

This template is applicable for **both CHANGE & CAPITAL** portfolio

Full Business Case



[Business case guidance](#) (Change and Capital). Please talk to [PMO](#) if you wish to deviate from this template.

A. PROJECT SUMMARY INFORMATION

Project Name:	Lease and refurbish flats [redacted] ¹
Project ID (if known):	22SA665
Capital Ref (if applicable):	e.g. PL04
Cabinet Member:	Cllr Tom Renhard
Sponsor (usually lead Director):	John Smith
Project Executive (usually lead Head of Service):	Louise Davidson
Lead Directorate:	Growth and Regeneration
Associated service areas:	Housing and Landlord Services
Any 'critical services' affected (Civil Contingency webpages)	Housing/homelessness
Report lead author(s):	[redacted] ²

B. ORGANISATIONAL CONTEXT

Alignment to the Corporate Strategy's 5 key principles:	<input checked="" type="checkbox"/> Development and delivery <input type="checkbox"/> Environmental Sustainability <input type="checkbox"/> Equality and Inclusion <input type="checkbox"/> Resilience <input type="checkbox"/> World-class employment <input type="checkbox"/> No direct alignment
Alignment to the 7 the Corporate Strategy Theme(s):	<input type="checkbox"/> Children and young people <input type="checkbox"/> Economy and skills <input type="checkbox"/> Environment and sustainability <input type="checkbox"/> Health, care and wellbeing <input checked="" type="checkbox"/> Homes and communities <input type="checkbox"/> Transport and connectivity <input type="checkbox"/> Effective development organisation <input type="checkbox"/> No direct alignment
Primary Capital investment principle (Capital Strategy):	<input type="checkbox"/> Invest to grow <input type="checkbox"/> Invest to maintain <input checked="" type="checkbox"/> Invest to save <input type="checkbox"/> None <input type="checkbox"/> N/A – not capital
Project category:	<input checked="" type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input type="checkbox"/> Improved service/ City outcomes <input type="checkbox"/> Enabling <input type="checkbox"/> Urgent
Contribution to Climate / environmental targets	
Portfolio Prioritisation Position:	<p>Change Portfolio - form to be completed which will an objective prioritisation ranking (based on agreed criteria by CLB). E-mail the team once submitted changeservices@bristol.gov.uk so form can be reviewed and your corresponding priority position confirmed.</p> <p>Capital Portfolio – Prioritisation is conducted annually through capital portfolio setting. Any additions to the portfolio to be agreed by CIB.</p>
Council MTFP Budget saving delivery – only if your project directly delivers/supports a	<p>Saving ID: N/A</p> <p>Savings description (as stated in approved budget): <Text></p>

¹ Negotiations ongoing – commercially sensitive

² Non head of service staff

committed MTFP budget savings:		YY/YY £'000s	YY/YY £'000s	YY/YY £'000s	YY/YY £'000s	YY/YY £'000s	Full Yr recurring £'000s
	Saving						

C. LIFECYCLE STAGE

What lifecycle stages have you already completed/ had approved?	<input checked="" type="checkbox"/> Mandate <input type="checkbox"/> Strategic Outline Case <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case (in delivery) <input type="checkbox"/> None of the above <input type="checkbox"/> Other [<i>Please specify</i>]
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D. DOCUMENT CONTROL

Document status:	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final		
Document owner:			
Version	Author(s)	Description	Date
V00_01	[redacted] ³	First draft	09/02/2024
<V1_00>		<FINAL SIGNED OFF VERSION>	

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested for Full Business Case sign-off:

1. Approve £980k for refurbishment works on 10 city centre flats to be used as Temporary Accommodation (TA)
2. Approve the ongoing lease of the flats for up to 10 years, for use as TA

The Service Area Lead prioritising availability to support the progress of the next phase of work is **Louise Davidson**

Has a [business case on a page](#) been produced and appended Yes No

Project context summary:

The annual TA subsidy loss for 2024/25 is estimated to total over £17m if no steps were taken to reduce this cost. Long-term, the solution to high numbers of households in TA is to increase the number of general needs affordable housing available and so we are working with our Housing Revenue Account (HRA) and Registered Provider (RP) partners to identify opportunities to increase our housing stock at pace. In the short-term we are working on various workstreams to reduce our dependence on expensive private-rented TA to reduce our subsidy loss.

