		Heygate's Fortnightly Highlight report Week ending: 01st NOVEMBER 2007			
Period: w/c		Summary position			
Author(s):	Heygate Project Office	Last period: (R/A/G)*		This period: (R/A/G)*	A
1 - Status Update (Narrative summary of current position)					
WORKSTREAM	R/A/G*	Status		Action / Decision	
CASE MANAGEMENT	A	Recruitment of the case management team is now complete. Team expected to formally start on 12 th Nov. A successful mobilisation event was held on 30 th / 31 st Oct. However, there further is required to resolve overlap with housing tenancy/TA officer role.		Project Manager to discuss with project sponsor	
ESTATE MANAGEMENT	R	The Estate Management team has yet to be confirmed due to wider housing re-organisation. This may impact on the project initiation.		Project manager to discuss with Env. and Housing Dept. next week	
LEGAL	A	The legal team leader for housing attended the mobilisation event. Ongoing discussions to identify a permanent member of the legal team.		Proj. manager to meet with legal team on 7 th Nov.	
COMM'S	A	A number of Communications activities are still to be finalised, including an action plan for internal and external launch of project.		Comm's manager to finalise draft action plan	
PROJECT OFFICE	A	The key project management processes i.e. risks; issues; reporting etc have been put in place and are currently being implemented. The project office team requires a permanent project officer with strong PPM skills and experience. The development of an automated Data Management Solution and resolving accommodation issues are in progress.		Project Support to progress with setting up key PO processes	
2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)					
KPI	Number	% of phase 1	Comments		
Number of PHASE 1 households registered	165	84%	Kingshill – 101; Swanbourne – 57; Wansey Street – 7; 32 have not registered with home-search yet		
Number of households re-housed	53	27%	27 re-housed by council; 23 by HA/TMO; 2 found own accommodation and 1 applicant deceased.		
Number of households with offers/nominations	10	5%	6 nominated to HA; 1 offered council housing and 3 are pending a decision.		
Number of households with 1 to 5 bids in the last six weeks	28	14%	1 has made 4 bids; 6 made 3 bids; 7 made 2 bids and 14 made 1 bid.		
Number of households who have NEVER bid	66	34%	This a slight reduction from last weeks total of 68.		

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

Total No. of properties available for bidding	36		5 of these properties attracted 5 bids from Heygate applicants. 2 of these households were first in queue position and 3 in second.
Offers / nominations made in past week	3		2 offers made for council housing and 1 nomination to HA/TMO
Offers / nominations accepted from previous offers	6		5 accepted council housing and 1 accepted HA/TMO nomination
Offers / nominations refused from previous offers	0		None refused

3 – Significant issues (see attached issues log for more details)

Description	Date raised	Issue Owner	RAG status	Mitigating actions
Further work is required to make the financial assessment model for leaseholders workable	31/10/07	Ola Agbaimoni	R	Further report to be provided to Major Projects Board on 21 st Nov. 07
Opportunities for previewing selected homes in current home-search magazines in advance of bidding	02/10/07	Ola Agbaimoni	R	Project Manager to meeting with Housing options to explore options
The provision of management information to support project delivery needs to be enhanced.	31/10/07	Ola Agbaimoni	R	Ola is working with PwC to confirm information requirements

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	4	The case management team need to develop strong relationships with the residents (The case management team has been mobilised and will formally start on 12 th Nov).
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	4	Further legal is required on CPO process.

5 – Key activities completed in this reporting period

- Recruitment of 8 case management staff completed
- Accommodation for case management team selected and fit out in progress
- Setting up of key project office processes and documentation
- Project plan, risk log and issues log updated
- First risk review meeting and first reference group meeting held
- Successful delivery of case management mobilisation event

6 – Key activities for next period

- Refine the case management process further and develop team charter
- Meeting with John Cundall on data management
- Drafting of communications action plan
- Planning for internal and external launch of project
- Finalise fit-out of accommodation for case management team ready by mid November

7 – Progress against work plan (*or see attached project plan*)

- [project plan to be updated next week]

*Key:




Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.

		Heygate's Fortnightly Highlight report Week ending: 08th NOVEMBER 2007			
Period: w/c		Summary position			
Author(s):	Heygate Project Office	Last period: (R/A/G)*		This period: (R/A/G)*	A
1 - Status Update (Narrative summary of current position)					
WORKSTREAM	R/A/G*	Status		Action / Decision	
CASE MANAGEMENT	A	Recruitment of the case management team is now complete. Team expected to formally start on 12 th Nov. A successful mobilisation event was held on 30 th / 31 st Oct. However, there further is required to resolve overlap with housing tenancy/TA officer role.		After Case management team commence work on 12 th Nov project manager will be in a better position to clarify issues with other services and will continue discussions accordingly.	
ESTATE MANAGEMENT	R	The Estate Management team has yet to be confirmed due to wider housing re-organisation. This may impact on the project initiation.		Project manager to discuss with Env. and Housing Dept. next week	
LEGAL	A	The legal team leader for housing attended the mobilisation event. Ongoing discussions to identify a permanent member of the legal team.		Proj. manager to meet with legal team on 7 th Nov.	
COMM'S	A	A number of Communications activities are still to be finalised, including an action plan for internal and external launch of project.		Comm's manager to finalise draft action plan	
PROJECT OFFICE	A	The key project management processes i.e. risks; issues; reporting etc have been put in place and are currently being implemented. The project office team requires a permanent project officer with strong PPM skills and experience. The development of an automated Data Management Solution and resolving accommodation issues are in progress.		Project Support to progress with setting up key PO processes	
2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)					
KPI		Number	% of phase 1	Comments	
Number of PHASE 1 households registered		165	84%	Kingshill – 101; Swanbourne – 57; Wansey Street – 7; 32 have not registered with home-search yet	
Number of households re-housed		53	27%	27 re-housed by council; 23 by HA/TMO; 2 found own accommodation and 1 applicant deceased.	
Number of households with offers/nominations		10	5%	6 nominated to HA; 1 offered council housing and 3 are pending a decision.	
Number of households with 1 to 5 bids in the last six weeks		24	14%	1 has made 4 bids; 6 made 3 bids; 5 made 2 bids and 12 made 1 bid.	
Number of households who have NEVER bid		66	34%	This a slight reduction from last weeks total of 68.	

