

<b>Item No.</b> 6.3	<b>Classification:</b> Open	<b>Date:</b> 30/07/2007	<b>Meeting Name:</b> Major Projects Board
<b>Report title:</b>		Update on Heygate Action Plan	
<b>From:</b>		Strategic Director For Major Projects	

## **RECOMMENDATION**

1. To note this report

## **BACKGROUND INFORMATION**

2. At its meeting on 19<sup>th</sup> June, Executive agreed to a series of recommendations aimed at establishing the strategic framework to facilitate: the early re housing of residents of the Heygate Estate by September 2009; safe and effective decommissioning of the emptied properties (and where appropriate demolition).
3. Executive also gave in principle agreement to project managing the re housing and the management of services related to the regeneration process and its effects on the Heygate Estate, under one management structure within Major Projects.
4. This report briefly sets out the programme of work currently being undertaken to take forward these recommendations

## **KEY ISSUES FOR CONSIDERATION**

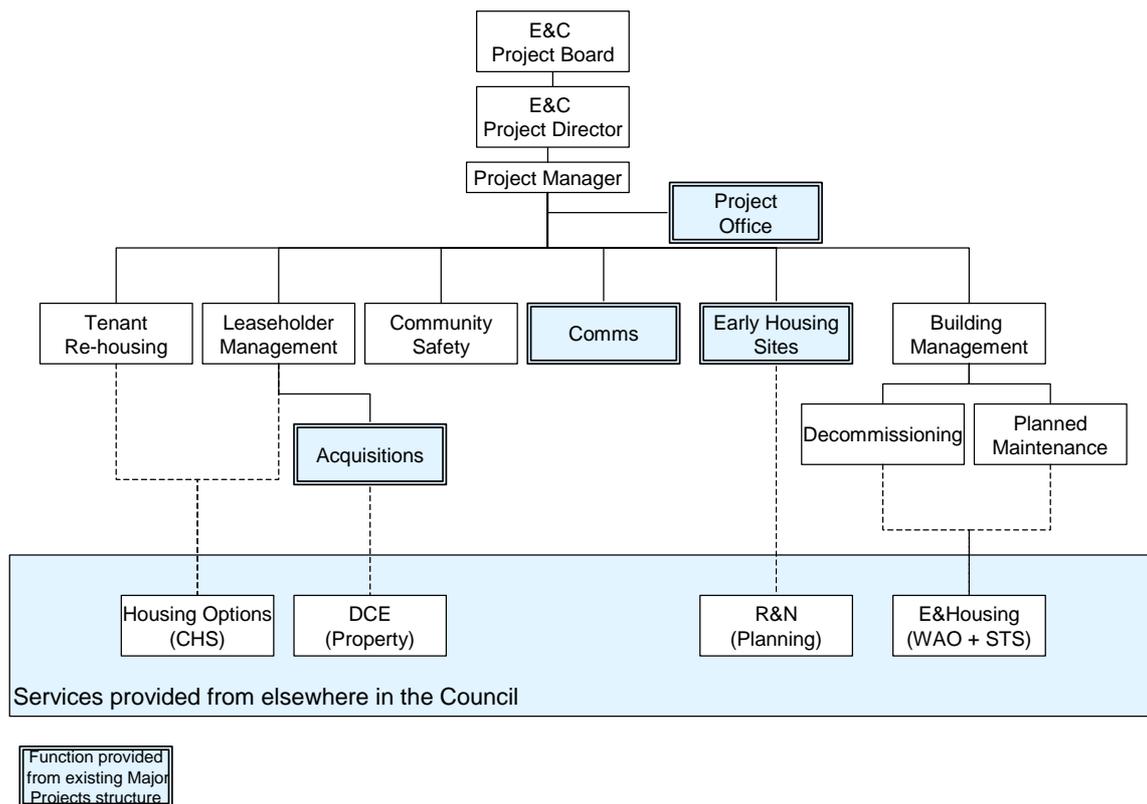
5. Successful delivery of the Action Plan by September 2009 will require an intensification of the re housing process for the Heygate Estate and interdepartmental co-ordination across a range of service to effectively manage and maintain the estate safely during the process.
6. Management of the estate during the rehousing process will be central to maintaining a sense of stability. The experience of previous schemes and scrutiny consideration all indicate the need for a heavily coordinated approach to the housing management, safety and security, and rehousing functions, including a proactive, zero tolerance approach with intensive housing management practice arresting the tendency to visible decline.
7. The primary objective is to undertake rehousing from the blocks in a phased and orderly way that mitigates the community safety risks, i.e. not having one or two households being left isolated. Consequently the Action Plan has established a relatively quick timeframe from start to finish. A range of measures aimed at maintaining health and safety on the estate as it is emptied are currently being reviewed. For example, as units become empty, they will be secured and rendered uninhabitable as required. Assessments will have to be made of the technical potential for sectional decommissioning and for the capacity of the estate wide infrastructure to accommodate block-by-block demolitions. The proposed and indicative timetable is contained in appendix 1.