This specific opportunity has come through the challenge from CLB to find new ways of working through transformation to drive down costs of TA and create new sustainable ways of working into the future addressing

³ Non head of service staff

both our current subsidy loss pressure and the growing demand. Without transformation, continuing to work ‘as-is’ will simply see an increase in subsidy loss to the council made as demand increases.

An opportunity has arisen to explore taking a lease (c.10 years) for a building [redacted]⁴ for conversion and use as temporary accommodation (TA) – potentially a replication of the ‘hospital trust’ project, though over a longer period.

The building contains 34 bedrooms, and on first consideration, based on generating savings by moving people out of the most expensive accommodation we use for TA under the current Emergency Accommodation Framework, it could generate c. £237k (recurring) per year in subsidy loss savings.

Any key changes since Outline Business Case approval:

N/A

Recommended option:

Refurbish the flats to produce 10 flats for families who need Temporary Accommodation.

Anticipated cost/benefit profile for preferred option:

[redacted]⁵

Identified sources of funding (including any shortfall):

- £980k agreed in principle by s151 Officer to come from Capital Invest to Save fund
- Shortfall: £0

Anticipated key measurable (non-financial) benefits:

- 10 families benefit from appropriate TA [redacted]⁶

Estimated timescale to deliver:

- Baseline completion date based on estimated start date: 02/04/2024
- Baseline completion date: 1 October 2024

Learning from previous work

- We’ve reviewed lessons learned from the Hospital Trust Project – this has influenced us to build in some extra contingency budget and time.

Any decisions / endorsements already secured:

S151 officer agreed in principle on 30th January 2024, subject to legal and financial appraisals, which have now been sought.

Total spend to date - New costs:	£'000s
Total spend to date - Opp costs:	£'000s
New costs to deliver project:	£980
Opportunity costs to deliver project:	£'000s
Funding required:	£'000s
Funding source(s):	Capital – Invest To Save
Est. timescale for project delivery:	6 months

⁴ Negotiations ongoing – commercially sensitive

⁵ Negotiations ongoing – commercially sensitive

⁶ Negotiations ongoing – commercially sensitive

Full Business Case

The FBC focuses upon revisiting and updating the conclusions of the OBC, documenting outcomes of any procurement completed, and prepares for successful delivery.

1. Strategic Case – Overarching case for change

As of March 2023, there were 105,000 households living in temporary accommodation (TA) across England, including 131,000 children. In 2010, there were only 49,580 households in TA. According to research from Shelter published in January 2023 the number of people identified as living in temporary accommodation had risen by an alarming 74% in the last 10 years. Of that total, more than two-thirds had been living in temporary accommodation for more than a year.

Many local authorities are feeling the impact of this locally and Bristol is no different. In Bristol, demand has continued to grow and there are now over 1,400 households in TA. The council has a legal obligation to house people who are legally homeless and vulnerable. Due to a lack of affordable housing much of that accommodation is secured via expensive spot purchased accommodation from the private rental sector. The council claims some of the cost back via Housing Benefit, but this is capped by central government, linked to Local Housing Allowance (LHA) rates set in 2011, so the amount that the council pays above the cap results in a loss to the council, known as subsidy loss.

The annual TA subsidy loss for 2024/25 is estimated to total over £17m if no steps were taken to reduce this cost. Long-term, the solution to high numbers of households in TA is to increase the number of general needs affordable housing available and so we are working with our Housing Revenue Account (HRA) and Registered Provider (RP) partners to identify opportunities to increase our housing stock at pace. In the short-term we are working on various workstreams to reduce our dependence on expensive private-rented TA to reduce our subsidy loss.

This specific opportunity has come through the challenge from CLB to find new ways of working through transformation to drive down costs of TA and create new sustainable ways of working into the future addressing both our current subsidy loss pressure and the growing demand. Without transformation, continuing to work 'as-is' will simply see an increase in subsidy loss to the council made as demand increases.