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

Total No. of properties available for bidding	36		5 of these properties attracted 5 bids from Heygate applicants. 2 of these households were first in queue position and 3 in second.
Offers / nominations made in past week	3		2 offers made for council housing and 1 nomination to HA/TMO
Offers / nominations accepted from previous offers	6		5 accepted council housing and 1 accepted HA/TMO nomination
Offers / nominations refused from previous offers	0		None refused

3 – Significant issues (see attached issues log for more details)

Description	Date raised	Issue Owner	RAG status	Mitigating actions
Further work is required to make the financial assessment model for leaseholders workable	31/10/07	Ola Agbaimoni	R	Further report to be provided to Major Projects Board on 21 st Nov. 07
Opportunities for previewing selected homes in current home-search magazines in advance of bidding	02/10/07	Ola Agbaimoni	R	Project Manager to meeting with Housing options to explore options
The provision of management information to support project delivery needs to be enhanced.	31/10/07	Ola Agbaimoni	R	Ola is working with PwC to confirm information requirements

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	4	The case management team need to develop strong relationships with the residents (The case management team has been mobilised and will formally start on 12 th Nov).
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	4	Further legal is required on CPO process.

5 – Key activities completed in this reporting period

- Recruitment of 8 case management staff completed
- Accommodation for case management team selected and fit out in progress
- Setting up of key project office processes and documentation
- Project plan, risk log and issues log updated
- First risk review meeting and first reference group meeting held
- Successful delivery of case management mobilisation event

6 – Key activities for next period

- Refine the case management process further and develop team charter
- Meeting with John Cundall on data management
- Drafting of communications action plan
- Planning for internal and external launch of project
- Finalise fit-out of accommodation for case management team ready by mid November

7 – Progress against work plan (*or see attached project plan*)

- [project plan to be updated next week]

*Key:




Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.

		Heygate's Weekly Highlight report Date: 21 st NOVEMBER 2007			
		Number of Residents Remaining 589 Secure Tenants 299 Non Secure Tenants 107 Leaseholders			
		Period: w/c Summary position			
Author(s):	Heygate Project Office	Last period: (R/A/G)*	R	This period: (R/A/G)*	R
1 - Status Update (Narrative summary of current position)					
WORKSTREAM	R/A/G*	Status		Action / Decision	
CASE MANAGEMENT	A	Service delivery has been slightly impaired due to the case management team experiencing difficulties in accessing the IT network at Brandon street office. The team have continued to access information using the Walworth Area housing office Further work is required to resolve overlap with Housing Management and Temporary Accommodation officer roles.		Project Manager has escalated the issue to the IT manager service will be fully restored by 26/11/07 Meeting to be set up with HM and TA to agree practical ways of working that overcome overlap issues. Issue to be escalated to CMT.	
ESTATE MANAGEMENT	R	The Estate Management team has yet to be fully confirmed due to wider housing re-organisation. On going enquires to identify suitable premises to collocate the team.		Project manager to discuss with Env. and Housing Dept. next week. Issue to be escalated to CMT.	
LEGAL	G	Legal have agreed to recruit a permanent member of staff to join the Heygate team. In the mean time, Debbie Gooch is co-ordinating any legal advice needed for the team.			
COMM'S	A	The external launch of the project is scheduled for Friday 30 th November 2007. Comm's collateral is being prepared and will be circulated by end of week.		Communication manager to ensure that all material required for event is ready by end of this week.	
PROJECT OFFICE	A	A permanent post for the project office administrator has been recruited and is expected to start on 10 th Dec. A secondment opportunity for a senior project officer is due to be advertised. There may be a gap in handover of project office controls to senior project officer The guidance for key project management processes and the case management manuals are being developed and implemented.		Project Manager to advertise secondment opportunity. Post to be in place by early December in order to benefit from capacity building with PwC. Transitional arrangements are required to cover the time between PwC handover and new starter. Project office guidance and data management specification to be completed this week.	

2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)

KPI	Change from last week	Total No.	% of phase 1	Comments
Number of PHASE 1 households registered	+4	167	86%	Kingshill – 103; Swanbourne – 57; Wansey Street – 7; 28 have not registered with home-search yet.
Number of household in Temporary Accommodation	<i>update not available</i>	53		Kingshill – 39; Swanbourne – 31; Wansey Street – 7; There are 299 households in TA across the Heygate.
Number of households re-housed	+2	56	29%	29 re-housed by council; 24 by RSL; 2 found own accommodation and 1 applicant deceased.
Number of households with offers/nominations	0	16	8%	9 nominated to HA/TMO; 2 offered council housing and 5 are pending a decision.
Number of households with 1 to 5 bids in the last six weeks	+2	17	10%	1 has made 4 bids; 4 made 3 bids; 7 made 2 bids and 5 made 1 bid.
Number of households who have NEVER bid	0	63	32%	Case management team has started contacting them to find out reasons for not bidding.
Total No. of properties available for bidding	-40	32		5 of these properties attracted 10 bids from Heygate applicants. 3 of these households were first in queue position and 1 in second.
Offers / nominations made in past week	+1	7		4 offers made for council housing and 3 nomination to RSL
Offers / nominations accepted from previous offers	-1	0		1 household accepted council housing
Offers / nominations refused from previous offers	+6	7		3 household refused a nomination to council housing and 4 to RSL

