting structure (including how the PMO will support)*
- *Outline Contingency Plan (how will you manage risk?)*
- *Post project evaluation method (lessons learned)*
- *Summary of control mechanisms (RIDCAL, risks, issues, change, decisions, etc.)*
- *Contract Management strategy*
- *Project team experience*

The programme will be delivered by Major Projects. The Major Projects team have considerable experience in delivering school projects and specifically capital projects and have built up over the years a strong working relationships with Nottingham City schools. The delivery team all hold the Association of Project Managers certificates.

A project management plan (internal document) is developed throughout the programme process and because of the nature of a PMP it is ongoing and kept live throughout the various stages of the project programme. The plan defines the project and explains the journey the project will take and how it will be managed. Reference is made to the supporting tools and documents necessary to ensure the project is managed effectively and efficiently and how quality will be assured. Such documents are in house project management tools such as the risk and issue log, lessons learned log, change control log communication and stakeholder plan. The project management plan is a live document that sits alongside this business case and has clear interdependencies.

7.1 Delivery team

- *Confirm who will be included in the delivery team, whether they are an internal or external resource and why this decision has been made. Where appropriate, identify the experience of the delivery team (if a specialist is required, for example). Outline the role of the delivery team in relation to the project.*

The programme will be managed by a Project Manager reporting to a Programme Manager within Major Projects. It is expected that Major Projects will also deliver instruction, some technical support and contract administrator duties for the schemes.

Major Projects will require support from colleagues in NCC Procurement, Legal Services and Building Services.

Major Projects will ensure that Principal Designer and Principal Contractor roles will be appointed to ensure that NCC fulfils its Construction and Design Management (CDM) requirements.

Schemes within programmes are usually delivered by a blend of internal resources and external contractors. Each individual scheme is assessed to ascertain the most appropriate procurement route to take.

7.2 Programme and Key Milestones

- *Outline the programme for the project as a narrative and then provide a summary of key milestones in a table. This might include approvals, contract dates and a completion date.*

Milestone	Date
Complete prioritisation exercise to establish list of final schemes for 2022/23 grant	Dec 2022
Governance process	Jan / Feb 2023
Executive Board approval	May 2023
Detailed costings of initial schemes and design stage	March / April 2023
Start on site (to be confirmed)	July/August 2023
Completion on site (to be confirmed for each individual scheme)	August/September 2023

7.3 Governance and reporting arrangements

Set how the project will be governed and reported to the organisation including:

- Formal governance arrangements (Boards/ Steering Groups)
- Key stakeholders and how they will be managed
- Role of the PMO and Project Assurance (gate 0 review/ PAG/ MMR)
- Decision making
- Reporting processes
- Communication strategy/ plan

The programme of works will be managed by the Project Manager in conjunction with the Programme Manager. The Programme Manager will update the Major Projects Head of Service at the diarised one to one meetings or where and when necessary.

Any urgent matters outside of this reporting structure are raised on an ad hoc basis as and when necessary. Any issues or risks that are likely to affect the scope or progress of the project will be reported to the project sponsor through meetings or emails, depending on the situation.

An update will be given to the NCC schools' operational group when they sit or upon request. This will consist of an update on progress, spend and highlight any risks and mitigations appropriate.

Formal reporting is completed by way of a monthly monitoring report to the Major Projects' Project Management Office.

7.4 Project Approach

Set how the project will be delivered including:

- *The project delivery team and their experience*
- *The project methodology used (APM/ Agile)*
- *Key documents and how they will be controlled/ signed off (configuration management) (may be reference to PMP here)*
- Change management
- Risk, issues and opportunity management
- Programme with key milestones, any phasing information
- Quality management
- Lessons learnt
- Project handover

Managing scope and quality

The project scope will be managed through the individual schemes specific scopes, which are compiled by joint working between Major Projects and the relevant contractors and specialists procured.

The project scopes will include any requirements specified of the ESFA standards and guidelines, City Council standards and all relevant requirements and guidelines. The quality of design will be managed accordingly by technical specialists and where appropriate the selected contractor respectively, throughout the process. Major Projects will act as the Client Project Manager on behalf of the schools, responsible for controlling the scope and delivery of the project within the timescales and budget available. All decisions will be made by Major Projects in conjunction with the school representatives concerning access and management.

Consultation and engagement

Major Projects will continue to work closely with all school and governing bodies in delivering the projects in the programmes. Major Projects will continue to build on the positive relationships it has developed with schools. A series of meetings will be held to discuss and agree the programme of works, site operations, health and safety management and the timing of progress meetings through the duration of the works. Minutes of meetings will be recorded and issued in order to formalise discussions and any decisions made going forward. Major Projects will work with individual schools throughout the process concluding in handover of the schemes.

Project management

The project will be managed in line with Association of Project Management (APM) principles using standard documentation developed by the Major Projects team. The Project Manager will be responsible for ensuring that key project documentation is developed and kept up to date to ensure the project is managed effectively, and lead the project team to ensure the project progresses in line with key milestones and the parameters set. Documentation to support the management of the process will be project documentation such as the programme, risk registers, lesson learned template (current and previous lessons learned) and change control management. The Project Manager will be supported by a Programme Manager, who will have oversight of the project and be able to support where issues and risks are identified. The project approach will be formalised in an ongoing Project Management Plan and the programme will be subject to a number of reporting and review requirements that

provide governance assurance that the project is well managed and offers value for money.

8.0 List of Appendices to Executive Board Report

Appendix ref	Title
Appendix A:	Business Case
Appendix B:	Grant Allocations 2022/23
Appendix C:	Equality Impact Assessment (EIA)
Appendix D:	Carbon Impact Assessment (CIA)

9.0 SENIOR RESPONSIBLE OFFICER/[SPONSOR] SIGN OFF

I confirm the information provided in this Business Case is the best information available to me, as SRO/Sponsor, at the time of the application.

Signature:	
Name:	
Position:	