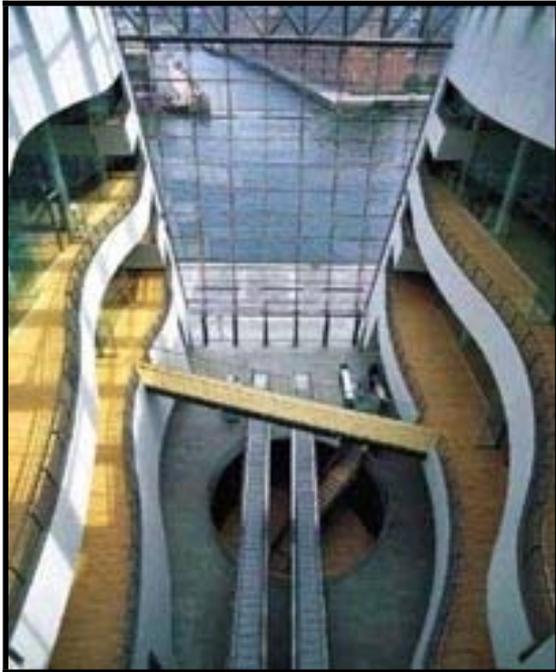
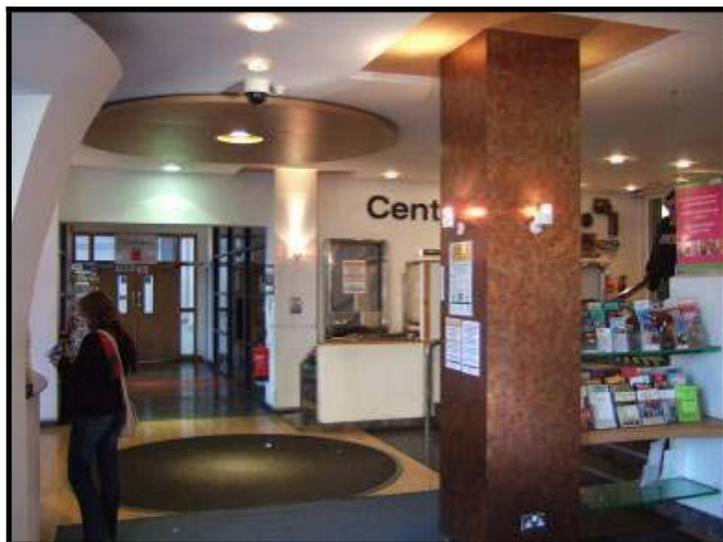


11. SUMMARY AND CONCLUSIONS



Entrance/ atrium, The Royal Library Black Diamond, Copenhagen



Entrance – Birmingham Central Library

11. SUMMARY AND CONCLUSIONS

11.1 Introduction

This section draws together the key information points from each part of the Business Case and summarises the conclusions reached.

11.2 Introduction & History:

This report is not simply a discursive evaluation of alternative solutions to deliver a Library of Birmingham. It is also a prospectus; a document that sets out what the City Council is trying to achieve. It is an invitation to participate to the commercial sector, to Central Government and to other bodies to contribute towards the delivery of the vision for the Library of Birmingham, and to make positive and lasting progress in realising the future of this great City.

11.3 Business Need:

This section has demonstrated the clear need for a Library of Birmingham, by demonstrating:

- the existing library building has reached the end of its useful life
- the existing building's layout and design limits the potential benefits the Library and Archive Service can deliver to the City, the region and the nation
- the opportunity to invest in a new building will allow the City Council to deliver a new landmark for the City to reflect the status and aspirations of the City

- re-locating the Library to Centenary Square will release the Paradise Circus site, enabling the redevelopment of a key part of the City centre. This will produce significant benefits for the City in terms of progressing the themes of the City Centre Masterplan Visioning Study and generating long-term employment.

11.4 **Releasing Service Potential:**

This section has demonstrated how the opportunities established by the business need translate into the Vision for the Library of Birmingham. That Vision has then been expanded into detailed service objectives; how these objectives will be met has been explained. The Business Case goes on to discuss what the Library of Birmingham will deliver.