3 – Significant issues (see attached issues log for more details)

Description	Due Date	Issue Owner	RAG status	Mitigating actions
Case management team are experiencing difficulties accessing the IT network from Brandon street	23-Nov-07	Ola Agbaimoni	R	Project Manger has escalated the issue to the IT manager service will be fully restored by 26/11/07
The provision of management information to support project delivery needs to be enhanced	29-Nov-07	Ola Agbaimoni	R	Project Manager is working with PwC to confirm information requirements. The first draft of the specification has been submitted.
Need to improve coordination with the estate management team and agree ways of working so that the whole model is operational	22-Nov-07	Ola Agbaimoni	R	Project Manager to work with Env and Housing to help progress. Issue will be escalated to CMT.
Currently experiencing an overlap in the role of the case officer role and the role of TA officers and HM officers. This will cause confusion for residents and add cost to the process	21-Nov-07	Ola Agbaimoni	R	Project Manager to work with TA, Env and Housing to help progress. Issue will be escalated to CMT
The process for acquiring a CPOs and possession proceeding needs to be finalised	28-Nov-07	Debbie Gooch	R	Issue has been referred to Gillian Jeffery, the Principal Lawyer. Awaiting response.

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
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¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	4	The case management team need to develop strong relationships with the residents. They have started contacting all non-bidders to establish why they are not engaged.
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	4	Further legal advice is required on CPO process.
Risk that the project's scope creeps out of control impacting on the teams ability to focus on delivering project expectations.	Ola Agbaimoni	3	4	4	Project reporting to include change management information and updating of business case to identify scope creep and impact on expected outcome so that members are aware of impact of decisions.

5 – Key activities completed in this reporting period

- Progress on resolving some accommodation issues for case management team
- Developed an action plan for resolving all issues related to the office
- Agreed a process for the rehousing of Leaseholders
- Continued setting up key project office processes and documentation
- Clarifying reporting requirements
- Continued the development of the case team operating manual
- Preparing communications collateral for external launch event
- Plans underway for engaging with Heygate residents
- Project plan, risk log and issues log updated

6 – Key activities for next period

- Finalise the set up of the new accommodation
- Allocate case load to all case managers
- Contact all non bidding residents to understand why they are not bidding and encourage more bidding activity
- Finalise data management requirements
- Continue developing the case team operating manual
- Finalise project office protocols document. Hold workshops
- Progressing the organisation of the external launch event
- Meet with the Estate Management team to resolve outstanding issues
- Handover project office controls
- Finalise set up of email protocol for enquiries

7 – Progress against work plan (see *attached project plan*)

***Key:**




Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.

		Heygate's Weekly Highlight report		
		Date: 6 th December 2007		
		Number of Residents Remaining		
		584 Secure Tenants		
		284 Non Secure Tenants		
		107 Leaseholders		
Period: w/c		Summary position		
Author(s): Heygate Project Office				
1 - Status Update (Narrative summary of current position)				
WORKSTREAM	R/A/G*	Status		Action / Decision
CASE MANAGEMENT	G	Case Management Team now settled in the new accommodation. Residual H&S modifications due to be completed before Christmas. Team now fully engaging with residents. Further work has been done on finalising the customer support packages		
ESTATE MANAGEMENT	G	The Estate Management Team has identified the staff that will form the team. Whilst police recruitment is pending measures are in process to use existing Walworth safer neighbourhood team on the estate in the interim. Premises for collocation and will be available from Jan 08. A joint mobilisation event is planned for 29/1/08. Series of meeting are being scheduled to agree protocols for joint working and data management and an operating manual will be developed		
LEGAL	G	Legal have agreed to recruit a permanent member of staff to join the Heygate team. In the mean time, Debbie Gooch continues co-ordinating any legal advice needed for the team.		
COMM'S	G	The external launch of the project took place on Friday 30 th November 2007. The event was extremely well received with 100+ residents attending. Plans for a bidding support event are being worked up with the support of TA.		
PROJECT OFFICE	G	Project Office controls have been established and are being applied. Guidance is also available. Specification for Data Management has been finalised and IS team have created additional information fields in the iworld database. IS expects to provide initial reports by Christmas.		
2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)				
KPI	Last week	This week	% of phase 1	Comments relating to this week's figures
Number of PHASE 1 households registered	167	169	86%	Kingshill – 104; Swanbourne – 58; Wansey Street – 7; 26 have not registered with home-search yet.
Number of households re-housed	58	58	29%	31 re-housed by council; 24 by RSL; 2 found own accommodation and 1 applicant deceased.

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

LBS Restricted

Number of households who have NEVER bid	59	55	28%	Case management team has started contacting them to find out reasons for not bidding.
Number of households with active offers/nominations	16	16		9 nominated to HA/TMO; 2 offered council housing and 5 are pending a decision.
Number of households with 1 or more bids in the last six weeks	20	24		1 has made 4 bids; 3 made 3 bids; 5 made 2 bids and 15 made 1 bid.
Total No. of properties available for bidding	49	34		7 of these properties attracted 9 bids from Heygate applicants. 4 of these households were first in queue position and 3 in second.
Offers / nominations	3	7		3 offers made for council housing and 4 nomination to RSL
Offers / nominations accepted	1	3		3 household accepted council housing
Offers / nominations refused	2	4		3 household refused a nomination to council housing and 1 to RSL
Number of household in Temporary Accommodation	N/A due to error in previous figure	82		Kingshill – 50; Swanbourne – 29; Wansey Street – 3; There are 285 households in TA across the Heygate.

