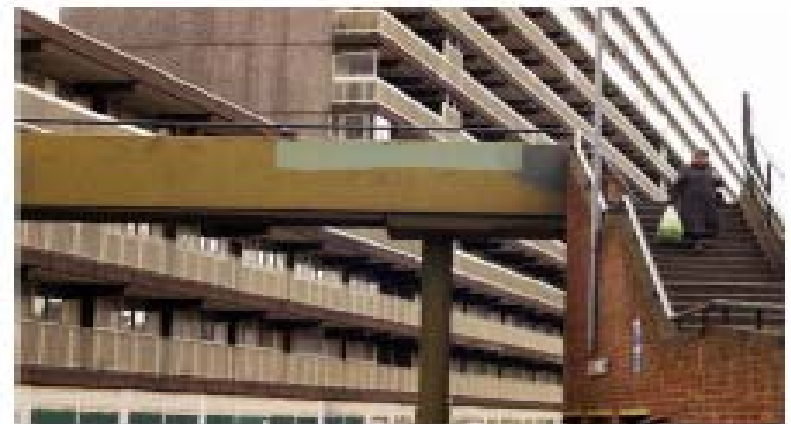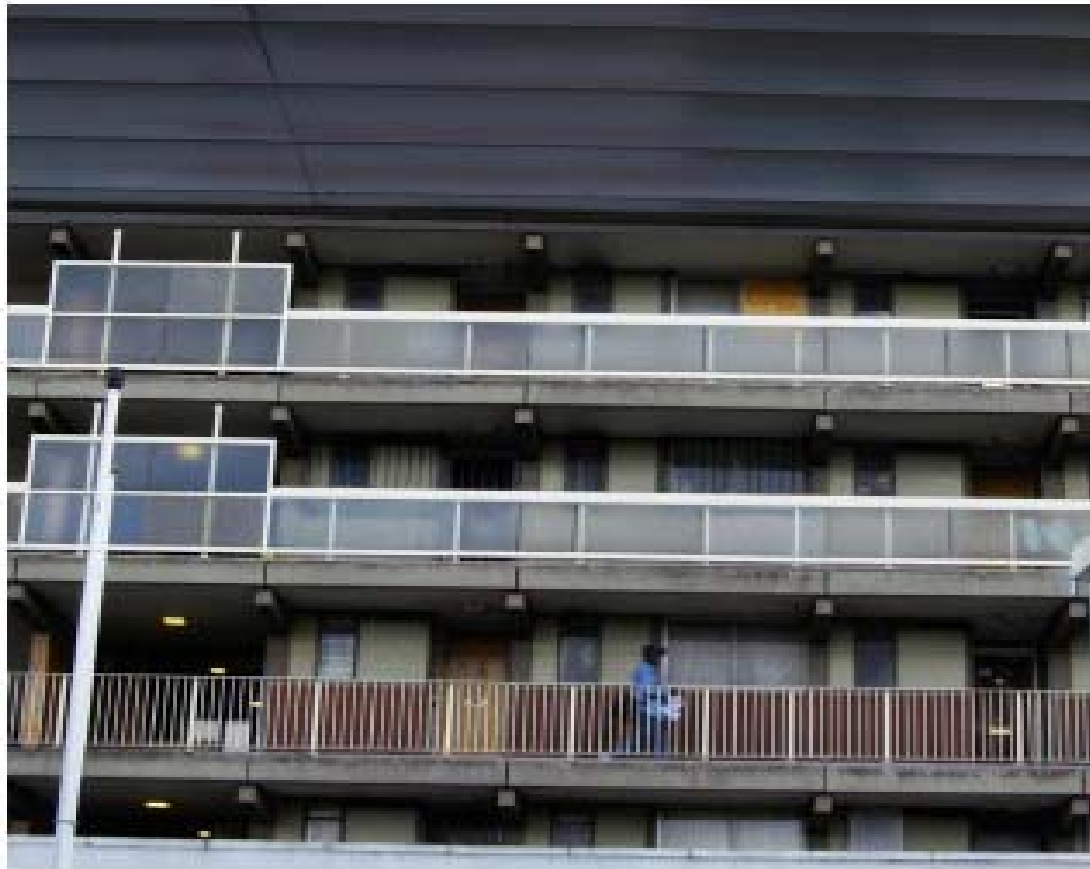London Borough of Southwark

Heygate Re-housing Project
Version 1, September 2007

Contents

- Project objectives

- Challenge

- Strengths and weaknesses of current approach

- Risks and mitigating actions

- Proposed implementation model

- Team structure and resource requirements

- Project implementation plan

- Next steps

Project Objectives

- Re-house all Heygate residents by September 2009

- Manage impact of the re-housing process on Council as a whole

- Reduced the impact of the re-housing project on vulnerable adults, families, in particular, children and schools

- Ensure staff and residents receive timely, consistent and clear communication about the re-housing project

- Provide Heygate customers with a single point of contact to a multi disciplinary response to the re-housing process

- Proactively support customers in the re-housing process

- Reduce the need for legal proceedings to secure vacant possession

- Proactively manage the physical and social implications of the re-housing process on the Estate and surrounding area

