

# **CABINET DOCUMENTS FOR THE MEMBERS ROOM**

Monday, 19th December, 2011  
at 5.00 pm

MEMBERS ROOM DOCUMENTS ATTACHED TO THE  
LISTED REPORTS

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# MEMBERS ROOM DOCUMENTS

## 9 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME PROJECT APPROVAL 2011/12 - PHASE 4

- Outline Project Proposals for each category
- Project Category Evaluations for each category
- Business Case for each category

FRIDAY, 9 DECEMBER 2011

HEAD OF LEGAL AND DEMOCRATIC SERVICES

## OUTLINE PROJECT PROPOSAL (OPP)

**Project Title: Safe, wind and weather tight ---- Supported Housing Walkway repairs**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	J. Richards
Project Sponsor	G. Miller
Project Type	B
Approved by	

**1. PROJECT OUTLINE**

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

Continue the existing programme of works of upgrading communal walkways/balconies across the City to Supported Housing blocks. Works include resurfacing, decoration, upgrading of lighting and replacement panels/glazing to handrails/balcony. In addition some blocks are also to receive strengthening/reinforcement works following recent structural investigations. Blocks to receive elements of these works are Curzon Ct, Nutfield ct, Seagarth Close, Weston ct, Oldbury Ct, Stanford ct and Farley Ct.

**2. STRATEGIC FIT/CHANGE IMPERATIVES**

**Principal Aims**

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
Part of the existing SHAP programme of works	Part of a Programme

**3. STAKEHOLDERS**

**3.1. Key Stakeholders**

*Describe who will benefit from the project and how.*

*Stakeholder:* Existing/ Future tenants and visitors  
*Impact:* Refurbished communal walkway/balcony areas to blocks

**3.2. Council Wards**

*Will the project significantly impact upon a particular Ward?*

*Ward affected:* City Wide  
*Impact:* Refurbished communal walkway/balcony areas to blocks

**3.3. Project Dependencies**

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project:* N/A  
*Impact:*



#### 4. ESTIMATED TIMESCALES

*Project Start Date: 10/01/2012*

*Project End Date: 31/03/2012*

#### 5. ESTIMATED TOTAL COST

**£1,034,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant. Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Survey in advance of installation
- Develop full specification
- Tender works
- Consultation with residents/tenants
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Scheme approval not obtained.

- Unknown asbestos installation.
- Long spells of inclement weather
- Contractor / sub contractor entering into Administration
- Further structural problems encountered

## 9. ATTACHMENTS

*Please attach completed Project Categorisation Tool –, BRONZE*

## Project Category Evaluation



**Project Title**  
**Safe, Wind/Weather--- Supported Housing Walkway repairs**

**Project Number**

### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

### Project Value

b. £0.2M to £1M

Selection

^%

Score

16

### Procurement Profile - External Spend

b. £10,000 - £99,999

10%

6

### Project Profile (political priority / public / reputational/ stakeholder buy-in)

b. Low

20%

10

### Risk to Achievability (time / cost / resources / opposition/ immovable deadlines)

a. Very Low

20%

5

### Complexity (Joint arrangements etc)

b. Low

20%

10

### Senior Executive's Discretion (Member of COMT)

<Comment>

100%

47

70 or above	Gold
50 to 69	Silver
Below 50	Bronze

### Notes

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

### Other Important Impact Assessments:

Where required and necessary, please complete the following impact assessments for the proposed project work:

- 1: Equality Impact Assessment
- 2: Sustainability Impact Assessment
- 3: Crime and Order Impact Assessment





**PROJECT BUSINESS CASE**

**Project Number:**

**Project Title: – Safe, wind and weather tight ---- Supported Housing Walkway repairs**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	J.Richards
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	B
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

Continue the existing programme of works of upgrading communal walkways/balconies across the City to Supported Housing blocks. Works include resurfacing, decoration, upgrading of lighting and replacement panels/glazing to handrails/balcony. In addition some blocks are also to receive strengthening/reinforcement works following recent structural investigations. Blocks to receive elements of these works are Curzon Ct, Nutfield ct, Seagarth Close, Weston ct, Oldbury Ct, Stanford ct and Farley Ct

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date. 10/01/2012*

*Project End Date: 31/03/2013*

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	Trip hazards will occur , concrete will deteriorate, paint will flake off and possible collapse
Only strengthen walkways	Walkways will not collapse	£300K - £500k	The balconies would remain in bad condition with the decoration in poor disrepair.
Carryout works as defined	All works will be carried out. The balconies will be secure, safe well lit, and fully refurbished not only making them completely safe for use but also transform the appearance of said blocks.	£1,034,000	none

Complete the above or attach an option appraisal template.