3 – Significant issues (see attached issues log for more details)

Description	Due Date	Issue Owner	RAG status	Mitigating actions
The process for acquiring a CPOs and possession proceeding needs to be finalised	28-Nov-07	Debbie Gooch	R	The process cannot be initiated before planning permission has been obtained.
Home loss payments are currently paid in arrear which prevents tenants using the money to finance their move and this is causing hardship for some tenants .	13-Dec-07	Ola Agbaimoni	R	To be discussed at Executive members briefing on 13 th Dec.
Pests have become very problematic within garages as baiting has not been undertaken for some time	12-Dec-07	Robert Taylor	R	Proposed dates for pest control programme obtained: Marston garages - 4/12/07, Ashenden garages : 5/12/07, Claydon garages : 6/12/07, Kingshill garages: 11/12/07, Swanbourne garages: 12/12/07.

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	16	The case management team will aim to develop strong relationships with the residents. They are systematically contacting all non-bidders to establish why they are not engaged.
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	16	Further legal advice is required on CPO process.

5 – Key activities completed in this reporting period

- Details of the Estate management team agreed
- Further progress on resolving most of the accommodation issues for case management team
- Continued the development of the case team operating manual, workshops planned for later this week
- Hosted successful launch event on the estate
- Plans underway for engaging with Heygate residents
- Project plan, risk log and issues log updated
- Allocated phases 2 ,3 and 4 case loads to case management team
- Sent invitation to leaseholders re information event in Jan
- Commence print production of leaseholder information
- Presentation of project to Housing litigation Team
- Continue contacting non bidding residents to understand why they are not bidding and encourage more bidding activity
- Established presence on Source and Website

6 – Key activities for next period

- Commence production of the documentation for agreed protocols with Community Housing Services and Estate management
- Undertake H&S work for new accommodation
- Finalise developing the case team operating manual
- Ensure the drop-in service at Heygate is fully working
- Establish data sharing protocols with other service
- Update risk log at monthly risk workshop
- Meet with the service lead in Estate Management team to agree protocol for system driven coordination for the interface between the estate management Team and project office
- Respond to complaint raised by resident regarding process
- Continue managing non-bidders
- Finalise format for Leaseholder information packs and send to print
- Work with Estate management team to arrange joint mobilisation event

7 – Progress against work plan (see *attached project plan*)

Updated at the beginning of each month and available from Project office.

*Key:




Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.

		Heygate's Weekly Highlight report		
		Date: 11 th December 2007		
		Number of Residents Remaining		
		584 Secure Tenants		
		284 Non Secure Tenants		
		107 Leaseholders		
Period: w/c		Summary position		
Author(s): Heygate Project Office				
1 - Status Update (Narrative summary of current position)				
WORKSTREAM	R/A/G*	Status		Action / Decision
CASE MANAGEMENT	G	Case Management Team now settled in the new accommodation. Residual H&S modifications due to be completed before Christmas. Team now fully engaging with residents. Further work has been done on finalising the customer support packages		
ESTATE MANAGEMENT	G	The Estate Management Team has identified the staff that will form the team. Whilst police recruitment is pending measures are in process to use existing Walworth safer neighbourhood team on the estate in the interim. Premises for collocation and will be available from Jan 08. A joint mobilisation event is planned for 29/1/08. Series of meeting are being scheduled to agree protocols for joint working and data management and an operating manual will be developed		
LEGAL	G	Legal have agreed to recruit a permanent member of staff to join the Heygate team. In the mean time, Debbie Gooch continues co-ordinating any legal advice needed for the team.		
COMM'S	G	The external launch of the project took place on Friday 30 th November 2007. The event was extremely well received with 100+ residents attending. Plans for a bidding support event are being worked up with the support of TA.		
PROJECT OFFICE	G	Project Office controls have been established and are being applied. Guidance is also available. Specification for Data Management has been finalised and IS team have created additional information fields in the iworld database. IS expects to provide initial reports by Christmas.		
2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)				
KPI	Last week	This week	% of phase 1	Comments relating to this week's figures
Number of PHASE 1 households registered	169	169	86%	Kingshill – 104; Swanbourne – 58; Wansey Street – 7; 26 have not registered with home-search yet.
Number of households re-housed	58	61	31%	34 re-housed by council; 24 by RSL; 2 found own accommodation and 1 applicant deceased.

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

LBS Restricted

Number of households who have NEVER bid	55	52	27%	Case management team has started contacting them to find out reasons for not bidding.
Number of households with active offers/nominations	16	20		7 nominated to HA/TMO; 2 offered council housing and 5 are pending a decision.
Number of households with 1 or more bids in the last six weeks	24	21		4 made 3 bids; 7 made 2 bids and 10 made 1 bid.
Total No. of properties available for bidding	34	47		11 of these properties attracted 15 bids from Heygate applicants. 4 of these households were first in queue position and 3 in second.
Offers / nominations	7	5		5 offers made for council housing and 0 nomination to RSL
Offers / nominations accepted	3	0		
Offers / nominations refused	4	1		1 household refused a nomination to council housing and 0 to RSL
Number of household in Temporary Accommodation	82			Kingshill – 50; Swanbourne – 29; Wansey Street – 3; There are 285 households in TA across the Heygate.

3 – Significant issues (see attached issues log for more details)

Description	Due Date	Issue Owner	RAG status	Mitigating actions
The process for acquiring a CPOs and possession proceeding needs to be finalised	28-Nov-07	Debbie Gooch	R	The process cannot be initiated before planning permission has been obtained.
Home loss payments are currently paid in arrear which prevents tenants using the money to finance their move and this is causing hardship for some tenants .	13-Dec-07	Ola Agbaimoni	R	To be discussed at Executive members briefing on 13 th Dec.
Pests have become very problematic within garages as baiting has not been undertaken for some time	12-Dec-07	Robert Taylor	R	Proposed dates for pest control programme obtained: Marston garages - 4/12/07, Ashenden garages : 5/12/07, Claydon garages : 6/12/07, Kingshill garages: 11/12/07, Swanbourne garages: 12/12/07.