Key challenges

Key Challenges

- Challenging time frame – no slack

- Need to win hearts and minds

- Supply side pressures

    - Limited supply for licensees

    - Aylesbury timeline

    - Specific housing needs will be difficult to meet

- Managing customer expectations

    - Perception that promises have been broken undermining trust in the Council

    - Expectations have been raised around quality/location of available stock could lead to disappointment

- Vulnerable, high need population that will need support

- Market value of leaseholder properties is low, the Council will need to support customers to find alternative accommodation

- Estate issues likely to get worse and will need to be managed to avoid high profile incidents

    - After hours safety – issues after 8pm

    - Drug and ASB issues (crack houses)

    - Squatters

    - Rodent infestation

    - Maintaining the fabric of the estate

- Large number of partner organisation need to be managed

Strengths and weaknesses of current approach

Strengths

- Strong level of Political and Chief Officer commitment

- Component elements of the process are in place and including supply, allocation, re-housing, estate management and estate safety

- Dedicated and highly experienced staff in place who understand the Council's obligation to key customer groups

Strengths and weaknesses of current approach

Weaknesses

- Management approach
  - Current approach is reactive not proactive
  - Lack of clear measures for success
- Data management
  - Lack of visibility of end to end process and progress monitoring
- People
  - Resistance to change in the way things are managed
  - Lack of customer focus
  - Lack of resources to scale up

- Structural issues
  - Project governance not yet in place resulting in a lack of accountability
  - End to end process is not owned, diluted sense of responsibility
  - Relying on informal network to ensure process is joined up
  - Leaseholders, licensees and tenants are managed by separate teams
  - Squatter are not currently being actively managed out
- Customer Experience
  - Disjoined customer experience, with multiple handoff across the Council

Lessons learned from past experience:

Risks

Households do not move in time due to:

- Resistance to moving
- Unrealistic housing expectations
- Non engagement with process
- Unclear communication
- Inadequate supply of property

The re-housing process is not managed effectively creating a negative impact:

- On families
- On staff
- On other Council services

Estate falls into decline (physically and socially) resulting in:

- Increase in anti social behaviour
- A major (security) incident

Measures to reduce risk

- One re housing team managed by a single project manager
- Case management approach to:
  - facilitate a multi disciplinary approach to re-housing people
  - manage resistance and non engagement with the process
- Estate management approach combining housing management, anti social behaviour and enforcement presence to proactively manage estate
- Data management solution to track progress and issues across the project
- Clear communication strategy and dedicated communications manager to lead clear, consistent messages around the process

Proposed implementation model
One team, one vision, one leader…….

Proactive, multi disciplinary approach to planning, delivery, communications and the management of risk.
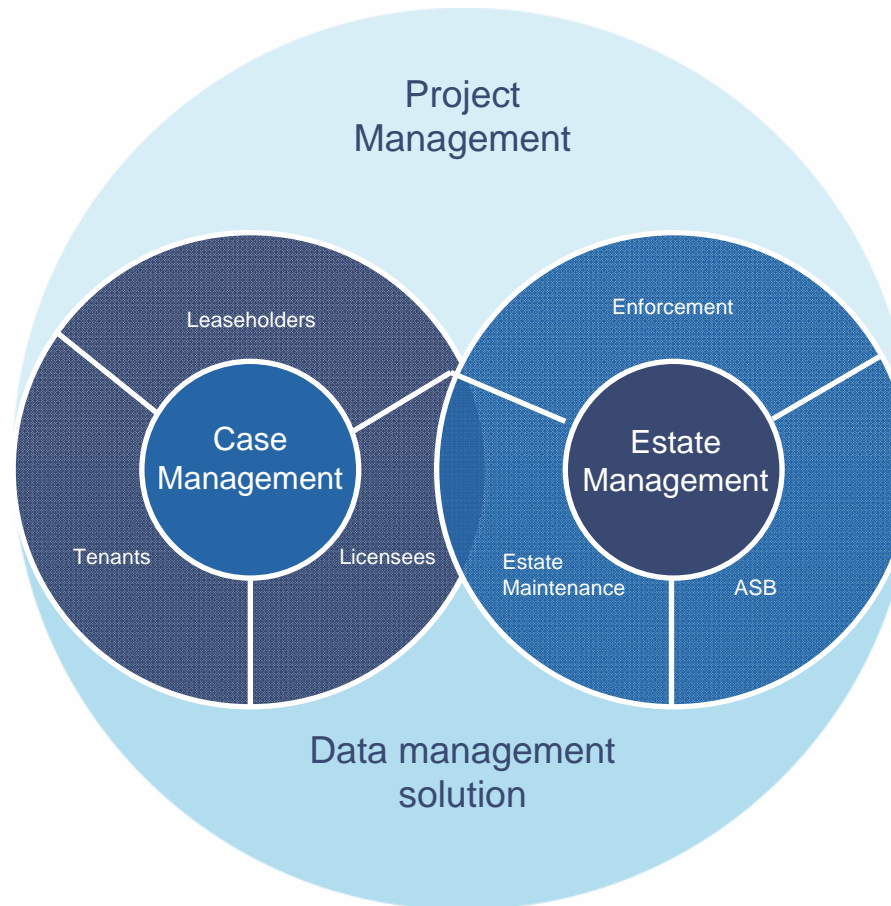
End to end proactive management of individual cases: including tenants, licensees, leaseholders and squatters.