## **2.2. Recommended Option**

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 2 be adopted as this will ensure the safety for residents and visitors to these blocks for many years to come.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants and visitors both now and in the future with the balconies safe for occupation as well as transforming the appearance of said blocks

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 10/01/2012*

*Performance target/s (at project end date): 31/03/2013*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40



#### 4.1. Risk Quantification and Sensitivity Analysis

*Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:*

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Long spells of inclement weather	SCC & Capita	Low	Med	Winter	Programming of works
Obstructing access and walkways	SCC & Capita	Low	Med	Throughout	Careful consultation and programming of works
Use of unsuitable materials	SCC & Capita	Low	High	Pre start	Careful specification detailing

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## 5. APPENDICES

### 5.1. Project Costs

*Please complete 'Project Costs' below. This must be attached **as an Appendix** to the Business Case.*

### 5.2. Initial Impact Assessment

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>

## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	240,000	690,190			930,190
External fees Capita,	72,000	31,810			103810
Internal SCC business fees					
<b>Total capital costs</b>	312	722,000			1,034,000

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					
▪ <i>Legal</i>	4 days	0 Days			4 days
▪ <i>Finance</i>	6 days	6 Days			12 days
▪ <i>Asset Management</i>	11 days	50 Days			61 days
▪					
▪					
Capita, other partners or contractors	30 days	130 days			160 days
<b>Total Resources Days</b>	51 days	186 Days			237 days

**5.2.4 Contingency**

*Consider adding contingency funds. By default, 10% of the total project cost should be added.*

	£	Reason
<b>Project Cost</b>	£1,034,000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

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*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



**OUTLINE PROJECT PROPOSAL (OPP)****Project Title: Well maintained communal Facilities  
Communal Works (Ventnor Ct)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	J. Richards
Project Sponsor	G. Miller
Project Type	B
Approved by	

## 1. PROJECT OUTLINE

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

Continue the existing programme of works of upgrading communal areas within Supported Housing Blocks. These works are specifically for both blocks @ Ventnor Ct, Swaythling. Works consist of decoration, floor coverings, new energy saving lighting systems and new ceilings to the corridor areas only (Other areas will follow at later date after lift projects are completed). In addition to these works new wood finished individual doors are to be installed throughout.

## 2. STRATEGIC FIT/CHANGE IMPERATIVES

### Principal Aims

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
Part of the existing SHAP programme of works	Part of a Programme

## 3. STAKEHOLDERS

### 3.1. Key Stakeholders

*Describe who will benefit from the project and how.*

*Stakeholder:* Existing/ Future tenants and visitors

*Impact:* Refurbished communal areas to blocks

### 3.2. Council Wards

*Will the project significantly impact upon a particular Ward?*

*Ward affected:* Swaythling Ward

*Impact:* Refurbished communal areas to blocks

### 3.3. Project Dependencies

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project:* N/A

*Impact:*



#### 4. ESTIMATED TIMESCALES

*Project Start Date: 10/01/2012*

*Project End Date: 08/06/2012*

#### 5. ESTIMATED TOTAL COST

**£400,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant. Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Survey in advance of installation
- Develop full specification
- Cost obtained
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Scheme approval not obtained.
- Unknown asbestos installation.

**9. ATTACHMENTS**

*Please attach completed Project Categorisation Tool –, BRONZE*

## Project Category Evaluation



**Project Title**  
Well maintained Comm Facilities -- Communal Works

**Project Number**

### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

### Project Value

b. £0.2M to £1M

Selection

^%

Score

16

### Procurement Profile - External Spend

b. £10,000 - £99,999

6

### Project Profile (political priority / public / reputational / stakeholder buy-in)

b. Low

10

### Risk to Achievability (time / cost / resources / opposition / immovable deadlines)

a. Very Low

5

### Complexity (Joint arrangements etc)

b. Low

10

### Senior Executive's Discretion (Member of COMT)

<Comment>

100%

47

70 or above	Gold
50 to 69	Silver
Below 50	Bronze

### Notes

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

### Other Important Impact Assessments:

Where required and necessary, please complete the following impact assessments for the proposed project work:

- 1: Equality Impact Assessment
- 2: Sustainability Impact Assessment
- 3: Crime and Order Impact Assessment





## PROJECT BUSINESS CASE

**Project Number:**

**Project Title: Well maintained communal Facilities  
Communal Works (Ventnor Ct)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	J.Richards
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	B
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

Continue the existing programme of works of upgrading communal areas within Supported Housing Blocks. These works are specifically for both blocks @ Ventnor Ct, Swaythling. Works consist of decoration, floor coverings, new energy saving lighting systems and new ceilings to the corridor areas only (Other areas will follow at later date after lift projects are completed). In addition to these works new wood finished individual doors are to be installed throughout.