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	16	The case management team will aim to develop strong relationships with the residents. They are systematically contacting all non-bidders to establish why they are not engaged.
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	16	Further legal advice is required on CPO process.

5 – Key activities completed in this reporting period

- Details of the Estate management team agreed
- Further progress on resolving most of the accommodation issues for case management team
- Continued the development of the case team operating manual, workshops planned for later this week
- Hosted successful launch event on the estate
- Plans underway for engaging with Heygate residents
- Project plan, risk log and issues log updated
- Allocated phases 2 ,3 and 4 case loads to case management team
- Sent invitation to leaseholders re information event in Jan
- Commence print production of leaseholder information
- Presentation of project to Housing litigation Team
- Continue contacting non bidding residents to understand why they are not bidding and encourage more bidding activity
- Established presence on Source and Website

6 – Key activities for next period

- Commence production of the documentation for agreed protocols with Community Housing Services and Estate management
- Undertake H&S work for new accommodation
- Finalise developing the case team operating manual
- Ensure the drop-in service at Heygate is fully working
- Establish data sharing protocols with other service
- Update risk log at monthly risk workshop
- Meet with the service lead in Estate Management team to agree protocol for system driven coordination for the interface between the estate management Team and project office
- Respond to complaint raised by resident regarding process
- Continue managing non-bidders
- Finalise format for Leaseholder information packs and send to print
- Work with Estate management team to arrange joint mobilisation event

7 – Progress against work plan (see *attached project plan*)

Updated at the beginning of each month and available from Project office.

*Key:




Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.

		Heygate's Weekly Highlight report			
		Date: 14 th December 2007			
		Number of Residents Remaining 581 Secure Tenants 283 Non Secure Tenants 106 Leaseholders			
Period: w/c		Summary position			
Author(s): Heygate Project Office					
1 - Status Update (Narrative summary of current position)					
WORKSTREAM	R/A/G*	Status		Action / Decision	
CASE MANAGEMENT	G	Case Management Team now settled in the new accommodation. Residual H&S modifications due to be completed before Christmas. Team now fully engaging with residents. Further work has been done on finalising the customer support packages			
ESTATE MANAGEMENT	G	The Estate Management Team has identified the staff that will form the team. Whilst police recruitment is pending measures are in process to use existing Walworth safer neighbourhood team on the estate in the interim. Premises for collocation and will be available from Jan 08. A joint mobilisation event is planned for 29/1/08. Series of meeting are being scheduled to agree protocols for joint working and data management and an operating manual will be developed			
LEGAL	G	Legal have agreed to recruit a permanent member of staff to join the Heygate team. In the mean time, Debbie Gooch continues co-ordinating any legal advice needed for the team.			
COMM'S	G	The external launch of the project took place on Friday 30 th November 2007. The event was extremely well received with 100+ residents attending. Plans for a bidding support event are being worked up with the support of TA.			
PROJECT OFFICE	G	Project Office controls have been established and are being applied. Guidance is also available. Specification for Data Management has been finalised and IS team have created additional information fields in the iworld database. IS expects to provide initial reports by Christmas.			
2 – Progress dashboard (Graphical summary of position as of 01st Nov. 2007¹)					
KPI	Last week	This week	% of phase 1	Comments relating to this week's figures	
Number of PHASE 1 households registered	169	169	86%	Kingshill – 104; Swanbourne – 58; Wansey Street – 7; 26 have not registered with home-search yet.	
Number of households re-housed	58	61	31%	34 re-housed by council; 24 by RSL; 2 found own accommodation and 1 applicant deceased.	

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

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Number of households who have NEVER bid	55	52	27%	Case management team has started contacting them to find out reasons for not bidding.
Number of households with active offers/nominations	16	20		7 nominated to HA/TMO; 8 offered council housing and 5 are pending a decision.
Number of households with 1 or more bids in the last six weeks	24	21		4 made 3 bids; 7 made 2 bids and 10 made 1 bid.
Total No. of properties available for bidding	34	47		11 of these properties attracted 15 bids from Heygate applicants. 9 of these households were first in queue position and 3 in second.
Offers / nominations	7	5		5 offers made for council housing and 0 nomination to RSL
Offers / nominations accepted	3	0		
Offers / nominations refused	4	1		1 household refused a nomination to council housing and 0 to RSL
Number of household in Temporary Accommodation	82	79		Kingshill – 48; Swanbourne – 28; Wansey Street – 3; There are 285 households in TA across the Heygate.

3 – Significant issues (see attached issues log for more details)

Description	Due Date	Issue Owner	RAG status	Mitigating actions
The process for acquiring a CPOs and possession proceeding needs to be finalised	28-Nov-07	Debbie Gooch	R	The process cannot be initiated before planning permission has been obtained.
Home loss payments are currently paid in arrear which prevents tenants using the money to finance their move and this is causing hardship for some tenants .	13-Dec-07	Ola Agbaimoni	R	To be discussed at Executive members briefing on 13 th Dec.
Pests have become very problematic within garages as baiting has not been undertaken for some time	12-Dec-07	Robert Taylor	R	Proposed dates for pest control programme obtained: Marston garages - 4/12/07, Ashenden garages : 5/12/07, Claydon garages : 6/12/07, Kingshill garages: 11/12/07, Swanbourne garages: 12/12/07.

4 – Top risks (see attached risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Residents do not actively engage with the re-housing process and do not bid which prevents them moving within the phasing	Ola Agbaimoni	3	4	16	The case management team will aim to develop strong relationships with the residents. They are systematically contacting all non-bidders to establish why they are not engaged.
There is a risk that CPO inquiry may not be successful or process is delayed due to procedural issues causing delay to acquiring vacant possession of blocks.	Patrick McGreal	4	4	16	Further legal advice is required on CPO process.