An opportunity has arisen to explore taking a lease (c.10 years) for a building **[redacted]**⁷ for conversion and use as temporary accommodation (TA) – potentially a replication of the 'hospital trust' project, though over a longer period.

The building contains 34 bedrooms, and on first consideration, based on generating savings by moving people out of the most expensive accommodation we use for TA under the current Emergency Accommodation Framework, it could generate c. £237k (recurring) per year in subsidy loss savings.

The building will require an upfront investment to convert which, for the purpose of this form, we have assumed to be £880k, plus there is a remediation contingency at the end of the lease of £100k. However, it must be stressed that this opportunity has arisen very recently and so far, very little due diligence has been undertaken. Site visits will be followed by the appropriate due diligence and project plan development.

Strategic Case and summary of the project

This project aligns firstly with the 'top 4' priorities – supporting the reduction of the ongoing revenue cost of subsidy loss against temporary accommodation.

It will support many of the different themes within the corporate strategy including:

⁷ Negotiations ongoing – commercially sensitive

Appendix A

- HC2 - Low or zero carbon homes: new builds and refurbishments will increase the number of low carbon homes. A sustainably sensitive conversion of the building will increase its EPC rating.
- HC3 - Homelessness: Cost effective Temporary Accommodation for people who are homeless will increase.
- Health, Care and Wellbeing: supporting the most vulnerable in our society by providing somewhere suitable for them to live.
- Homes and communities: by increasing supply of housing for temporary accommodation.

This project was considered by the s151 officer as an invest to save opportunity, and agreement in principle was given on 30th January 2024.

Assessment of feedback at mandate stage

Role/ Commenter	Commentary Provided at Mandate	Were any flags raised? Y/N	If yes, have they been addressed in the FBC and how?
Finance – [redacted]⁸	<p>S151 officer is requesting more information on the liability (in terms of the asset) that the council is leasing is exposed to.</p> <p>i.e. – does lessor maintain the liability for the fabric of the building, roof, walls, infrastructure and the Council only manages and maintains the units / flats.</p> <p>Are there any clauses within the lease that passes any risk onto the Council, Inflation, interest etc.</p>	N	We have sought Financial Appraisal from our Finance colleagues and commissioned a Legal appraisal.
Procurement and Contract Management [redacted]⁹	No costs have been included for Procurement and contract management resources that will be needed to implement the project	N	Procurement Specialist has confirmed that we could direct award from a framework, and procurement support costs would be for 5 days' work – we have enough in the project budget to cover this.

Changes since Mandate approval stage

A full legal report on title has been commissioned, that sets out the liabilities that the council would incur under any assignment and confirms that those liabilities have been appropriately factored into the financial modelling

⁸ Name redacted

⁹ Name redacted

within the Full Business Case.

Target benefits

Description	Type (<i>financial, non-financial</i>)	Metric / KPI & Target	Benefit Owner	Assumption(s)
Cost avoidance savings	Financial	£237k per annum	Paul Sylvester	Taken from financial spreadsheet
Additional family TA in central Bristol	Non-financial	10 flats delivered and used as TA by October 2024	Paul Sylvester	The 10 flats to be used as family TA, in addition to existing TA placements across the city.

2. Economic Case - Preferred Option Detail

Reminder of options, and confirmed preferred option

We considered options of placing single people or families in need of TA into the flats. The Housing Options team visited the flats 10th November 2023 and recommended them for use as temporary accommodation for families. The configuration of the block as shown in the plans are:

- 3 x 2-bed flats,
- 1 x 3-bed flat,
- 5 x 4-bed flats,
- 1 x 5-bed flat

[redacted]¹⁰

The flats are all furnished with white goods included. However, we later learnt that the fire regs works needed throughout the block include replacing all the furniture with items made from fire retardant materials.

[redacted]¹¹ The block has no lifts and so all flats therefore have stair access only. This would be an issue for families with very young children, so that would need to be considered when placing families.