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date. 10/01/2012*

*Project End Date: 08/06/2012*

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	
Just carryout redecoration to corridors	Walls will appear "fresh"	£35K	The rest of the building will still appear dab and not welcoming. Blocks will also appear as "half done/half left".
Carryout works as defined	Buildings are totally transformed their appearance completely changed and blocks will be akin to those blocks already carried out	£400,000 including fees	None

Complete the above or attach an option appraisal template.

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## **2.2. Recommended Option**

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 3 be adopted as this will ensure the blocks meet the standards already set at “sister blocks” and given the previous experiences flats will be easier to let.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants and visitors both now and in the future with the blocks being totally transformed

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 10/01/2012*

*Performance target/s (at project end date): 08/06/2011*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40



#### 4.1. Risk Quantification and Sensitivity Analysis

*Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:*

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Works cost over budget	SCC	Low	Low	Start	Revise works requested
No access to property	SCC & Capita	Low	Low	Throughout	Utilising Support workers and LHO
Disruption/Access in corridors	SCC & Capita	Low	Low	Throughout	Careful programming and consultation

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## 5. APPENDICES

### 5.1. Project Costs

*Please complete 'Project Costs' below. This must be attached **as an Appendix** to the Business Case.*

### 5.2. Initial Impact Assessment

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>

## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	165,000	165,000			330,000
External fees Capita,	35,000	35,000			70,000
Internal SCC business fees					
<b>Total capital costs</b>	200,000	200,000			400,000

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					
▪ <i>Legal</i>	4 days	0 days			4 days
▪ <i>Finance</i>	6 days	2 days			8 days
▪ <i>Asset Management</i>	11 days	11 days			22 days
▪					
▪					
Capita, other partners or contractors	30 days	20 days			50 days
<b>Total Resources Days</b>	51 days	33 days			84 days

**5.2.4 Contingency**

Consider adding contingency funds. By default, 10% of the total project cost should be added.

	£	Reason
<b>Project Cost</b>	£400,000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

---

*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



## OUTLINE PROJECT PROPOSAL (OPP)

**Project Title: Modern Facilities— Bathrooms City wide  
2012/13**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	S. Ransley
Project Sponsor	G. Miller
Project Type	Gold
Approved by	

## 1. PROJECT OUTLINE

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

To maintain the current level of properties meeting the Decent Homes Standard, works to refurbish bathrooms across the City are to continue. This project shall see 575 Bathrooms being refurbished within the financial year 2012/13

## 2. STRATEGIC FIT/CHANGE IMPERATIVES

### Principal Aims

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
<i>In line with current Decent Homes programmes</i>	Part of a Programme

## 3. STAKEHOLDERS

### 3.1. Key Stakeholders

*Describe who will benefit from the project and how.*

*Stakeholder:* Existing and Future tenants across the City  
*Impact:* New Bathroom facilities refurbished where required

### 3.2. Council Wards

*Will the project significantly impact upon a particular Ward?*

*Ward affected:* All Wards  
*Impact:* Bathroom facilities refurbished where required

### 3.3. Project Dependencies

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project:* N/A  
*Impact:*



#### 4. ESTIMATED TIMESCALES

*Project Start Date: 01/04/2012*

*Project End Date: 31/03/2013*

#### 5. ESTIMATED TOTAL COST

**£3,950,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant. Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Develop full address list
- Survey in advance of installation
- Order individual bathrooms
- Programme of works/delivery to be determined
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Tenant refusal (although the property will be classed as Decent, with works carried out when Void).
- Contractor going into Administration
- Delays due to inclement weather.
- Framework expiring before completion of works

## **9. ATTACHMENTS**

*Please attach completed Project Categorisation Tool –, Gold*



**PROJECT BUSINESS CASE**

**Project Number:**

**Project Title: – Modern Facilities— Bathrooms City wide  
2012/13**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	S. Ransley
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	G
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

To maintain the current level of properties meeting the Decent Homes Standard, works to refurbish bathrooms across the City are to continue. This project shall see 575 Bathrooms being refurbished within the financial year 2012/13

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date.* 01/04/2012

*Project End Date:* 31/03/2013

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	Properties will fail DH standard
Carryout repairs only	Leave a functioning bathroom	£1,560,000	These works will actually cost more for their individual elements than refurbishment
Carryout works as defined	Bathrooms are completely updated throughout reducing future cost in repairs etc	£2,196,000	As per G1 report

Complete the above or attach an option appraisal template.