5 – Key activities completed in this reporting period

- Details of the Estate management team agreed
- Further progress on resolving most of the accommodation issues for case management team
- Continued the development of the case team operating manual, workshops planned for later this week
- Hosted successful launch event on the estate
- Plans underway for engaging with Heygate residents
- Project plan, risk log and issues log updated
- Allocated phases 2 ,3 and 4 case loads to case management team
- Sent invitation to leaseholders re information event in Jan
- Commence print production of leaseholder information
- Presentation of project to Housing litigation Team
- Continue contacting non bidding residents to understand why they are not bidding and encourage more bidding activity
- Established presence on Source and Website

6 – Key activities for next period

- Commence production of the documentation for agreed protocols with Community Housing Services and Estate management
- Undertake H&S work for new accommodation
- Finalise developing the case team operating manual
- Ensure the drop-in service at Heygate is fully working
- Establish data sharing protocols with other service
- Update risk log at monthly risk workshop
- Meet with the service lead in Estate Management team to agree protocol for system driven coordination for the interface between the estate management Team and project office
- Respond to complaint raised by resident regarding process
- Continue managing non-bidders
- Finalise format for Leaseholder information packs and send to print
- Work with Estate management team to arrange joint mobilisation event

7 – Progress against work plan (see *attached project plan*)

Updated at the beginning of each month and available from Project office.

*Key:



Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.



Heygate Weekly Highlight report

Date: 31 October 2008

Number of Residents Remaining

315 Secure Tenants*

137 Non Secure Tenants

83 Leaseholders*

645 Welded Properties

Period: w/c **Summary position**

Author(s): Heygate Project Office

1 - Status Update (*Narrative summary of current position*)

WORKSTREAM	R/A/G*	Status	Action / Decision
CASE MANAGEMENT	G	<p>The Case management team continue to engage with residents and real time assessment shows that there are 27 residents remaining in phase 1, 48 residents in phase 2, 187 residents in phase 3 and 53 residents in phase 4. This means that 56% of secure tenants on the estate have now been rehoused.</p> <p>Of the 27 remaining secure tenants in phase 1, 9 have outstanding offers from Homeseach, 4 have direct offers, 2 have court cases pending due to immigration status meaning we have no duty to rehouse, and the remaining tenants have no outstanding offer but can continue to bid on homeseach.</p> <p>Of the 48 remaining secure tenants in phase 2, 4 have outstanding offers from Homeseach, 2 have direct offers, and the remaining have no outstanding offer but can continue to bid on homeseach.</p> <p>The majority of residents who have neither a direct offer nor homeseach offer in phases 1 and 2 are elderly. The case management team continue to work with Housing options to identify suitable offers when they arise. In addition, the Case management team work with residents to increase awareness of the broad range of sheltered accommodation available.</p> <p>3 additional leaseholders have completed in the past week.</p> <p>This is the ninth successive week where the number of properties to bid for in Homeseach has not exceeded 35. Monitoring to continue and review scheduled for 14th November.</p> <p><i>*Real time assessment</i></p>	

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ESTATE MANAGEMENT	G	<p>The number of squats remains at a steady low of only three across the estate and all cases are with legal for court action.</p> <p>645 properties have now been welded – 53% of the entire estate.</p> <p>The Lone resident strategy has been revised to include increased daily patrols during the school holidays and continued patrols after dark. The police team are also planning on increasing the number of visits to the case management team and housing offices to increase the sense of presence on the estate for staff and residents.</p> <p>There will be increased patrols across the estate during the weeks commencing 27th Oct and 3rd November due to the increased risks of bonfire night and Halloween. Zero tolerance levels across the borough will be adhered to.</p> <p>Quotes have been raised to provide additional lighting across the estate for community safety and reassurance purposes and to improve the appearance of the estate. The cutting back of trees across the estate has commenced, and community payback will be painting visibility stripes on the stairs across the estate.</p> <p>Heygate joint partnership team winners of national award - ACPO Drugs 2008.</p>		
LEGAL	G	<p>Working with the case management team to issue proceedings for possession as cases arise.</p> <p>Court cases regarding immigration status for 2 residents in phase 1 pending (stated as urgent).</p>		
COMM'S	G			
PROJECT OFFICE	G	<p>The Heygate team has been shortlisted for the LGC awards under the category 'Management team'.</p> <p>The Heygate team has been successfully shortlisted for the STAR awards under the category 'Safer Southwark'.</p> <p>Plans for a 'Shared ownership' information evening for leaseholders to present to them the broad number of options available. Coordinate with Tower Homes and RSL's.</p> <p>47 Post move surveys have been received so far and feedback has been positive. The project office will be undertaking an analysis of the questionnaire results to assess where people have moved to, and their perception and experience of the rehousing process.</p>		
2 – Progress dashboard (Statistical summary of position as of 31st October 2008 ¹)				
KPI	Last Week	This week	% of phase	Comments relating to this week's figures
PHASE 1 Number of households registered	190	191	97%	Kingshill: 115 ; Swanbourne: 65 Wansey Street: 11 Not yet registered: 2 contacted application pending: 0