Project scope – What will and won't be impacted

Example: List out all the elements that could/are likely to be impacted or affected by this project. State n/a where nothing relevant. **Note you may be able to lift/copy this from your previous Mandate or OBC and adapt for any latest changes.**

<i>In Scope</i>	
1	Processes, citizen interactions, business models, services to citizens <ul style="list-style-type: none"> • Potential new model of leasing accommodation – needs to be checked in line with potential new changes to rules about treatment of the lease.

¹⁰ Negotiations ongoing – commercially sensitive

¹¹ Negotiations ongoing – commercially sensitive

2	Organisational structures/ services, roles, culture and skills/capabilities.	<ul style="list-style-type: none"> No change to organisational structures or people's roles in BCC A development PM will need to be recruited to manage this project
3	Technology systems /applications/ hardware, buildings/accommodation/land, equipment/machinery etc	<ul style="list-style-type: none"> Conversions to new building – the building will be converted to meet TA standards and will then be part of BCC's internal TA stock for up to 10 years (when the lease ends) No new technology requirements
4	Information and data incl. data cleansing or/and data migration, and performance metrics	<ul style="list-style-type: none"> Building will need to be added to the portfolio of TA, so that bookings can be made and reporting can be carried out on the use of the building as TA. This may include adding the building to the HSR and CX systems
5	Contracts, suppliers Leases and relevant leaseholders	<ul style="list-style-type: none"> Procurement of a developer/contractor to carry out conversion works Lease with [redacted]¹² for use of the flats – replacing rents currently paid for TA
5	Other (anything not covered by the above)	

Project scope – SMART Objectives (deliverables)

These objectives should all be completed and implemented by the conclusion of the project and assessed within your project closure. **These are not to be mistaken with your target **benefits** that you hope/expect will occur as a logical result of your project's implementation**

	Specific	Measurable	Attainable	Relevant/Realistic	Timebound (by when?)
1	Terms of lease agreed and approved	Terms of lease approved by Legal and Finance	Legal and financial appraisals being sought before 2 nd April	Realistic if legal work can be instructed by 08/03/2024	02/04/2024
2	Procurement of contractors to carry out conversion works	Contractors appointed who can carry out the conversion works required	Use the strategic partner for speed and reliability.	We will use the Strategic Partner.	30/04/2024
3	Conversion works completed	10 flats converted to TA standards	Site visit to confirm doable.	Site visit and surveys to confirm exactly what needs to be done	30/09/2024
4	All units allocated for use as TA	10 units allocated for use as TA	Weekly Direct Offer Meetings will enable this to happen	There is an established process to enable this	Within 4 weeks of practical completion – 25/10/2024

¹² Negotiations ongoing – commercially sensitive

5	Savings logged and monitored	Savings to be logged on programme savings tracker as soon as units are occupied.	We have a savings tracker already in use which is functional for tracking savings such as these	Savings forecast will be logged on the tracker we use for TA Programme savings, and then updated with actuals as the units are occupied.	Between 16/09/2024 and 25/10/2024
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3. Financial Case – Affordability and Fundability

Summary Financials

The below table provides summary detail of the ‘most likely’ financial case for the total life of the project (one off and ongoing implications).

[redacted]¹³

For capital funded ‘invest to save’, please also provide the following (seeking financial support to complete):

[redacted]¹⁴

One off investment costs and proposed funding sources

Total Costs required		24/25	YY/YY	YY/YY	YY/YY	34/35	Total costs/ total funding needed
Total one-off costs required		£880,000	£	£	£	£100,000	£980,000
Funding Source (incl. capital ref / budget holder/ cost centre if known)	Funding Approval status	24/25	YY/YY	YY/YY	YY/YY	34/35	Total Amount per funding source
Capital Outlay for refurbishment works	<i>Approved in principle by S151 Officer 30/01/2024</i>	£880,000					£880,000
							£
		£	£	£	£	£100,000	£100,000
Total per year		£880,000	£	£	£	£100,000	£980,000

Total funding identified	£980,000
Shortfall (if applicable)	£
Shortfall commentary:	