### 2.2. Recommended Option

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option*

---

*will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 3 be adopted as this will ensure that properties meeting the DH standard remain at the current high levels.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants both now and in the future with fully refurbished Bathrooms being available

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 01/04/2012*

*Performance target/s (at project end date): 31/03/2013*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40

#### 4.1. Risk Quantification and Sensitivity Analysis

Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Works cost over budget	SCC	Low	Low	Start	Revise works requested
No access to property	SCC & Capita	Low	Low	Throughout	Properties will still be deemed Decent
Number of properties not delivered in set time period	SCC & Capita	Low	Low	Throughout	Careful programming and consultation
Contractor entering administration	SCC & Capita	Low	Med	Throughout	Utilise 2 <sup>nd</sup> contractor or internal workforce

---

## 5. APPENDICES

### 5.1. Project Costs

*Please complete 'Project Costs' below. This must be attached **as an Appendix** to the Business Case.*

### 5.2. Initial Impact Assessment

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1 (2012/13)	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	1,975,521				1,975,521
External fees Capita,	220,479				220,479
Internal SCC business fees					
<b>Total capital costs</b>	<b>2,196,000</b>				<b>2,196,000</b>

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					8 days
▪ Legal	8 days				20 days
▪ Finance	20 days				40 days
▪ Asset Management	40 days				
▪					
▪					120 days
Capita, other partners or contractors	120 days				188 days
<b>Total Resources Days</b>	<b>188 days</b>				

**5.2.4 Contingency**

*Consider adding contingency funds. By default, 10% of the total project cost should be added.*

	£	Reason
<b>Project Cost</b>	£2,196,000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

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*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



**OUTLINE PROJECT PROPOSAL (OPP)****Project Title: Modern Facilities— Bathrooms Swaythling  
(Jan – March 2012)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	S. Ransley
Project Sponsor	G. Miller
Project Type	B
Approved by	

## 1. PROJECT OUTLINE

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

To maintain the current level of properties meeting the Decent Homes Standard, works in the Swaythling Ward is to proceed. This project shall see 71 Bathrooms being refurbished between Jan and March 2012

## 2. STRATEGIC FIT/CHANGE IMPERATIVES

### Principal Aims

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
<i>In line with current Decent Homes programmes</i>	Part of a Programme

## 3. STAKEHOLDERS

### 3.1. Key Stakeholders

*Describe who will benefit from the project and how.*

*Stakeholder: Future tenants*

*Impact: New Bathroom facilities refurbished where required*

### 3.2. Council Wards

*Will the project significantly impact upon a particular Ward?*

*Ward affected: Swaythling Ward*

*Impact: Bathroom facilities refurbished where required*

### 3.3. Project Dependencies

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project: N/A*

*Impact:*

#### 4. ESTIMATED TIMESCALES

*Project Start Date: 10/01/2012*

*Project End Date: 31/03/2012*

#### 5. ESTIMATED TOTAL COST

**£861,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant.  
Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Survey in advance of installation
- Order individual bathroom suites
- Programme of works/delivery to be determined
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Tenant refusal (although the property will be classed as Decent, with works carried out when Void).
- Contractor going into Administration
- Delays due to inclement weather.
- Framework expiring before completion of works

## **9. ATTACHMENTS**

*Please attach completed Project Categorisation Tool –, BRONZE*



## Project Category Evaluation

### Project Title

Modern Facilities - Bathrooms Refurbishment 2012/13 City Wide

### Project Number



### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

### Project Value

d. Over £2M

Selection

^%

Score

30

### Procurement Profile - External Spend

d. Above £139,892 / £3,497,312 (note 1)

10

### Project Profile (political priority / public / reputational/ stakeholder buy-in)

b. Low

10

### Risk to Achievability (time / cost / resources / opposition/ immovable deadlines)

b. Low

10

### Complexity (Joint arrangements etc)

b. Low

10

### Senior Executive's Discretion (Member of COMT)

<Comment>

100%

70

70 or above	Gold
50 to 69	Silver
Below 50	Bronze

### Notes

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

### Other Important Impact Assessments:

Where required and necessary, please complete the following impact assessments for the proposed project work:

- 1: Equality Impact Assessment
- 2: Sustainability Impact Assessment
- 3: Crime and Order Impact Assessment





## PROJECT BUSINESS CASE

**Project Number:**

**Project Title: Modern Facilities— Bathrooms Swaythling  
(Jan – March 2012)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	S.Ransley
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	B
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

To maintain the current level of properties meeting the Decent Homes Standard, works in the Swaythling Ward is to proceed. This project shall see 71 Bathrooms being refurbished between Jan and March 2012

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date.* 10/01/2012

*Project End Date:* 31/03/2012

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	Properties will fail DH standard
Carryout repairs only	Leave a functioning bathroom	£180,000	These works will actually cost more for their individual elements than refurbishment
Carryout works as defined	Bathrooms are completely updated throughout reducing future cost in repairs etc	£261.000	As per G1 report

Complete the above or attach an option appraisal template.