¹ Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

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PHASE 2 Number of households registered	176	177	99%	Ashenden: 127 Cuddington: 50 Not yet registered: 5 Contacted, application pending: 2
PHASE 3 Number of households registered	237	239	89%	Chearsley: 43 Claydon 125 Marston 50 Risborough: 21 Not yet registered: 29 contacted application pending: 17
PHASE 4 Number of households registered	61	61	86%	Rodney Road 11 Wingrave 51 Not yet registered: 7 contacted application pending: 1
PHASE 1 Number of households who have NEVER bid	8	8	4%	Case management team continue to make weekly contacts with residents to find out reasons for not bidding. The Team are working with seasons and age concerns to provide additional support for the elderly residents remaining.
PHASE 2 Number of households who have NEVER bid	15	16	9%	
PHASE 3 Number of households who have NEVER bid	59	60	22%	
PHASE 4 Number of households who have NEVER bid	19	19	27%	
PHASE 1 Number of households re-housed	151	151	77%	Council: 99 RSL/HA/COOP/TMC/JMB: 47 Concluded other (e.g. found own accommodation, deceased): 5
PHASE 2 Number of households re-housed	113	115	64%	Council: 73 RSL/HA/COOP/TMC/JMB: 38 Concluded other (e.g. found own accommodation, deceased): 4
PHASE 3 Number of households re-housed	53	57	21%	Council: 21 RSL/HA/COOP/TMC/JMB: 27 Concluded other (e.g. found own accommodation, deceased): 9
PHASE 4 Number of households re-housed	14	15	21%	Council: 11 RSL/HA/COOP/TMC/JMB: 3 Concluded other (e.g. found own accommodation, deceased): 1
PHASE 1 Number of households with active offers/nominations	16	19		This is a system snap shot. Current information from Case management team indicates that it is likely all 19 will accept their offers
PHASE 2 Number of households with active offers/nominations	18	16		This is a system snap shot. Current information from Case management team indicates that it is likely that all 16 will accept their offers.
PHASE 3 Number of households with active offers/nominations	19	16		This is a system snap shot. Current information from Case management team indicates that it is likely that all 16 will accept their offers.

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PHASE 4 Number of households with active offers/nominations	4	3		This is a system snap shot. Current information from Case management team indicates that it is likely that all 3 will accept their offers.
PHASE 1 Number of households with 1 or more bids in the last six weeks	3	2		1 bids: 2 Households 2 bids: 0 Households 3+ bids: 0 Households
PHASE 2 Number of households with 1 or more bids in the last six weeks	7	4		1 bids: 4 Households 2 bids: 0 Households 3+ bids: 1 Households
PHASE 3 Number of households with 1 or more bids in the last six weeks	54	43		1 bids: 21 Households 2 bids: 10 Households 3+ bids: 12 Households
PHASE 4 Number of households with 1 or more bids in the last six weeks	14	12		1 bids: 6 Households 2 bids: 3 Households 3+ bids: 3 Households
PHASE 1 Total No. of properties available for bidding	31	35		No. of Properties attracting Heygate bidders : 1 Queue position: 1 st : 1 2 nd : 0 Below 3 rd : 0 Total Heygate bidders: 1
PHASE 2 Total No. of properties available for bidding				No. of Properties attracting Heygate bidders : 1 Queue position: 1 st : 1 2 nd : 0 Below 3 rd : 0 Total Heygate bidders: 1
PHASE 3 Total No. of properties available for bidding				No. of Properties attracting Heygate bidders : 4 Queue position: 1 st : 2 2 nd : 0 Below 3 rd : 10 Total Heygate bidders: 12
PHASE 4 Total No. of properties available for bidding				No. of Properties attracting Heygate bidders : 2 Queue position: 1 st : 1 2 nd : 1 Below 3 rd : 1 Total Heygate bidders: 3
PHASE 1 Offers / nominations raised (19/10/08 – 26/10/08)	6	2		Offers made for council housing: 2 Nomination raised: 0

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PHASE 2 Offers / nominations raised (19/10/08 – 26/10/08)	5	3		Offers made for council housing: 1 Nomination raised: 2
PHASE 3 Offers / nominations raised (19/10/08 – 26/10/08)	8	11		Offers made for council housing: 6 Nomination raised: 5
PHASE 4 Offers / nominations raised (19/10/08 – 26/10/08)	2	1		Offers made for council housing: 1 Nomination raised: 0
PHASE 1 Offers / nominations accepted (19/10/08 – 26/10/08)	0	3		Offers Accepted: 3 Nominations Accepted: 0
PHASE 2 Offers / nominations accepted (19/10/08 – 26/10/08)	3	2		Offers Accepted: 2 Nominations Accepted: 0
PHASE 3 Offers / nominations accepted (19/10/08 – 26/10/08)	2	1		Offers Accepted: 1 Nominations Accepted: 0
PHASE 4 Offers / nominations accepted (19/10/08 – 26/10/08)	0	1		Offers Accepted: 1 Nominations Accepted: 0
PHASE 1 Offers / nominations refused (19/10/08 – 26/10/08)	3	3		Offers refused: 2 Nominations refused: 1
PHASE 2 Offers / nominations refused (19/10/08 – 26/10/08)	2	0		Offers refused: 0 Nominations refused: 0
PHASE 3 Offers / nominations refused (19/10/08 – 26/10/08)	7	3		Offers refused: 3 Nominations refused: 0
PHASE 4 Offers / nominations refused (19/10/08 – 26/10/08)	2	2		Offers refused: 1 Nominations refused: 1

Notes: Phase1 100%=196 Phase 2 100%=179 Phase 3 100%=269 Phase 4 100%= 71

3 – Progress dashboard (Statistical summary of position as of 31st October 2008²) Temporary Accommodation and Leaseholders

KPI	Last Week	This week	% of phase	Comments relating to this week's figures
PHASE 1 Number of household in Temporary Accommodation	18	17		Kingshill: 10 Swanbourne: 6 Wansey Street: 1

² Please note that these figures DO NOT include leaseholders and those on temporary accommodation.