¹³ Negotiations ongoing – commercially sensitive

¹⁴ Negotiations ongoing – commercially sensitive

Ongoing revenue implications (and funding)

[See financial sheet for full details]

Type - Cost/ Saving	Description/ Metric	Budget affected (and budget owner)	Year of impact (indicate if full or part year effect in the first year)	Comments/ Assumption(s)
Cost	staff costs (increasing 2% p/a) [redacted] ¹⁵	Housing Options Paul Sylvester	50% in 24/25 and FYE from 25/26	
Cost	Lease [redacted] ¹⁶	Housing Options Paul Sylvester	24/25	
Saving	Subsidy Loss Saving £237k p/a [redacted] ¹⁷	Housing Options Paul Sylvester	50% 24/25 and FYE 25/26 onwards	
Income	Housing Benefit Income [redacted] ¹⁸	Housing Options Paul Sylvester	50% 24/25, FYE 25/26 onwards	

4. Management Case – How the project will be delivered and managed**Implementation Approach**

These flats will be used for families who have become homeless and need TA. These families will be registered with the council and nominated to occupy the flats until they are able to move on into settled longer-term accommodation. For example, into a private renting or a social tenancy. BCC will commission support for each family for the duration of their stay. They will be supported in areas such as, finances and budgeting, physical and mental health and wellbeing, employment skills and move on planning. A full housing management service will be implemented to ensure the building and flats are kept to good repair and maintenance standards. Housing management and support staff will regularly visit the building to help avoid any issues that may occur during

¹⁵ All ongoing revenue costs that could impact the negotiations redacted as commercially sensitive

¹⁶ All ongoing revenue costs that could impact the negotiations redacted as commercially sensitive

¹⁷ All ongoing revenue costs that could impact the negotiations redacted as commercially sensitive

¹⁸ All ongoing revenue costs that could impact the negotiations redacted as commercially sensitive

occupation. BCC will cover any void periods however, the demand for TA as mentioned above provides confidence that voids will be minimal during the lease length.

The plan for the project will be to first agree the lease [redacted]¹⁹, then carry out surveys and begin the necessary conversion works to bring them up to the standards required for TA. It's assumed that the conversion works for all the flats in the block would complete all at the same time, and then families would be moved in as needed. Families would then move out as and when suitable longer-term accommodation is found for them, and other families in need of TA would be brought in.

If there were found to be issues in some flats that were more substantial than others, there could be a case for following a more incremental project approach, where families could move into some flats while others were still being worked on, but this would only be allowed if it is safe for the families to be on site.

Quality expectations - – determining how closely your project delivers what it sets out to

The refurbishment will be done to address the issue listed in the dilapidation report, to bring the building in line with fire safety regulations, and to bring the property up to EPC environmental efficiency standards. Some additional refurbishment is needed over and above what we would usually do to bring a property to standard for general needs occupation, as TA occupation requires that the property is immediately habitable, so it includes flooring, white goods, and basic furniture. Standards will be monitored in line with these various building standards throughout the course of delivery.

Risk management

i. Key risks and issues

Risk	Owner	Impact	Mitigation
Unknown issues with refurb cause overspend	Louise Davidson	Reduces the total amount of savings as we would need to pay back any borrowing that was needed to pay for the overspend.	We have secured funding to cover refurb costs including a contingency fund.
We may not be able to appoint contractors to carry out the works in a timely fashion.	Louise Davidson	Possible overspend and reduced timeframe for savings to be realised.	Appoint contractors via direct award on a framework to speed up the process.
Clauses within the lease passing unreasonable risk/liability to the council.	Louise Davidson	We may not secure approval of the lease from our directors and cabinet.	We have sought legal advice prior to the FBC and cabinet papers being signed off, to allow us to highlight and mitigate any risk in advance of committing to a decision.

A full legal report on title has been commissioned, that sets out the liabilities that the council would incur under any assignment and confirms that those liabilities have been appropriately factored into the financial modelling within the Full Business Case.