Drawing on a multidisciplinary response to ensure residents are supported.

Drawing on a multi agency and multi disciplinary approach to proactively manage the estate to ensure it remains a safe, clean and well maintained.

The role of a case manager

Case manager will be allocated a portfolio of customers.

Portfolios will be designed to reflect the necessary split between secure tenants, licensee and leaseholder client groups.

The case manager will provide customers within their portfolio with a single interface into a complex Council service.
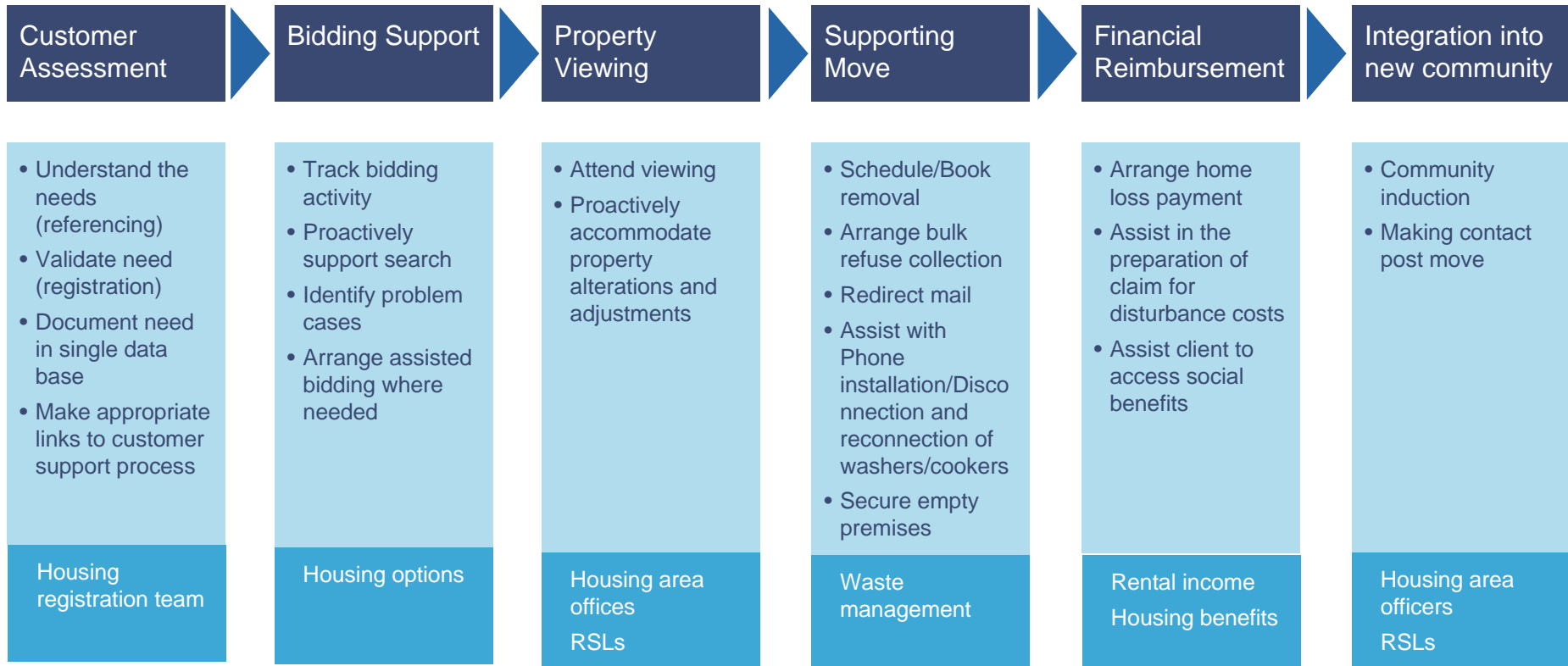
Their role will involve:

- Meeting with the customer to clarify and confirm needs. This will include but not be limited to housing need (eg: understanding where school age children are involved)

- Ensure that appropriate links are made to other Council services (eg: making link with Schools department)

- Ensure the customer understand the process and imperative to move

- Monitor bidding activity and proactively support clients to bid (eg: making suggestions)

- Identify problems early and raise these for resolution at the reference group (eg: specialist housing need)

- Attend property viewings with the customer in order to encourage take-up of appropriate properties

- Authorising small alternations to property if needed in order to facilitate the move

- Supporting the customer to move by arranging removals, bulk collection and other support services

- Providing customer with an induction pack for new location (including introducing them to the new housing officer)

- Making contact with the customer to ensure they are settled into the new community