### 2.2. Recommended Option

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option*

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*will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 3 be adopted as this will ensure that properties meeting the DH standard remain at the current high levels.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants both now and in the future with fully refurbished Bathrooms being available

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 10/01/2012*

*Performance target/s (at project end date): 31/03/2012*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40

#### 4.1. Risk Quantification and Sensitivity Analysis

Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Works cost over budget	SCC	Low	Low	Start	Revise works requested
No access to property	SCC & Capita	Low	Low	Throughout	Properties will still be deemed Decent
Number of properties not delivered in set time period	SCC & Capita	Low	Low	Throughout	Careful programming and consultation
Contractor entering administration	SCC & Capita	Low	Med	Throughout	Utilise 2 <sup>nd</sup> contractor or internal workforce

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## 5. APPENDICES

### 5.1. Project Costs

*Please complete 'Project Costs' below. This must be attached as an **Appendix** to the Business Case.*

### 5.2. Initial Impact Assessment

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	224200				224200
External fees Capita,	18,404				18404
Internal SCC business fees	18,396				18396
<b>Total capital costs</b>	<b>261,000</b>				<b>261000</b>

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					
▪ <i>Legal</i>	<i>4 days</i>				<i>4 days</i>
▪ <i>Finance</i>	<i>6 days</i>				<i>6 days</i>
▪ <i>Asset Management</i>	<i>11 days</i>				<i>11 days</i>
▪					
▪					
Capita, other partners or contractors	30 days				30 days
<b>Total Resources Days</b>	<b>51 days</b>				<b>51 days</b>

**5.2.4 Contingency**

Consider adding contingency funds. By default, 10% of the total project cost should be added.

	£	Reason
<b>Project Cost</b>	£261,000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

---

*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



## Project Category Evaluation

**Project Title**

**Modern Facilities -- Bathrooms Swaythling (Jan - March 2012)**

**Project Number**



### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

Project Value

b. £0.2M to £1M

Selection

^%

Score

30%

16

Procurement Profile - External Spend

b. £10,000 - £99,999

10%

6

Project Profile (political priority / public / reputational / stakeholder buy-in)

b. Low

20%

10

Risk to Achievability (time / cost / resources / opposition / immovable deadlines)

a. Very Low

20%

5

Complexity (Joint arrangements etc)

a. Very Low

20%

5

**Senior Executive's Discretion (Member of COMT)**

<Comment>

100%

42

70 or above	Gold
50 to 69	Silver
Below 50	Bronze

**Notes**

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

**Other Important Impact Assessments:**

Where required and necessary, please complete the following impact assessments for the proposed project work:

- 1: Equality Impact Assessment
- 2: Sustainability Impact Assessment
- 3: Crime and Order Impact Assessment



**OUTLINE PROJECT PROPOSAL (OPP)****Project Title: Modern Facilities— Kitchens City wide  
2012/13**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	S. Ransley
Project Sponsor	G. Miller
Project Type	Gold
Approved by	

## 1. PROJECT OUTLINE

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

To maintain the current level of properties meeting the Decent Homes Standard, works to refurbish Kitchens across the City are to continue. This project shall see 575 Kitchens being refurbished within the financial year 2012/13

## 2. STRATEGIC FIT/CHANGE IMPERATIVES

### Principal Aims

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
<i>In line with current Decent Homes programmes</i>	Part of a Programme

## 3. STAKEHOLDERS

### 3.1. Key Stakeholders

*Describe who will benefit from the project and how.*

*Stakeholder:* Existing and Future tenants across the City

*Impact:* New Kitchen facilities refurbished where required

### 3.2. Council Wards

*Will the project significantly impact upon a particular Ward?*

*Ward affected:* All Wards

*Impact:* Kitchen facilities refurbished where required

### 3.3. Project Dependencies

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project:* N/A

*Impact:*



#### 4. ESTIMATED TIMESCALES

*Project Start Date: 01/04/2012*

*Project End Date: 31/03/2013*

#### 5. ESTIMATED TOTAL COST

**£3,950,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant.  
Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Develop full address list
- Survey in advance of installation
- Order individual Kitchens
- Programme of works/delivery to be determined
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Tenant refusal (although the property will be classed as Decent, with works carried out when Void).
- Contractor going into Administration
- Delays due to inclement weather.
- Framework expiring before completion of works

