

## **APPENDIX A**

### **Project Documentation**

Affordable Housing New Build project

# **Incorporating business case, project brief and project management document**

**Part A – Document Control**

**Part B – Business Case, Project Background and technical issues**

**Part C – Project Brief**

**Part D – Project Management Document**

Version no: 1

Date: 6 June 2013

## Part A - Document Control

### A 1 - Key personnel

<b>Title</b>	Affordable Housing – New Build
<b>Author</b>	H Rai
<b>Approver</b>	
<b>Owner</b>	H Rai

### A 2 - Project Organisation Structure

The main roles and responsibilities will include: project management of the New Build programme

### A 3 - Version history

Version	Date	Summary of changes	Changes marked

### A 4 - Distribution

Name	Area

### A 5 - References

Doc reference	Document title

## Part B – Business Case, Project Background / technical issues

### B 1 - General

Over the last 2 years officers have been progressing 3 garage sites that were identified as surplus to requirements. Following successful outline planning approvals, members instructed officers to seek full planning permission and to develop a [council led] new build project.

The garage sites are;

Tudor Hill  
Greaves Avenue  
Saxelby Road

### B 2 –Service / Service / Function

*The project is being led by the Communities & Neighbourhoods service*

### B 3 – Strategic fit

- Members at their meeting of 20<sup>th</sup> March 2013 recommended:

**Members instruct officers to commence with the tendering exercise for the 10 affordable housing units as detailed in the New Build Affordable Housing Project Plan (Appendix C), with a view of bringing back a report back to this committee meeting in June 2013.**

There are clear links into the following priorities within the council's corporate plan:

- Help provide a stock of housing accommodation that meets the needs of the community
- Improve quality of life for people living in the most disadvantaged neighbourhoods
- Improving the well-being of vulnerable people

#### **B 4 - Options appraisal**

Members also at their meeting of 20<sup>th</sup> March 2013 approved the outline project plan, which showed build during the summer of 2013 and a draft completion date of spring 2014.

The matrix score for this project is  $3 + 2+3+3+3+2 = 16$

The project is a key priority for the council and further re-development and regeneration options will be considered in line with the approved HAMP

#### **B 5 - Achievability**

*The procurement of Employers agents, CDM coordinator, architects and the main build have been sourced through the scape framework arrangements, in full consultation with the Welland procurement unit (head of Welland procurement) who advised that the scape framework provides high quality and value for money in this type and size of contract.*

*The council, via the solicitor to the council has agreed an 'Access Agreement' to scape, in order for the Council to draw down the appropriate contractors and professional support.*

*There will be on-going close scrutiny and monitoring of the project organised by the employers agent*

#### **B 6 - Legal Issues (if applicable)**

The access agreements has been signed.

There will be further legal issues and agreements that need to be agreed in regards to the build contract.

#### **B 7 Specification**

***The project includes a full and detailed specification, as part of the full planning documents submitted***

## B 8 - Financial Implications

<b>Cap / Rev</b>		
	<b>£</b>	<b>Comment</b>
<b>Initial Costs</b>	<b>£1.3 m</b>	
<b>External Funding</b>	<b>£250,000</b>	<b>LCC Extra care/NHB allocation being discussed at LCC cabinet 12/06/13</b>
<b>Net Cost</b>	<b>£1.05m</b>	
<b>Ongoing Savings</b>		
<b>Phasing</b>		

## B 9 – Project Scoring Matrix

<b>Scoring – for your project – calculate the points</b>			
<b>Criteria</b>	<b>1 Point</b>	<b>2 Points</b>	<b>3 Points</b>
<b>Cost £ (budget, time and human resource)</b>	<b>&lt;£10k</b>	<b>£10k - £50K</b>	<b>&gt;£50K</b>
<b>Timescale</b>	<b>&lt; 6 months</b>	<b>6 – 12 months</b>	<b>&gt; 12 months</b>
<b>Impact if project failed on the organisation</b>	<b>Minor disruption</b>	<b>Moderate</b>	<b>Major</b>
<b>Melton's Track Record</b>	<b>Done Successfully Many Times Before</b>	<b>Done Successfully Once or Twice Before</b>	<b>New Area of Working</b>
<b>Stakeholder Interest (internal and external)</b>	<b>Minimal</b>	<b>Moderate</b>	<b>Major</b>
<b>Project Complexity</b>	<b>Straight-forward</b>	<b>Moderately Complex</b>	<b>Highly Complex</b>

Projects scoring 6 – 10 points - Formal methodology **not** necessary  
 Projects scoring > 10 points - Formal methodology **is** necessary

### Note

The business case **must** be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.