Secure tenant experience
– single interface to a joined up solution

Linkages with other Council Services

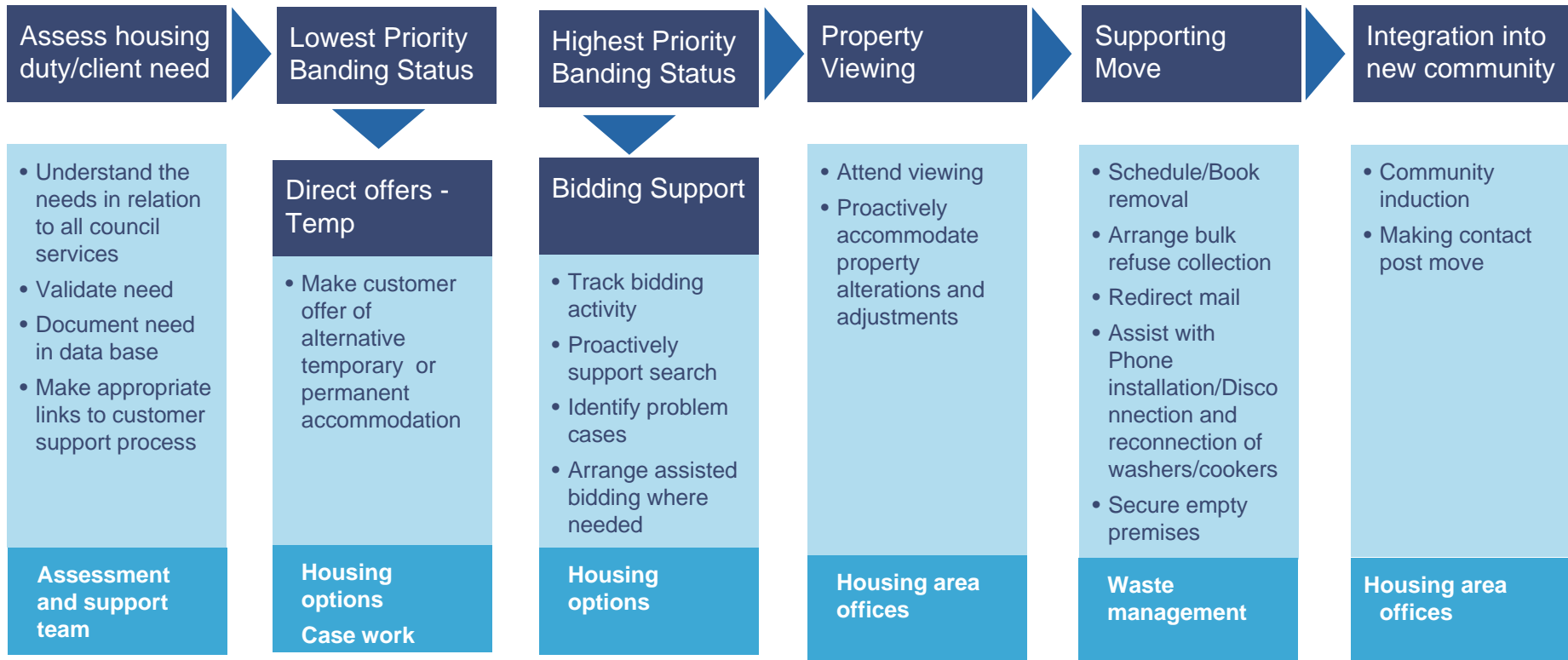| Customer Assessment	Bidding Support	Property Viewing	Supporting Move	Financial Reimbursement	Integration into new community
• Understand the needs (referencing) • Validate need (registration) • Document need in single data base • Make appropriate links to customer support process	• Track bidding activity • Proactively support search • Identify problem cases • Arrange assisted bidding where needed	• Attend viewing • Proactively accommodate property alterations and adjustments	• Schedule/Book removal • Arrange bulk refuse collection • Redirect mail • Assist with Phone installation/Disconnection and reconnection of washers/cookers • Secure empty premises	• Arrange home loss payment • Assist in the preparation of claim for disturbance costs • Assist client to access social benefits	• Community induction • Making contact post move
Housing registration team	Housing options	Housing area offices RSLs	Waste management	Rental income Housing benefits	Housing area officers RSLs

Customer Support Packages

Schools	Community Induction	Social Care	Health	Financial Advice	Bulk Refuse Collection	Removal Services	Translation services	Support bidding	Property adjustment

Legal process for securing vacant possession

2 **Licensee experience**
– single interface to a joined up solution

Linkages with other Council services

Assess housing duty/client need	Lowest Priority Banding Status	Highest Priority Banding Status	Property Viewing	Supporting Move	Integration into new community

	Direct offers - Temp	Bidding Support			
• Understand the needs in relation to all council services • Validate need • Document need in data base • Make appropriate links to customer support process	• Make customer offer of alternative temporary or permanent accommodation	• Track bidding activity • Proactively support search • Identify problem cases • Arrange assisted bidding where needed	• Attend viewing • Proactively accommodate property alterations and adjustments	• Schedule/Book removal • Arrange bulk refuse collection • Redirect mail • Assist with Phone installation/Disconnection and reconnection of washers/cookers • Secure empty premises	• Community induction • Making contact post move
Assessment and support team	**Housing options** **Case work**	**Housing options**	**Housing area offices**	**Waste management**	**Housing area offices**

Customer Support Packages

Schools	Community Induction	Social Services	Health	Financial Advice	Bulk Refuse Collection	Removal Services	Translation Services	Support bidding	Property adjustment