## **9. ATTACHMENTS**

*Please attach completed Project Categorisation Tool –, Gold*

## Project Category Evaluation



<b>Project Title</b> Modern Facilities - Kitchens Refurbishment 2012/13 City Wide	<b>Project Number</b>
--------------------------------------------------------------------------------------	-----------------------

### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

Project Value	Selection	^%	Score
<u>Procurement Profile - External Spend</u>	d. Over £2M	30%	30
<u>Project Profile (political priority / public / reputational/ stakeholder buy-in)</u>	d. Above £139,892 / £3,497,312 (note 1)	10%	10
<u>Risk to Achievability (time / cost / resources / opposition/ immovable deadlines)</u>	b. Low	20%	10
<u>Complexity (Joint arrangements etc)</u>	b. Low	20%	10

### Senior Executive's Discretion (Member of COMT)

<Comment>

100% 70

70 or above	Gold
50 to 69	Silver
Below 50	Bronze

### Notes

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

### Other Important Impact Assessments:

- Where required and necessary, please complete the following impact assessments for the proposed project work:
- 1: Equality Impact Assessment
  - 2: Sustainability Impact Assessment
  - 3: Crime and Order Impact Assessment





**PROJECT BUSINESS CASE**

**Project Number:**

**Project Title: – Modern Facilities— Kitchens City wide  
2012/13**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	S. Ransley
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	G
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

To maintain the current level of properties meeting the Decent Homes Standard, works to refurbish Kitchens across the City are to continue. This project shall see 575 Kitchens being refurbished within the financial year 2012/13

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date. 01/04/2012*

*Project End Date: 31/03/2013*

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	Properties will fail DH standard
Carryout repairs only	Leave a functioning kitchen	£2,250,000	These works will actually cost more for their individual elements than refurbishment
Carryout works as defined	kitchen are completely updated throughout reducing future cost in repairs etc	£3,924,000	As per G1 report

Complete the above or attach an option appraisal template.

### 2.2. Recommended Option

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option*

---

*will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 3 be adopted as this will ensure that properties meeting the DH standard remain at the current high levels.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants both now and in the future with fully refurbished Kitchens being available

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 01/04/2012*

*Performance target/s (at project end date): 31/03/2013*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40



#### 4.1. Risk Quantification and Sensitivity Analysis

*Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:*

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Works cost over budget	SCC	Low	Low	Start	Revise works requested
No access to property	SCC & Capita	Low	Low	Throughout	Properties will still be deemed Decent
Number of properties not delivered in set time period	SCC & Capita	Low	Low	Throughout	Careful programming and consultation
Contractor entering administration	SCC & Capita	Low	Med	Throughout	Utilise 2 <sup>nd</sup> contractor or internal workforce

## **5. APPENDICES**

### **5.1. Project Costs**

*Please complete 'Project Costs' below. This must be attached **as an Appendix** to the Business Case.*

### **5.2. Initial Impact Assessment**

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>

## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1 (2012/13)	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	3,530,000				3,530,000
External fees Capita,	394,000				394,000
Internal SCC business fees					
<b>Total capital costs</b>	<b>3,924,000</b>				<b>3,924,000</b>

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					8 days
▪ Legal	8 days				20 days
▪ Finance	20 days				40 days
▪ Asset Management	40 days				
▪					
▪					120 days
Capita, other partners or contractors	120 days				188 days
<b>Total Resources Days</b>	<b>188 days</b>				

**5.2.4 Contingency**

*Consider adding contingency funds. By default, 10% of the total project cost should be added.*

	£	Reason
<b>Project Cost</b>	£3,924,000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

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*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>



**OUTLINE PROJECT PROPOSAL (OPP)****Project Title: Modern Facilities—Kitchens Swaythling (Jan  
– March 2012)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/012/2011
Author of OPP	G. Miller
Portfolio	Housing
Directorate	Environment
Division	Decent Homes

The sections below should be completed after the appropriate Member of COMT has approved the OPP and a Project Sponsor and Project Manager has been identified. The OPP and Project Categorisation Tool should then be sent to the Council's Project Management Office (PMO) for registration on SharePoint.