11.5 **What the Library of Birmingham will deliver:**

The scale of the Library of Birmingham gives it the potential to be a flagship scheme for Birmingham. An improved and better designed library has the potential to have significant economic, cultural, and social impacts, through its contribution to learning, young people, social inclusion and other government and national priorities. However, to achieve these aims, the services and facilities must be accessible to all, and any potential barriers to use by the wider community must be removed.

The plans for the Library of Birmingham will address the problems and concerns with the current building, particularly access, adaptability, and lack of space for wider creative uses. In addition, the new building will be a landmark of architectural excellence for the City centre.

The building will be designed with the City Council's wider cultural objectives firmly in mind, to make all forms of art and heritage more accessible to potential users. The Audit Commission has praised Birmingham City Council for recognising the importance of culture as a key driver for regeneration, and the Library of Birmingham should be a catalyst for further City-wide regeneration projects.

The Library of Birmingham will provide a vehicle to achieve the ambitions of the city and a way to underpin learning, diversity, health, culture, safety, economy, sustainability and communication. It will support economic regeneration and be central to raising the city's national and international profile. The Library of Birmingham will contribute to social and economic sustainability by creating a cultural destination to encourage community cohesion.

The Library of Birmingham will provide a new cultural and creative opportunity for the City and be a key contributor to the realisation of the city's and the region's cultural strategies. It will play an important social binding role in defining and preserving, whilst at the same melding, the cultural identity and traditions of the individual communities.

The Library of Birmingham will establish sustainable cultural provision across the city, helping to deliver local, regional and national priorities, including Government objectives for sustainable communities and the strategic objectives of the Department of Culture, Media and Sport (DCMS) and other cultural agencies.

11.6 Solutions:

The feasibility study concluded that there were two optimum solutions. Of these, Solution 9, integrated with the Rep has significant advantages over the standalone solution, fully meets the brief, is supported by the Library and Archive Service and addresses the City's sustainable development responsibilities. Furthermore, based on the criteria laid down by the Library and Archives Service it is recommended that specification A would best meet the Vision and Objectives of the Service. Attached to the Rep, specification A is the recommended solution. This recommendation is supported by the Birmingham City Council Leader and Chief Executive who see this as a fabulous opportunity for the City.

The study demonstrated that the Library of Birmingham comprising a Knowledge Centre (for lending and reference services) and an Archive and Heritage Centre can be accommodated in a single building on the Council's preferred site location on Centenary Square.

The study reviewed the work on previous proposals for the new Library, benchmarked the costs against the latest schemes and concluded that they were still not viable.

The bringing together of the Library of Birmingham and the Rep is an opportunity to create one of the most outstanding cultural centres in the world. In step with one of the main aims of the City's Cultural Strategy, it offers a unique opportunity to *"improve flagship facilities for culture in the city centre....improving our reputation abroad and encouraging tourists and visitors"*.

11.7 Finance:

This section has costed each of the optimum solutions (Solutions 8 and 9) and given these costs context by comparing them with previous proposals on a like for like basis, i.e. compared the schemes in terms of capital and revenue costs at 2013 prices.

By scrutinising the financial information and the other information discussed in the previous sections of the Business Case, the City Council supports Solution 9, Integrated with the Rep, as its 'recommended solution'. Furthermore, the City Council has acknowledged this development as an opportunity to make a statement about the city. In line with the recommendations set out in the Professor Michel Parkinson's report The Birmingham City Centre Masterplan: Visioning Study (Bibliography No1), the City Council has opted for a high specification solution, a "landmark building".

This recommended solution has been compared with similar benchmark buildings to ensure it is a value for money option.

The recommended solution has also been subject to a process of value engineering, and a number of options for reducing costs have been demonstrated. This information has been presented to inform the City Council of possible decisions it could take and their impact on the City Council's resources.

11.8 Funding:

The Funding section builds on the decisions set out in the Finance Section. It sets out a variety of methods that the Council may wish to consider to address the additional funding required, between those amounts already earmarked for the Library of Birmingham, and the total cost of delivering the recommended solution.

The City Council has so far identified approximately £154m towards the capital costs of the Library of Birmingham, a large proportion of this money is in the form of prudential borrowing and capital receipts. This section has identified a number of additional funding solutions which, if successfully adopted, could reduce the levels of prudential borrowing for the Council.

The methods suggested have been supported by the City Council's Corporate Finance Department, who at the request of the Chief Executive of the City Council has contributed to this Business Case detailing the recommended funding solution. Based on the identified budget of £193m, the technical solutions were adjusted to fit this figure, based on the size and quality.

