

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

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: – 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

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
Project Capital Costs					
Asset costs	240,000	690,190			930,190
External fees Capita,	72,000	31,810			103810
Internal SCC business fees					
Total capital costs	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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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

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: 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

Procurement Profile - External Spend

b. £10,000 - £99,999

16

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: 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.

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

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
Project Capital Costs					
Asset costs	165,000	165,000			330,000
External fees Capita,	35,000	35,000			70,000
Internal SCC business fees					
Total capital costs	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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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
Resource Days					
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
Total Resources Days	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
Project Cost	£400,000	
Add contingency	INC	<i>Insert reason if more than 10%</i>
TOTAL PROJECT COST		

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 nd 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
Project Capital Costs					
Asset costs	1,975,521				1,975,521
External fees Capita,	220,479				220,479
Internal SCC business fees					
Total capital costs	2,196,000				2,196,000

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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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
Resource Days					
SCC staff – see example below:					8 days
▪ <i>Legal</i>	8 days				20 days
▪ <i>Finance</i>	20 days				40 days
▪ <i>Asset Management</i>	40 days				
▪					
▪					120 days
Capita, other partners or contractors	120 days				188 days
Total Resources Days	188 days				

5.2.4 Contingency

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

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

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 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
d. Over £2M	30%	30

Procurement Profile - External Spend

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

d. Above £139,892 / £3,497,312 (note 1)	10%	10
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Project Profile (political priority / public / reputational / stakeholder buy-in)

b. Low

b. Low	20%	10
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Risk to Achievability (time / cost / resources / opposition / immovable deadlines)

b. Low

b. Low	20%	10
--------	-----	----

Complexity (Joint arrangements etc)

b. Low

b. Low	20%	10
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Senior Executive's Discretion (Member of COMT)

<Comment>

100%	70
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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— 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

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 nd 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
Project Capital Costs					
Asset costs	224200				224200
External fees Capita,	18,404				18404
Internal SCC business fees	18,396				18396
Total capital costs	261,000				261000

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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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
Resource Days					
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
Total Resources Days	51 days				51 days

5.2.4 Contingency

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

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

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

30%

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)

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



Project Title
Modern Facilities - Kitchens 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	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 nd 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
Project Capital Costs					
Asset costs	3,530,000				3,530,000
External fees Capita,	394,000				394,000
Internal SCC business fees					
Total capital costs	3,924,000				3,924,000

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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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
Resource Days					
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
Total Resources Days	188 days				

5.2.4 Contingency

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

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

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—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

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)

a. Very Low

5

Senior Executive's Discretion (Member of COMT)

<Comment>

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

100%	42
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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

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 nd 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
Project Capital Costs					
Asset costs	778,629				778,629
External fees Capita,	63,975				63,975
Internal SCC business fees	18396				18,396
Total capital costs	861,000				861,000

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
Project Revenue Costs					
Asset costs					
External fees (eg Capita, other partners or contractors)					
Internal SCC business fees					
Total revenue costs					

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
Resource Days					
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
Total Resources Days	51 days				51 days

5.2.4 Contingency

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

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

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>*