Project Manager	S. Ransley
Project Sponsor	G. Miller
Project Type	B
Approved by	

## 1. PROJECT OUTLINE

*In no more than a couple of sentences, explain what triggered the need for the project and describe the existing environment and how this will change as a result of the project.*

To maintain the current level of properties meeting the Decent Homes Standard, works in the Swaythling Ward is to proceed. This project shall see 127 Kitchens being refurbished between Jan and March 2012

## 2. STRATEGIC FIT/CHANGE IMPERATIVES

### Principal Aims

*Tick one or more of the following:*

	To improve efficiency <i>ie: can demonstrate cashable savings for a minimum period of 3 years</i>
	To support a Member led initiative <i>ie: intended to satisfy a Portfolio requirement</i>
	To meet legal, statutory or policy requirements <i>ie: reasons unconnected with business performance</i>
	Included in the Corporate Improvement Plan
	Included in a Business Plan
X	To be delivered with council partners
<i>In line with current Decent Homes programmes</i>	Part of a Programme

## 3. STAKEHOLDERS

### 3.1. Key Stakeholders

*Describe who will benefit from the project and how.*

*Stakeholder: Future tenants*

*Impact: New kitchen facilities refurbished where required*

### 3.2. Council Wards

*Will the project significantly impact upon a particular Ward?*

*Ward affected: Swaythling Ward*

*Impact: kitchen facilities refurbished where required*

### 3.3. Project Dependencies

*Will the project be significantly impacted by, or will it significantly impact upon, other programmes or projects? Please identify the programme/s/project/s.*

*Programme/Project: N/A*

*Impact:*



#### 4. ESTIMATED TIMESCALES

*Project Start Date: 10/01/2012*

*Project End Date: 31/03/2012*

#### 5. ESTIMATED TOTAL COST

**£861,000 including fees**

#### 6. FUNDING

*Explain proposals to fund the project. This may be for example, through allocated Capita days / external grant / Portfolio capital / Divisional or Directorate revenue.*

##### 6.1. Funding source

*For example, funding for project identified in Directorate budget/ via an External grant.  
Please state if funding has not yet been identified.*

***Funding is within the Housing Revenue Account***

##### 6.2. Internal resource requirements

*Please state if the project will input from:*

Property and Procurement teams

##### 6.3. Feasibility funding request

*Amount required: £ N/A*

#### 7. KEY ACTIONS

*What key actions need to occur to implement the project?*

- Obtain Scheme approval
- Survey in advance of installation
- Order individual kitchens
- Programme of works/delivery to be determined
- Monthly monitoring and reporting
- Completion of programme

#### 8. KEY RISKS

*Are there any key risks (in terms of impact and/or likelihood) that could have a significant impact on the successful delivery of the project?*

- Tenant refusal (although the property will be classed as Decent, with works carried out when Void).
- Contractor going into Administration
- Delays due to inclement weather.
- Framework expiring before completion of works

## **9. ATTACHMENTS**

*Please attach completed Project Categorisation Tool –, BRONZE*

## Project Category Evaluation

### Project Title

Modern Facilities -- Kitchens Swaythling (Jan - March 2012)

### Project Number



### Instructions

1. Click on each of the blue boxes and choose one of the 4 options from the drop down menu.
2. Note total score and category of project.
3. Print off copy for project file.

### Project Value

b. £0.2M to £1M

Selection

^%

Score

### Procurement Profile - External Spend

b. £10,000 - £99,999

10%

6

### Project Profile (political priority / public / reputational/ stakeholder buy-in)

b. Low

20%

10

### Risk to Achievability (time / cost / resources / opposition/ immovable deadlines)

a. Very Low

20%

5

### Complexity (Joint arrangements etc)

a. Very Low

20%

5

### Senior Executive's Discretion (Member of COMT)

<Comment>

100%

42

### Notes

1. The lower limit of £139,892 refers to supplies and services and the higher limit of £3,497,312 to works. The amounts relate to 200,000 and 5,000,000 Euros respectively

### Other Important Impact Assessments:

Where required and necessary, please complete the following impact assessments for the proposed project work:

- 1: Equality Impact Assessment
- 2: Sustainability Impact Assessment
- 3: Crime and Order Impact Assessment

70 or above	Gold
50 to 69	Silver
Below 50	Bronze





**PROJECT BUSINESS CASE**

**Project Number:**

**Project Title: Modern Facilities—Kitchens Swaythling (Jan – March 2012)**

Release (Draft/Final)	Draft
Version Number	1
Date	08/12/2012
Project Manager	S.Ransley
Project Sponsor	G.Miller
Directorate	Environment
Division	Decent Homes

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	B
Approved by	F. Martin

## 1. OUTLINE PROJECT PROPOSAL

### 1.1. Background

*For the background to why we are doing this project, please see the Outline Project Proposal.*

To maintain the current level of properties meeting the Decent Homes Standard, works in the Swaythling Ward is to proceed. This project shall see 127 Kitchens being refurbished between Jan and March 2012

### 1.2. Update to Outline Project Proposal

*Confirm project start and end dates below and highlight any changes since the Outline Project Proposal was agreed*

*Project Start Date.* 10/01/2012

*Project End Date:* 31/03/2012

## 2. OPTIONS APPRAISAL

### 2.1. Options Investigated

Option Description	Benefits	Costs	Risks
Do nothing	None	£0	Properties will fail DH standard
Carryout repairs only	Leave a functioning kitchen	£700,000	These works will actually cost more for their individual elements than refurbishment
Carryout works as defined	Kitchens are completely updated throughout reducing future cost in repairs etc	£861,000 including fees	As per G1 report

Complete the above or attach an option appraisal template.