Legal process for securing vacant possession

3 Leaseholder experience
– single interface to a joined up solution
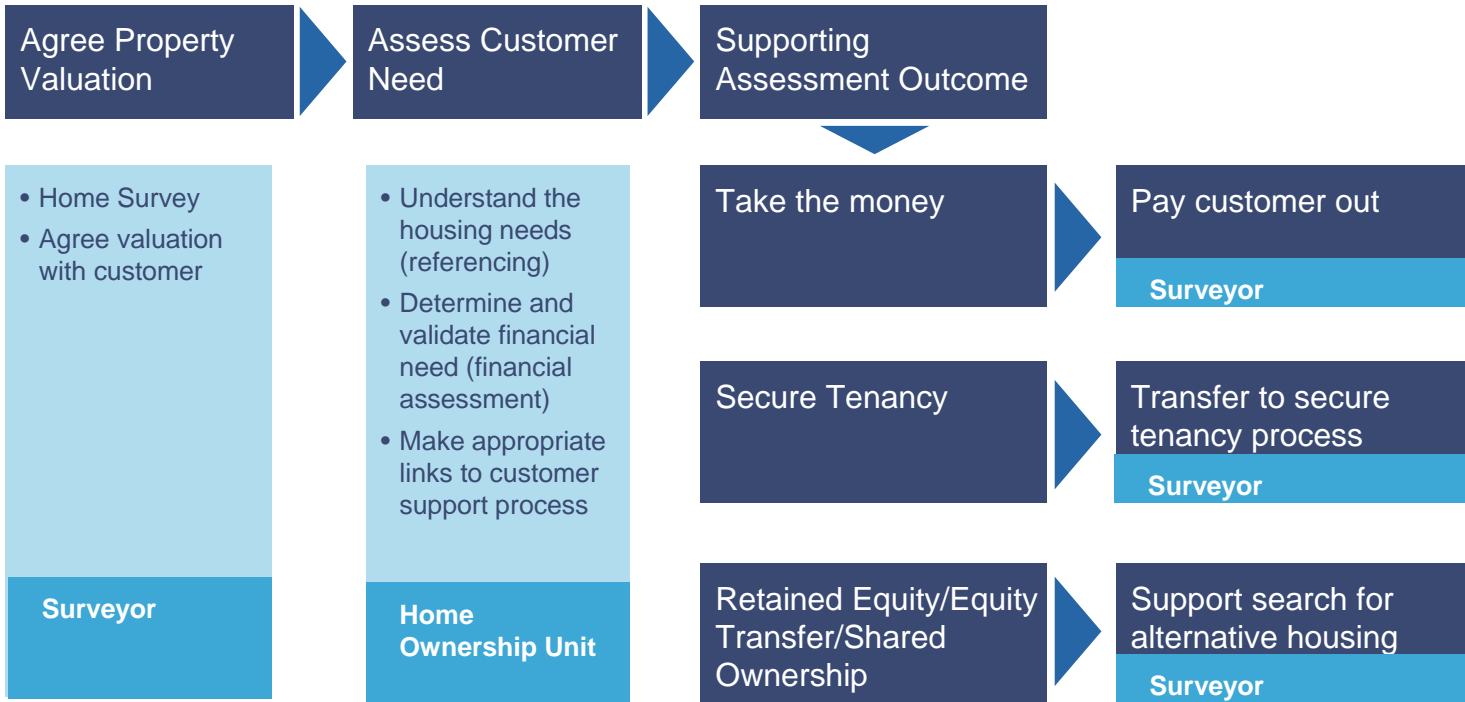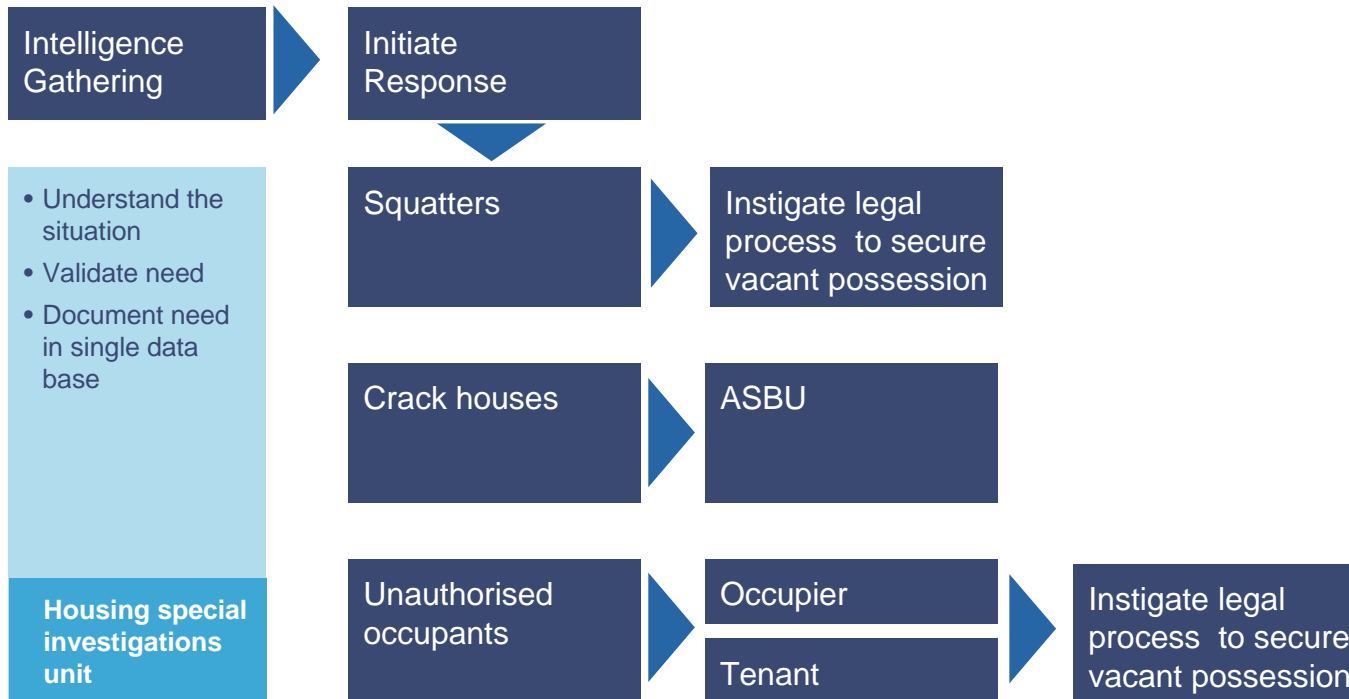
Linkages with other Council services