¹⁹ Negotiations ongoing – commercially sensitive

Contingency Planning

This will be a project that replicates a project similarly undertaken. As with all building related work there could well be unforeseen challenges, but having learnt lessons from the hospital trust recently we know that it is possible, and we know what needs to be undertaken in order to achieve the outcomes we are working towards. Unlike the hospital trust where the lease is for a very short time frame (c. 2 years) having an option for a 10-year lease enables us to make the most of the conversion work over a longer period and gives more room for any unforeseen challenges in the conversion delivery.

[redacted]²⁰

Benefit realisation Approach

Include a summary here on how benefits will be measured/evidenced, monitored, and realised (both financial and non-financial) and how this will be profiled over what time period.

Copy extract from Benefits contract here [Benefits Register v0.01.xlsx](#)

Communications and Engagement Approach

Consultation will be carried out in line with BCC Planning guidelines as appropriate. Member engagement has taken place with Cllr Renhard throughout the mandate stage at Temporary Accommodation Board. Sharing of this FBC has taken place or will take place at the following:

Temporary Accommodation Board 11/04/2024

Growth and Regeneration EDM 13/04/2024

Councillor Renhard CMB 25/04/2024

Project Plan & Key Milestones

Insert key milestones extracted from your full project plan. The Project Plan template is listed in Appendix B – Mandatory documents – example plans, detailed planning guidance and a range of planning templates can be provided by the portfoliomanagementoffice@bristol.gov.uk.

Key milestones will vary depending on your project; some key project management product milestones are included in the table below. Please add the milestones for your project as required.

Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	19/03/2024
Product Delivery & Transition Complete	01/10/2024
Benefits realisation tracking initiated	01/10/2024
Project closed	01/11/2024
Benefits Delivered/Financial Benefits Realised (recurring FYE realised)	30/03/2026

Project Team – Resources to deliver

²⁰ Negotiations ongoing – commercially sensitive

There are a number of roles that have been funded already through transformation reserve funding for the overall TA Programme, and these will also oversee this work. These roles are as follows:

[redacted]²¹

Governance

Project Role	Name	Job Title
Sponsor	John Smith	Executive Director Growth and Regen
Project Executive	John Smith	Until Director of Housing appointed
Project User(s)	Paul Sylvester	Head of Housing Options
Project Supplier(s)	Louise Davidson	Head of Housing Delivery
Project Assurance	[redacted]	Delivery Business Partner
Project Manager	[redacted] ²²	Senior Project Manager

Project Board meeting regularly? Yes

Project Board ToR's agreed and relevant? Yes

i. Project tolerances and controls

Tolerances indicate the amount of movement that is acceptable in a range of areas (e.g. cost or timescales) before escalation is required.

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	1 month	Programme Board, then CLB if a significant threat to savings	Project Plan Milestone Plan on PM3
Cost +/- amounts of planned budget	+/- 20%	Programme Board, then CIB if borrowing needed to be increased	Project Plan Financial tracking on PM3
Quality Defining quality targets in terms of ranges	To be determined by surveys	Programme Board, then CIB if borrowing needed to be increased	Requirements Documents Refurbishment spec

²¹ All costs associated with the project that could impact the negotiations redacted as commercially sensitive

²² Non head of service staff

Scope Permitted variation of the scope of a project solution	Zero tolerance against scope	Programme Board	Project Plan Business Case
Benefits +/- amounts of planned benefit delivery	Zero tolerance on savings	Programme Board to determine if other projects/work streams can make up any deficit	Business Case Savings tracker
Risk Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	Risks that will significantly impact other tolerances	Risks that will impact any other tolerances will need to go to programme board, corporate risks to CLB	RAID Log Project Plan

5. Commercial Case – The ‘deal’

Procurement Approach

Procurement specialist has confirmed that the refurbishment work is suitable to be procured as a direct award from an existing framework, as this project is time-sensitive and this route will be the most efficient. Using an existing framework will mean that the contractors have already been assessed for value for money and reliability. We will still need to develop the contract and specification for this work.