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PHASE 2 Number of household in Temporary Accommodation	23	22		Ashenden: 14 Cuddington: 8
PHASE 3 Number of household in Temporary Accommodation	76	76		Chearsley 13 Claydon 36 Marston 21 Risborough 6
PHASE 4 Number of household in Temporary Accommodation	22	22		Rodney Road 4 Wingrave 18
PHASE 1 Number of Leaseholder	19	19		Kingshill: 9 Swanbourne: 6 Wansey Street: 4
PHASE 2 Number of Leaseholders	34	32		Ashenden: 17 Cuddington: 15
PHASE 3 Number of Leaseholders	28	26		Chearsley 5 Claydon 9 Marston 7 Risborough 5
PHASE 4 Number of Leaseholders	9	9		Rodney Road 2 Wingrave 7
All Leaseholders Number engaged, seeking council assistance	38	38		Leaseholders who put themselves forward for financial assessment
Number Registered to bid on Homesearch	2	9		
Number Bidding on Homesearch	2	9		

4 – Significant issues (see issues log for more details)

Description	Due Date	Issue Owner	RAG status	Mitigating actions
There is an issue with the number of properties available in Homesearch, which has been consistently low for the last 10 weeks. This will have an impact on people's ability to move off the estate.	17-Nov-08	Ola Agbaimoni	G	Despite low Homesearch figures, analysis of the void data indicates that figures are target on lettings so far this year. Housing are currently working through a backlog of void properties, so overall supply will reduce when this has been cleared. It is estimated that this could reduce the number of properties in the second half of the year by 25% compared with the 1st half. Performance on void turnaround continues to improve; (down by 5 days in September 08). Further improvements will increase the throughput of properties and slightly offset the reduction. There are some very attractive HA schemes coming on stream in the second half of the financial year. Case team will continue to work proactively with residents to ensure that every opportunity for Rehousing is utilised maintaining the delicate balance between effective persuasion and pressure. Monitor and review monthly.

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The CPO order cannot be made prior to the completion of the Development agreement (ETA Dec 08). This means that the council will not be able to use it's CPO powers to compel the leaseholders who refuse to negotiate, to leave before the project deadline of Sept 2009.	31-Dec-08	Ola Agbaimoni	G	The negotiated solution to property acquisition is always the preferred route. Additional surveying resources will be provided to increase the focus on working with the Heygate leaseholders. The leaseholder options provide additional support and encourage leaseholders to enter into a dialogue with the council. The case management team will ensure that all leaseholders are made aware of the support available and will host regular meeting for leaseholders to meet with offers to discuss any issues.
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5 – Top risks (see risk register for more details)

Description	Risk owner	Prob.	Impact	Risk Rating	Mitigating actions
Distribution of leaseholders on the estate makes it difficult to close off phases without a CPO if leaseholders refuse to move. This may mean that we are unable to reduce the area of the estate where services have to be maintained (e.g community safety, refuse collection) and this will consequently have an impact on cost.	Ola Agbaimoni	5	5	25	Focus on ensuring vacant possession and demolition of phase 1 by project target date of Sept 2009. Leaseholder's toolkit contains a range of sufficiently attractive options to negotiate leaseholders off. Key mitigation is performance of case management team and their ability to build productive relationships with leaseholders. In addition, targeted strategy of communications to leaseholders to ensure engagement. Revised lone resident strategy to include increased patrols and monitoring is to be put in place.
There is a risk that the number of direct offers made means that there is insufficient suitable property remaining in the Homeseach magazine to allow residents to bid themselves off. This will lead to dissatisfaction with the process and non-engagement.	Ola Agbaimoni	5	5	25	The case management team work closely with housing options, and meet on a weekly basis to ensure a balance is maintained between the number of direct offers issued and the number of suitable properties made available in homeseach. Regular updates and communication to the residents from the Case management team to keep them abreast of the situation.
Risk of lone residents being left on landing either refusing to move or move is delayed due to void turnaround time.	Ola Agbaimoni	4	4	16	Lone resident strategy put in place, including wardens undertaking regular reassurance patrols, decommissioning of vacant properties and the welding off of landings. Case Management team to inform Ken of any lone scared and vulnerable residents to aid warden patrol tasking. Feedback to Ola if necessary. Direct offers can also be made if and when necessary. These will be court offers once NoSP has been served. Revised lone resident strategy implemented to include increased patrols and monitoring.

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The declining housing market and global credit crunch may impact on the likelihood of Leaseholders moving voluntarily. This may result in prevention of blocks being emptied and consequently delays to the overall project.	Ola Agbaimoni	4	4	16	A leaseholder's interview questionnaire was completed to capture whether certain leaseholders are planning to house themselves, and what methods they are using to do this. A contingency plan is also in place to deal with isolated leaseholders remaining on the estate. This includes regular reassurance patrols and decommissioning of vacant properties.
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6 – Key activities completed in this reporting period

- Continuing intensive case management with all phases
- 645 properties welded.
- Planning for second bidding and customer support event.
- Planning for second leaseholder's event to be held in November.
- Weekly meeting with Case management team, Housing Options and medical rehousing unit to discuss direct offers.
- Activity trackers received from Case management team.
- Cutting back of trees on the estate – ongoing.
- Quote for demolition of Kingshill.
- Right to return deadline for response – 31st October
- Meeting to discuss risk management of lone residents
- Deadline for post-move surveys to be entered into prize draw – 31st October

6 – Key activities for next period

- Planning for 2nd Leaseholder open evening - ongoing
- Direct offers for phase 1 residents – ongoing.
- Direct offers for phase 2 residents.
- Lighting/painting of visibility stripes on the estate
- Meeting to draw up schedule of blitzes up until Sept 2009 – 12th November.
- Look into possibility of 'Shared Ownership' info evening for leaseholders.
- Stressbuster workshop – 12th November.
- Heygate T&RA meeting – 10th November
- Project Status update – 7th November
- Analysis of post move surveys.
- Increase warden and police patrols.

7 – Progress against work plan (*see attached project plan*)

Updated at the beginning of each month and available from the Project office.

*Key:



Significant issues have arisen and urgent, corrective action is required immediately.



Warning. Significant issues are emerging which will require corrective action in the near future.



No issues. Progressing according to plan.