| Agree Property Valuation | Assess Customer Need | Supporting Assessment Outcome |

Agree Property Valuation
- Home Survey
- Agree valuation with customer

Surveyor

Assess Customer Need
- Understand the housing needs (referencing)
- Determine and validate financial need (financial assessment)
- Make appropriate links to customer support process

Home Ownership Unit

Take the money → **Pay customer out**
Surveyor

Secure Tenancy → **Transfer to secure tenancy process**
Surveyor

Retained Equity/Equity Transfer/Shared Ownership → **Support search for alternative housing**
Surveyor

Customer Support Packages

| Schools | Community Induction | Social Services | Health | Financial Advice | Bulk Refuse Collection | Removal Services | Means Testing | Tower Homes | Property adjustment |

Legal process for securing vacant possession

4 Unauthorised tenants
– a robust and consistent approach

Linkages with other Council services

Intelligence Gathering → **Initiate Response**

- Understand the situation
- Validate need
- Document need in single data base

Housing special investigations unit

Squatters → **Instigate legal process to secure vacant possession**

Crack houses → **ASBU**

Unauthorised occupants → **Occupier** / **Tenant** → **Instigate legal process to secure vacant possession**

Council Response Packages

ASBU Crack House Response	In-situ Housing Assessment	Legal Process	Alternative Private Accomm	Police Support

Legal process for securing vacant possession

Estate management
– a joined up solution

Linkages with other Council services

Estate Maintenance

- Unit security
- Unauthorised occupants
- Estate repairs
- Refuse Collection
- Cleaning
- Graffiti removal
- Rodent control