### 2.2. Recommended Option

*Explain the recommended Option and make clear the level of confidence (e.g. Pessimistic, Optimistic or Realistic) in the estimates to enable a balanced decision on benefits versus costs and risks. The following sections of the Business Case will be based on the recommended option. If there is significant doubt about which option*

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*will be selected, the Option Appraisal should be sent for approval prior to completing the Business Case.*

Asset Management recommend that option 3 be adopted as this will ensure that properties meeting the DH standard remain at the current high levels.

### 3. PROJECT OBJECTIVES AND MEASURES

#### 3.1. Objectives

*What does the project aim to achieve and/or deliver?*

*Achievement of the project objectives will be used to assess project Quality at G5.*

See Item 1.1

#### 3.2. Service / Business Benefits

*Who will benefit and how?*

Tenants both now and in the future with fully refurbished kitchens being available

#### 3.3. Estimated Cashable benefits

*If applicable, list any cashable savings and state the period over which they will be delivered. Obtain verification from Corporate Finance that the savings are achievable and attach the verification as an Appendix to this document.*

#### 3.4. \*Quality Measures

*Baseline performance level (at project start date): 10/01/2012*

*Performance target/s (at project end date): 31/03/2012*

*The measures will be used to assess project Quality at project closure.*

### 4. PROJECT KEY DRIVER

*Is it more important that the project is delivered within the set Timescale, Cost or Quality? For an Olympic project the timescale would be critical so, for example, the weightings could be Time 50%, Quality 30%, Budget 20%.*

*The weightings will be used to assess project success at Gateway 5. In the Olympic example above, if the project was delivered on Time and to the Quality specified but was significantly over budget, overall, the project would be considered a success due to the relatively low weighting for Budget.*

Criteria	Weighted % score
	If all 3 criteria are of equal importance, score each 33%
TIME (see section 1.2 above)	30
COST (see Appendix 5.1 below)	30
QUALITY (see section 3.4 above)	40



#### 4.1. Risk Quantification and Sensitivity Analysis

Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
Works cost over budget	SCC	Low	Low	Start	Revise works requested
No access to property	SCC & Capita	Low	Low	Throughout	Properties will still be deemed Decent
Number of properties not delivered in set time period	SCC & Capita	Low	Low	Throughout	Careful programming and consultation
Contractor entering administration	SCC & Capita	Low	Med	Throughout	Utilise 2 <sup>nd</sup> contractor or internal workforce



## **5. APPENDICES**

### **5.1. Project Costs**

*Please complete 'Project Costs' below. This must be attached **as an Appendix** to the Business Case.*

### **5.2. Initial Impact Assessment**

*Please attach Quick Initial Impact Assessment.*

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>

## APPENDIX 5.1 – PROJECT COSTS

### 5.2.1 Capital costs

*The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill*

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Capital Costs</b>					
Asset costs	778,629				778,629
External fees Capita,	63,975				63,975
Internal SCC business fees	18396				18,396
<b>Total capital costs</b>	<b>861,000</b>				<b>861,000</b>

### 5.2.2 Revenue costs

*The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc*

N/A

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Project Revenue Costs</b>					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
<b>Total revenue costs</b>					

### 5.2.3 Project Resources

*The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.*

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
<b>Resource Days</b>					
SCC staff – see example below:					
▪ <i>Legal</i>	<i>4 days</i>				<i>4 days</i>
▪ <i>Finance</i>	<i>6 days</i>				<i>6 days</i>
▪ <i>Asset Management</i>	<i>11 days</i>				<i>11 days</i>
▪					
▪					
Capita, other partners or contractors	30 days				30 days
<b>Total Resources Days</b>	<b>51 days</b>				<b>51 days</b>

**5.2.4 Contingency**

Consider adding contingency funds. By default, 10% of the total project cost should be added.

	£	Reason
<b>Project Cost</b>	£861.000	
<b>Add contingency</b>	INC	<i>Insert reason if more than 10%</i>
<b>TOTAL PROJECT COST</b>		

**Bronze projects:**

---

*The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached.  
A detailed Impact Assessment may also be required:*  
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