## **Project Management Arrangements**

8. It is proposed that various service strands required to deliver the estate with vacant possession are joined together in an integrated structure so that the whole public facing part of the rehousing project is delivered comprehensively. The regeneration programme management team will deal with:

- Household registration for rehousing, support and advice in the lead up to and through the rehousing process. Rehousing options for leaseholders in the relevant cases.
- Community safety co-ordination. Response to anti-social activities arising from attraction of empty properties and a diminishing population
- Leaseholder acquisitions and options advice.
- Planned maintenance and security. Decommissioning of whole blocks and parts of blocks as they become empty. Demolition contract management.
- Development of the early housing sites

The team will be established to work in a closely coordinated fashion, providing a service that is largely proactive but that can respond quickly to eventualities. Staff will need to have functional specialties, but will also be equipped to work co-operatively with colleagues and to intervene in a multi-disciplinary fashion as the need arises. The objective is for residents to be provided with a seamless 'one-stop' service at estate level in which they develop increasing confidence. Clearly, the boundaries with the mainstream housing and other services will need to be clearly defined. The outline functional structure is as follows:



9. The approach depends on close connection between the work areas that contribute to the overall process. It is envisaged that the direct functions outlined above are undertaken by a joint team with direct responsibility. The team will need to connect closely with a range of other services, in particular, repair and maintenance, estate cleaning, housing options, home ownership, temporary accommodation, wider E&C development. It is not envisaged that all staff currently providing a service to Heygate Estate residents will be reorganised into a single unit, but that each service area is either directly represented in the regeneration programme team or works alongside it. For some areas, the team's role will be liaison with and commissioning work from other substantive teams including specialist technical services, legal services, SASBU. As the project progresses through its phases, there will need to be particularly close connection between the rehousing effort applied to tenants and leaseholders, and the discharge of statutory duty and rehousing of temporary licensees.
  
10. A project manager has been appointed to take the lead on the Heygate Action Plan within the Major Projects Department, assisted by an external consultant. Both have considerable project management expertise and experience of programming strategic projects of this complexity. They are currently working with others across the council to develop detailed proposals for the management of the estate through transition, and will be consulting with a range of stakeholders, internal and external in order to ensure that in building the wider project team there is ownership of the objectives and values of the project programme.
  
11. The process consists of a nine-week mobilisation programme. The table below outlines the various phases. The process is designed to address the council's objectives as set out in the executive report.