6. Impact Assessments & Mitigations

Relevance check	Summary Impact	Summary mitigations
Climate/Environmental Impact Assessment (EIA)	Key environmental impacts are around heating the building, and managing waste from the occupants.	Key mitigations are around repairing the building in an environmentally sensitive way, and ensuring tenants have the facilities to recycle and are encouraged to do so.
Equalities	EQIA - Temporary Accommodation and recommissioning Emergency Accommodation 00_01.docx	This EqIA will be updated for 24/25, as the whole programme will be re-baselined to bring on new work streams
DPIA Screening Questionnaire – if was deemed required (Please refer to the Handy Hints Guide by following the link here Corporate - Handy Hint 18 - Docs required)	N/A	

under UK GDPR.pdf - Public view (sharepoint.com)		
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7. Full Business Case – sign-off

You should ensure your project **sponsor** and project **executive** are happy with the Mandate before submitting for final sign-off.

Decision making authority	Capital Investment Board
Date seeking approval	19/03/2024

APPENDICES

A. Required commentary and recommended consultation for FBC

Any flags raised by professional views should be included in the project RAID log.

Change portfolio

Recommended for consultation ahead of submission:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead		Click here to enter a date.	(i.e. v0_5)
Executive Director Meeting (EDM)		13/03/2024	
Professional Views	Commentary	Date	
MANDATORY Finance Business Partner [redacted]²³– Interim Finance Manager Housing and Landlord Services	<p><u>General commentary:</u> The financial modelling has been reviewed, and the assumptions contained within it are reasonable. [redacted]²⁴</p> <p><u>Confirmation of funding source(s):</u></p>	08/03/2024	GSA Full Business Case 001

²³ Non head of service staff

²⁴ All costs associated with the project that could impact the negotiations redacted as commercially sensitive

	Invest to Save		
MANDATORY where there is a resource request PMO Operations Manager [redacted] ²⁵	<p>My role is to comment on the resourcing elements of this business case.</p> <p>I would usually expect to see resource estimates at this stage that are based on a detailed plan and firm quotes from suppliers/contractors.</p> <p>After discussion with the project manager I understand why these are not available at this point and the drivers which have led us to presenting an accelerated, less confident view at this point.</p> <p>That said, it is clear that there is approval for the cost of the necessary internal resources and an appropriate contingency budget at the programme level.</p> <p>I also understand that potential contractor costs have been estimated based on a survey and experience on recent, similar work. Both of these latter factors do provide a reasonable level of confidence in the resourcing elements of this full business case.</p> <p>The detailed planning and procurement that will take place next will increase confidence even further.</p>	13/03/2024	V00_01
MANDATORY Enterprise Architecture View (to ensure alignment with IT strategy) [redacted] ²⁶ – Lead Enterprise Architect	I can see no implications on IT in regard to this activity.	08/03/2024	
MANDATORY Information Governance View [redacted] ²⁷	I can see no implications on Information Security regarding this activity.	11/03/2024	
HR Business Partner [redacted] ²⁸	There are no HR implications evident	07/03/2024	
Change Services View [redacted] ²⁹		Click here to enter a date.	

²⁵ Non head of service staff

²⁶ Non head of service staff

²⁷ Non head of service staff

²⁸ Non head of service staff

²⁹ Non head of service staff

Test QA Lead <Name>	N/A	Click here to enter a date.	
Service Introduction <Name>	N/A	Click here to enter a date.	
Solution Architecture View <Name>	<u>General commentary:</u> N/A <u>ARB Decision & Date:</u> <Text here>	Click here to enter a date.	
Property and FM View – (i.e. any building/land related implication) <Name>		Click here to enter a date.	
Legal View [redacted] ³⁰		08/03/2024	
Commissioning & Procurement View <Name>	N/A	Click here to enter a date.	
Data and Insight <Name>	N/A	Click here to enter a date.	
Citizens' Services <Name>	N/A	Click here to enter a date.	
Other consulted parties (as required)	Commentary	Date	
		Click here to enter a date.	
		Click here to enter a date.	

B. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	EDM	13/03/2024	Approved		
2	CIB	19/03/2024	Approved		
3					

³⁰ Non head of service staff