Housing and Sustainable Services

Anti Social Behaviour

- Crack house eviction
- Drug and alcohol support
- Youth diversion
- Mediation

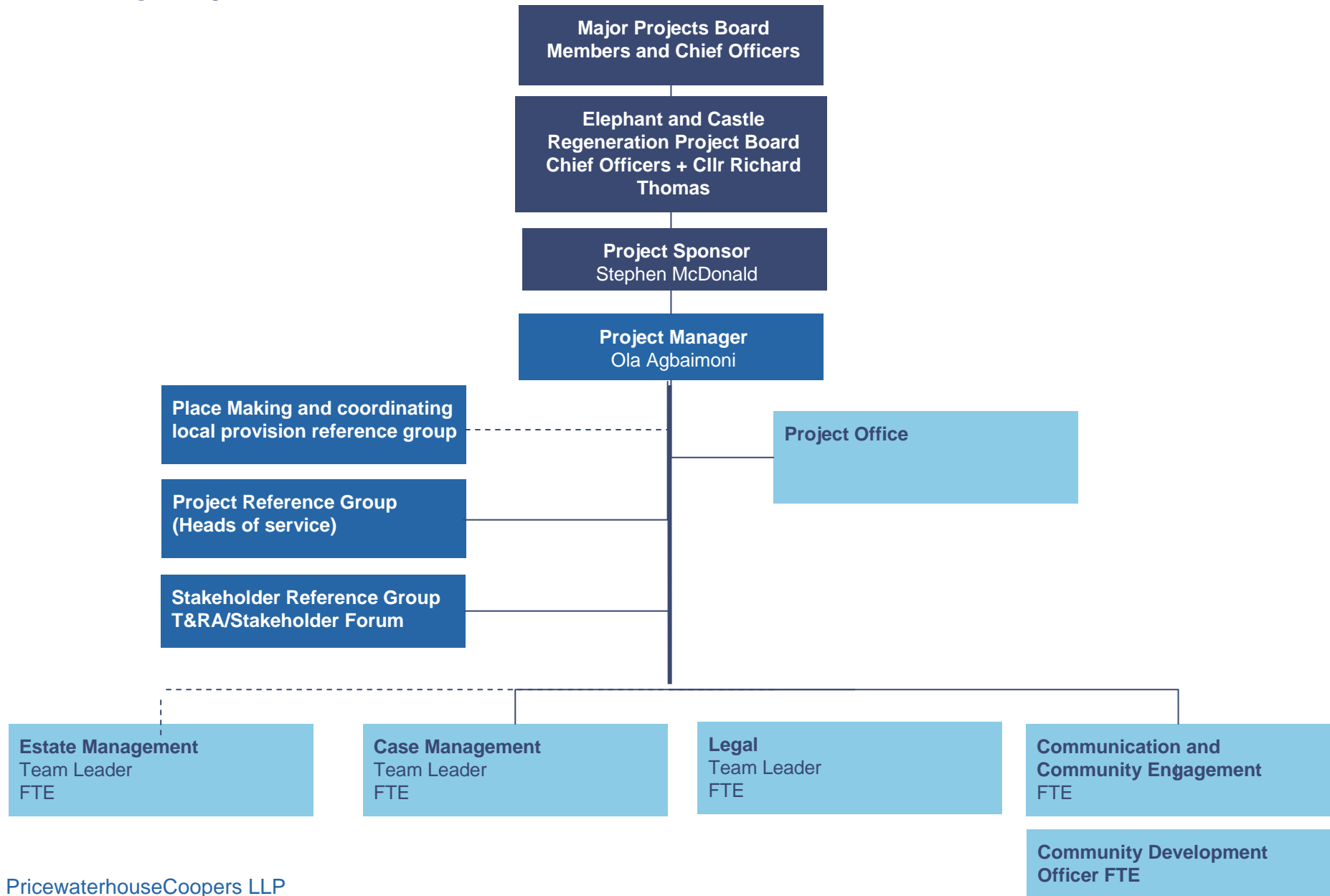Community safety and enforcement

Security

- Uniformed presence including:
- Police
- PCSOs
- Wardens
- Environmental enforcement
- Night time patrolling

Community safety and enforcement
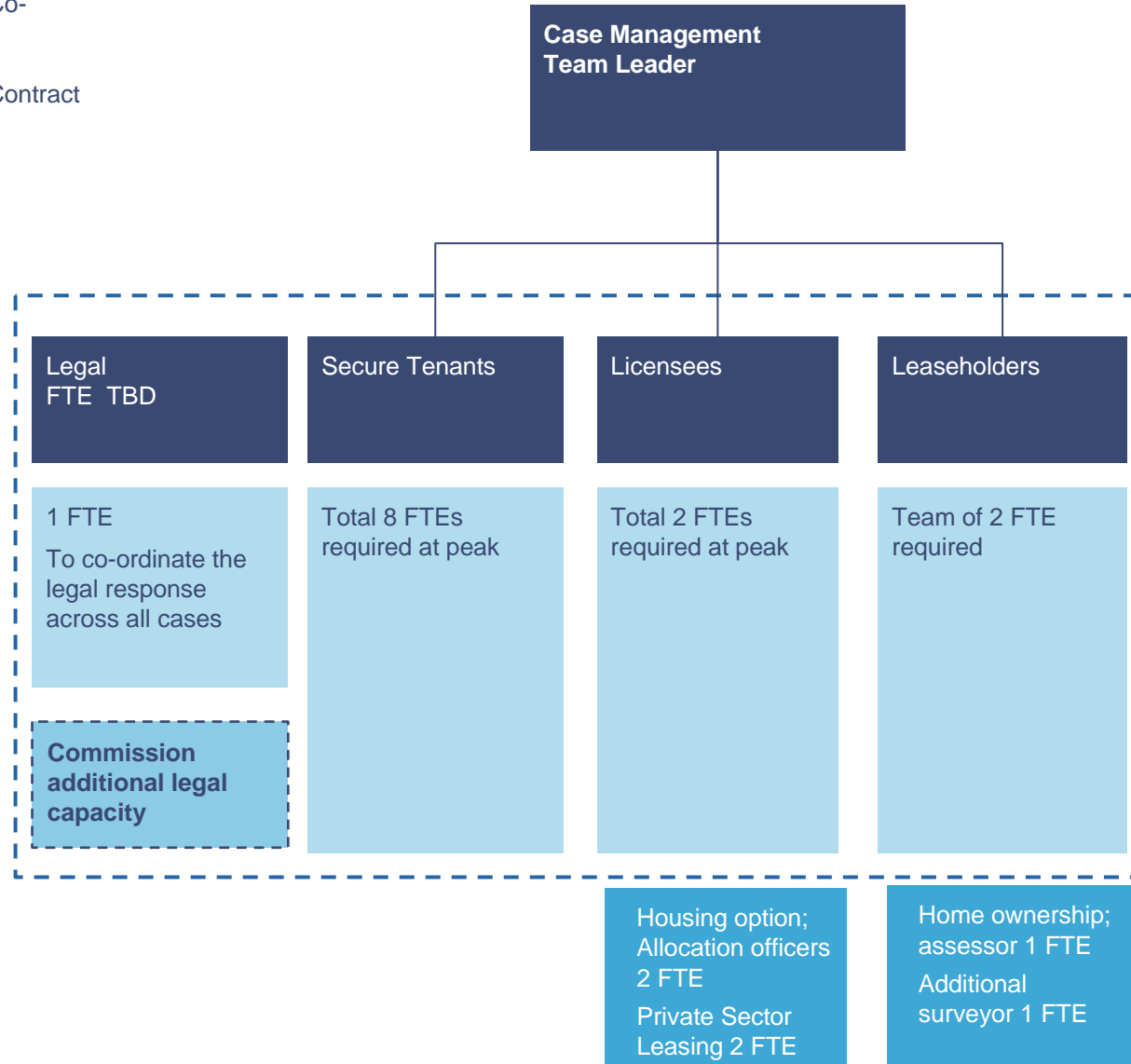
Core project team structure