Phase	Purpose	Actions	Outcome	Time frame
Stock take	Develop rapid understanding of current service capacity and identify key issues	Programme review Stakeholder meetings	Identify success criteria SWOT analysis Project plan setting out short term activities	Early August
Action Plan	Develop detailed project plan for immediate momentum Agree milestone for life of project Identify key project risks and risk management strategies	Planning workshops with key Stakeholder Project Planning Risk workshops with key stakeholders	Risk management paper Project plan and supporting documents with high level milestones	End August
Resourcing	Scope out resource requirements Identify internal and external resource requirements	Interview senior project team members Workshops with external consultants and contractors Produce interim findings Develop procurement brief	Establish high level functions and skill sets requirements for project Assessment of capacity against requirements Procurement brief	Early September
Project Start up	Ensure robust (PRINCE II) project governance are in place	Develop detailed stakeholder engagement plan  Attend project and programme board meeting Collate and establish document	Finalised project plan (Project Initiation Document-PID) Multi-agency Project team established Stakeholder engagement plan Reporting methodology Agreed Project governance	Mid September

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Heygate Action Plan Executive Report: 19.06.07	Major Project Coburg House 63-67 Newington Causeway, London SE1 6BD	Ola Agbaimoni 02075254911

## APPENDICES

No.	Title
Appendix 1	Heygate Action Plan – Proposed and Indicative Timetable

**AUDIT TRAIL**

<b>Lead Officer</b>	Stephen McDonald
<b>Report Author</b>	Ola Agbaimoni
<b>Version</b>	Final
<b>Dated</b>	25/07/07

**APPENDIX 1**

**HEYGATE ACTION PLAN – PROPOSED AND INDICATIVE TIMETABLE**

Executive – agree Action Plan and funding for leasehold acquisition / demolition / management & security	18 <sup>th</sup> June 2007
Communications re new approach and phasing	End June 2007
Staffing arrangements	June – Sept 2007
Agree criteria for leaseholder options	September 2007
CPO confirmed	December 2008
<b>Phase 1</b>	
Band 1 rehousing status first phase – start CBL rehousing of Kingshill, Swanbourne and Wansey St (357 units plus hostel)	September 2007
Start rehousing / moving on temporary licensees	October 2007
Rehouse / secure (individual units and sectional decommissioning)	September 2007→
Commence leaseholder buyouts / Commence CPO procedure	September 2007
Gateway 1 for first phase demolition	December 2007
Start direct offers	End January 2008
Phase 1 rehousing completed.	September 2008
Gateway 2 demolition	September 2008
Handover to demolition contractor	October 2008
Phase 1 – demolition start	December 2008
<b>Phase 2</b>	
Band 1 rehousing status second phase – start CBL rehousing of Ashenden and Cuddington (322 units)	December 2007
Start rehousing / moving on temporary licensees	January 2008
Rehouse / secure (individual units and sectional decommissioning)	February 2008→
Commence leaseholder buyouts	February 2008
Gateway 1 for second phase demolition	March 2008
Start direct offers	End February 2008
Phase 2 rehousing completed.	December 2008
Phase 2 – demolition start	March 2009
<b>Phase 3</b>	
Band 1 rehousing status third phase – start CBL rehousing of Claydon, Marston, Chearsley and Risborough (428 units)	March 2008
Start rehousing / moving on temporary licensees	March 2008
Rehouse / secure (individual units and sectional decommissioning)	March 2008→
Commence leaseholder buyouts	April 2008
Gateway 1 for third phase demolition	June 2008
Start direct offers	End June 2008
Phase 3 rehousing completed.	March 2009
Gateway 2 demolition	March 2009
Handover to demolition contractor	April 2009
Phase 3 – demolition start	June 2009

<b>Phase 4</b>	
Band 1 rehousing status fourth first phase – start CBL rehousing of Wingrave and Rodney Road (105 units)	June 2008
Start rehousing / moving on temporary licensees	June 2008
Rehouse / secure (individual units and sectional decommissioning)	June 2008→
Commence leaseholder buyouts	July 2008
Gateway 1 for fourth phase demolition	September 2008
Start direct offers	End October 2008
Phase 4 rehousing completed.	June 2009
Gateway 2 demolition	June 2009
Handover to demolition contractor	July 2009
Phase 4 – demolition start	September 2009
Full vacant possession	December 2009
Fully cleared	March 2010