11.9 **Delivery:**

Once the City Council has ratified the Business Case a definitive budget must be set for the Project. The delivery structure for the project should be defined and the Project Manager appointed.

A separate advisory team is recommended to ensure that financial risks are identified early on and contingencies put in place to mitigate them.

This section of the report recommends a procurement strategy whereby the construction works are procured through the Develop and Construct variant of Design & Build. This form of contract involves the Client appointment of a design team to partially design the building. Tenders are then invited to complete (develop) the design and to construct the building. The Contractor takes over responsibility and liability for the design and construction of the Library of Birmingham. This route brings a single point of responsibility, integration of design and construction expertise and can lead to faster more efficient processes.

To fit with a Develop and Construct Contract it will be necessary for the City Council to appoint its own design team which will be novated over to the Develop and Construct Contractor once the design has been developed to a stage that ensures the best fit for the Client's aspirations and the project.

It should be noted that the most appropriate procurement route will depend on where City Council and the Library of Birmingham priorities lie in respect of time, cost, quality and risk and it is recommended that City Council establish a coherent procurement strategy, informed by a procurement workshop and agreed by all key stakeholders. This workshop should include consideration of the use of existing BCC framework consultants and contractors.

Based on the above recommendations two separate delivery programmes have been prepared and included within the Delivery Section. Programme 1, (page 169) shows opening of the new library during the first Quarter 2014 and Programme 2, (page 170) prepared at the instruction of BCC Corporate Finance Team shows opening of the new library during the first Quarter 2013. The short programme requires more rapid procurement of all services. It is this delivery route that has been used by the Council to reduce the overall costs of the Library of Birmingham, as recommended in the Finance Section.

11.10 **Risk:**

If the Library of Birmingham is to succeed the risks must be identified, tracked and managed effectively. The whole process of Risk Management is a crucial project management tool. The work done in connection with this Business Case is a robust first stage to managing the risk. Risk management will be an ongoing process for the life of the project. Some risks will mature or be successfully mitigated, new risks will be identified, tracked, managed and mitigated or they in turn will mature.

Using this methodology as a management process will give the project team visibility as well as control over the risks.

As with all local government projects, funding will be a significant issue. The effective management of risk can have a large part to play in controlling project costs and limiting the call on Council resources.

BCC Corporate Finance team have included recommendations in respect of the costs associated with the risks and have concluded that

“The £18.5m risk relates primarily to overruns. If the City Council were to implement mitigation steps such as expediting its approvals process, adopting a low risk design for the building and the use call off contractors where possible this provision may not be required in full thus releasing resources to further invest in the project.

Robust project management will be required if delays or project creep are not to incur extra costs”.

As with all local government projects, funding will be a significant issue. The effective management of risk can play a large part in controlling project costs and limiting the call on Council resources.

11.11 Conclusion:

The Library of Birmingham provides an unprecedented opportunity in terms of culture and the economic, social and physical regeneration of the city. The current Central Library building is no longer fit for purpose and Birmingham's needs in the 21st Century. It is very clear that 'doing nothing' is not an option. Spending additional monies on the existing building could only correct the existing weaknesses to some extent and does not offer the best value for money; the Library and Archive Service's ability to maximise its service offering would continue to be compromised, hindering the proper use of its assets and limiting its work with key partners.

Locating the Library of Birmingham on the Centenary Square site is feasible either as a standalone building or connected to the Rep; however there are clear advantages with the latter option. Integrating the Library of Birmingham with the Rep will maximise the logical synergies of both the theatre and the library.

It is an affordable solution which will deliver a landmark, sustainable building that meets the vision and objectives for the Library of Birmingham.

Moving the Library opens the way for significant regeneration benefits for the city centre as it allows the regeneration of the Paradise Circus area. The regeneration potential of the current site will allow the City Council to shape the city for the future. Redevelopment will bring significant investment into the city centre, creating a hub for employment particularly in the service sector. More importantly, it will give the City Council an opportunity to open up the city centre, creating more attractive and accessible public spaces.

The recommended solution, integrating the Library of Birmingham with the Rep, is supported by the Birmingham City Council Leader and Chief Executive and has been welcomed by the Rep.