

Item No. 5.3	Classification: Open	Date: September 25 2007	Meeting Name: Major Projects Board
Report title:		Heygate Re-housing Project: Update	
From:		Stephen McDonald, Interim Strategic Director, Major Projects	

RECOMMENDATION(S)

That the Major Projects Board:

1. Notes and endorse plans to establish a co-located case management and estate management team to support the re-housing of Heygate residents; and
2. Note the objectives, risks, challenges and timelines set out in the attached Project Initiation Document.

BACKGROUND INFORMATION

3. In June 2007, the Major Project Board agreed to a revised timeline for the re-housing of residents from the Heygate Estate and the estates subsequent demolition.
4. In consultation with key stakeholders, Major Projects has developed a detailed action plan to support this aim. The attached Project Initiation Document (PID) (appendix 1) outlines in detail the strategy for implementing the re housing of Heygate residents by the target date of September 2009 agreed by the board in June.

KEY ISSUES FOR CONSIDERATION

5. The aim of achieving vacant possession of the Heygate Estate by September 2009 is an ambitious target due to a number of key challenges:-
 - The two year timeframe for re housing over 700 household (this figure includes households in temporary accommodation on the estate) is very tight based on previous re-housing programmes of a similar magnitude. Consequently factors such as individual preferences, a tendency for some people to resist change and supply-side issues (eg availability of larger units) present a significant risk to the target date.
 - This is a vulnerable high need population that will require additional support to move.
 - The market value of leasehold property is low in comparison to similar sized properties outside of estates, consequently the Council will need to support leaseholders to find alternative accommodation if we want to reduce the reliance on compulsory purchase powers. The current timetable for the Compulsory purchase order means that the earliest time for it to be confirmed is September 2009.
 - In addition to the challenging timetable, the other key challenge relates to ensuring that the Council is able to maintain both the environmental and social conditions on the estate during the rehousing programme.

6. The Project Initiation Document (PID) sets out an approach designed to mitigate against the key risks and challenges for the project, based on lessons learned from previous experience of large-scale re-housing projects. The key components of this are a:
 - Case Management approach to managing the re-housing of residents and a Estate management team responsible for maintaining the estate and reducing anti-social behaviour
 - Fundamental to this strategy/approach is that it is cross-disciplinary and proactive.
7. Case managers will be allocated a portfolio of residents and will work proactively acting as a single interface into a complex of council services to enable households to find new homes and well as support the to access other services as required, i.e. schools, social care, health, removal service etc. It will be their primary role to ensure that residents understand the process and the imperative to move. Case managers will contact their tenants regularly (at least once a week) to provide advice and information about properties, RSL, areas and ensure that they are engaging in the process by bidding for suitable properties as they become available. The aims s that case officers will have a sales orientated approach and will therefore work to support residents to expand their options through a range of activities designed to incentivise them to move. For example attending property viewings with in order to encourage take up of appropriate offers; providing induction packs for new locations and arranging for tenants view examples of the new RSL accommodation that will become available during this period. More details of the case manger role are on page 9 of the PID.
8. The PID sets out in detail the following information:
 - Project objective (page 3)
 - Key risks and mitigation (page 7)
 - Project Governance, structure and case management process (pages15-18)
 - Resources and budget (pages19-21)
 - Overall timetable and phasing (page 22)
 - Assumptions and principles (page 23)
 - Reporting project information (page 24)

Mobilisation

9. The next stage in the process is mobilisation, where the focus will be on establishing the case management and estate management teams and inducting staff in this new model. It is anticipated that it will take approximately three months before the new system is at full capacity. However in order to ensure that residents are given access to this process as soon as possible, the aim is to have the first re-housing case managers and the core of the estate management team in post by the beginning of October.
10. Key activities between now and Christmas are listed below:
 - Recruiting and inducting staff into new posts
 - Securing appropriate accommodation to support co-location of the team
 - External and internal launch of the approach
 - Setting up a project office to monitor and report progress
 - Developing a detailed project operating manual to ensure that there is a clear and consistent message

- Establishing a data management tool to track critical information across services and with the project
- Agreeing service level agreements with interface services (i.e. repairs)
- Put in place customer support packages (i.e removal service)
- Engaging stakeholders

11. The key challenge over the next few months is to win hearts and mind of both staff and residents in terms of them embracing the new approach. As the project has already gone live, it is important that the transition from the existing to the new ways of working is proactively managed in order to avoid tensions developing between the old and new way of delivering this service and hence creating resistance within the process. To address this issue a programme of staff away days and training has been built into the project plan and a dedicated communications manager has been employed.

APPENDICES

No.	Title
Appendix 1	Heygate Re-Housing Project:, Version 1 September 2007

AUDIT TRAIL

Lead Officer	Stephen McDonald, Interim Strategic Director, Major Projects
Report Author	Ola Agbaimoni, Project Manager, Major Projects
Version	Final
Dated	19 September 2007