

**Part B**  
**Business Case**

Work to Address Health and Safety Issues, Cattle Market

# **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: 28/06/15

## Part A - Document Control

### A 1 - Key personnel

<b>Title</b>	Project Initiation Document
<b>Author</b>	Stephen Richardson
<b>Approver</b>	David Blanchard
<b>Owner</b>	Stephen Richardson

### A 2 - Project Organisation Structure

The Property advice is provided by Stephen Richardson with David Blanchard as Corporate Property Officer.

### A 3 - Version history

Version	Date	Summary of changes	Changes marked

### A 4 - Distribution

Name	Area
Dawn Garton	Central Services
David Blanchard	Central Services

### A 5 - References

Doc reference	Document title
	Project Mandate

## **Part B – Business Case - Health & Safety, Cattle Market**

### **B 1 - General**

The Cattle Market is on an edge of town location occupying 6.8 hectares (16.5 acres) and is an important livestock market by National standards and a high profile asset that contributes to the food and drink sector and tourism local economy. The site is owned by Melton Borough Council- partial freehold and part long leasehold – The Town Estate own freehold.

A number of studies have been undertaken to assess demand and specification for a Food Enterprise Centre/Rural Food and Economic Hub and the Cattle Market has been identified as the preferred and ideal location for this type of development.

The strategy is to enhance Melton Livestock Market as a destination and hub of food and drink and associated economic/cottage industries.

A Health and Safety survey of the Cattle Market was carried by Zurich Management Services on behalf of Melton Borough Council. This highlighted the need for urgent attention to the Food Hall roof, electrics, lighting and general health and safety issues across the site.

The main recommended works comprise the following;

- 1) Replacement of existing roof covering to the Food Hall and work to associated gutters.
- 2) Improvements to electrics, including general cable tidying, provision of new lighting units to the Food Hall and new external sockets around the site.
- 3) Addressing trip hazards and general health and safety issues around the Cattle Market site that were raised in the report.

### **B 2 –Service / Service / Function**

The Cattle Market has a critical economic role in the Borough and region, for employment and local tourism, as a visitor attraction and to support Melton Mowbray's brand of the 'Rural Capital of Food'.

### **B 3 – Strategic fit**

The Cattle Market is the subject of a high profile refurbishment and redevelopment with Phase 1 scheduled to commence in April 2016.

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

Health And Safety surveys have identified several issues with the buildings and site that need addressing. These include the state of the roof, electrics and lighting to the Food Hall and general health and safety issues around the site. There is a capital project with a mandate for addressing these matters (£70k for 15/16). However further pricing has identified this as being insufficient. The cost to carry out these works is estimated at £78,000.

Recommendation;

1. That the health and Safety issues raised in the report are addressed as soon as possible.
2. Approve on basis of Health and safety savings plus responding to stakeholder identified needs

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

Works to be instructed to commence immediately to address health and safety issues. Quotes are being obtained and work should commence asap.

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

#### **B 7 Specification**

Works specification awaited but estimated costs are £78,000 plus vat.

## B 8 - Financial Implications

<i>Cap / Rev</i>		
	<b>£</b>	<b>Comment</b>
<b>Initial Costs</b>	£78k	
<b>External Funding</b>	None	
<b>Net Cost</b>	£78k	
<b>Ongoing Savings</b>		
<b>Phasing</b>		

## B 9 – Project Scoring Matrix Needs scoring

[i have scored it as 9]

The Project Scoring Matrix produces a figure of 9 points and therefore Formal Methodology is not necessary.

<b>Scoring – for your project – calculate the points</b>			
<b>Criteria</b>	<b>1 Point</b>	<b>2 Points</b>	<b>3 Points</b>
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K
Timescale	< 6 months	6 – 12 months	> 12 months
Impact if project failed on the organisation	Minor disruption	Moderate	Major
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working
Stakeholder Interest (internal and external)	Minimal	Moderate	Major
Project Complexity	Straight-forward	Moderately Complex	Highly Complex
Overall Score	3+1+1+1+2+1=9		

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**

MBC objectives are to ensure that the health and safety issues are addressed, with minimum inconvenience to traders and the public, and the building left in good condition. The new roof and lighting to the Food Hall will help to contribute, along with the proposed refurbishment works later in the year, to a more welcoming and smart building for traders and the general public and should lead to increased foot-fall in the future.

## **Part D – Project Management**

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

The key risk is disruption to trading and inconvenience to traders and members of the public. Due to the nature of the work it should be possible to time the activities to avoid trading days this will obviously have a cost implication.

## 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 –

The Cattle Market is a key asset for the Town and regular communications and on-site signage will be required to keep customers informed

#### Traders and Local Business Users

Traders, sellers and buyers are vital to the on-going success of the market and disruption to these should be kept to a minimum.

### **Internal Stakeholders**

#### Finance – None

#### Legal – None

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

## D 3 - Communication Plan

- Report to David Blanchard and confirm position to the budget holder.
- Completion of the works so the budget can be updated accordingly

#### **D 4 - Project Controls Needs completing**

This section of the PID should highlight the key controls that have been put in place to aid the management of the project. This may include:

##### **Quality Control**

The project will be overseen by Stephen Richardson (Building and Facilities Management Officer).

##### **Key Controls for Project Closure**

The Project will be certified as complete by Stephen Richardson and the Approver and Budget holder notified.



## 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)