## Part C – Project Brief

The Project Brief sets out the direction, scope and objectives of the project and forms essentially the “contract” between the Project Sponsor and Project Manager as to what will need to be delivered.

### C 1 - Project Objectives, outcomes and benefits

What are we hoping to achieve from doing this project? Outline principle aspirations/objectives.

Criteria	Key Considerations
Proposed Site Layout	<ul style="list-style-type: none"> <li>• Maximise number of units on the sites</li> <li>• Consideration of current community, access issues and adjoining properties.</li> </ul>
Proposed Property Types	<ul style="list-style-type: none"> <li>• Meet the Council’s requirements for affordable housing units including in terms of size and tenure.</li> </ul>
Building Quality & Design	<ul style="list-style-type: none"> <li>• High quality units in terms of design and energy efficiency</li> <li>• Benchmarked against the standards set out by the Housing Corporation.</li> </ul>
Management & Allocations	<ul style="list-style-type: none"> <li>• Effective management history (in local area)</li> <li>• Nomination rights</li> </ul>
Deliverability	<ul style="list-style-type: none"> <li>• Set out clear timescales for Delivery</li> <li>• Priority and commitment to pilot project</li> </ul>
Capital Receipt	<ul style="list-style-type: none"> <li>• Set out a capital receipt for the Council for the transfer of the land</li> </ul>
Community Focus	<ul style="list-style-type: none"> <li>• Ability to engage and consult with local communities</li> </ul>
Any Other Added Value	<ul style="list-style-type: none"> <li>• Community car parking, open space provision or the use of local building contractors</li> </ul>

## Part D – Project Management

### D 1- Key Business Risks/Contingency Plans/Exit Strategy

The project will be supported with a detailed risk management matrix, which the employer’s agent is developing, which will inform and add to form B2

## D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

### **External Stakeholders**

General Public – there are clear implications for the general public, who have been informed with progress as the project has developed.

The Media – There has been keen interest from the media in this project, and they will be kept up to date with the project.

Leicestershire County Council- LCC are looking to contribute to the project by using extra care and NHB monies.

### **Internal Stakeholders**

Finance – Finance have been kept informed and updated on the project and the phasing of the costs will be discussed and agreed with finance prior to formal agreement.

Legal – Legal have led on the access agreement and will be party to other agreements as they progress.

Welland Procurement- The Welland Procurement unit have been kept informed with the project and detailed discussions took place to secure the appropriate professional support and build contract.

***For guidance on their management strategies refer back to Step 2 –  
Prioritisation, page 16***

## D 3 - Communication Plan

- Who- members, general public, media- on an ongoing basis as the project progresses
- What – build programme
- Why – major project with a lot of interest
- When- at key milestones

The Communications Plan will be developed from information derived from Stakeholder Analysis, Project Brief, and Directives from the Programme Board, Project Quality Plan and Project Approach.

#### **D 4 - Project Controls**

*The employers agent will undertake a detailed project plan and control document to manage the project on the Council's behalf*



## Appendix B2, – Standard Risk Management Template

Project Name:

Updated:

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1				•						
2				•						
3				•						
4				•						
5				•						

Last updated:

<b>Risk Number</b>	This is the unique identification number given to each individual risk
<b>Owner/project</b>	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
<b>Cause</b>	This describes the existing, potential or perceived risk/threat to the project objectives
<b>Consequence</b>	The impact of the cause is often a chain of events that can impact on many stakeholders
<b>Current score and original score</b>	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
<b>Current mitigation</b>	The existing measures that are in place to control /prevent the risk (risk mitigation)
<b>Adequacy</b>	An assessment on the suitability of the current mitigation measures (adequate, poor, good)