Major Projects Board Members and Chief Officers

Elephant and Castle Regeneration Project Board Chief Officers + Cllr Richard Thomas

Project Sponsor
Stephen McDonald

Project Manager
Ola Agbaimoni

Place Making and coordinating local provision reference group

Project Office

Project Reference Group (Heads of service)

Stakeholder Reference Group T&RA/Stakeholder Forum

Estate Management
Team Leader
FTE

Case Management
Team Leader
FTE

Legal
Team Leader
FTE

Communication and Community Engagement
FTE

Community Development Officer FTE

Core team roles and responsibilities
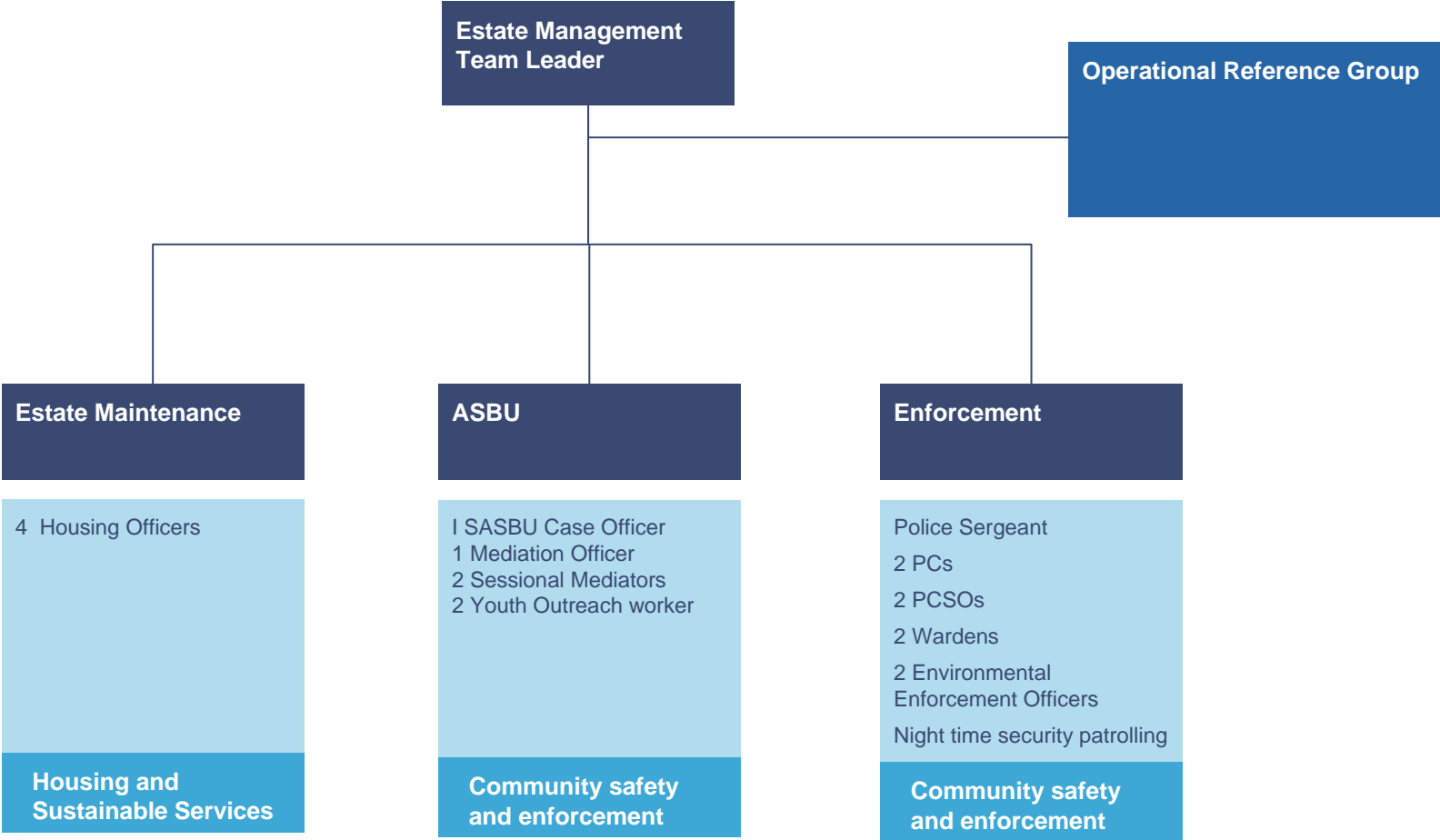
|	Role	Responsibilities
Major Projects Board	Accountable for successful delivery of the project	Strategic direction
Project Board	Accountable for successful operational delivery of the project	Commit resources Resolve escalated issues
Project Sponsor	Accountable for the successful operational delivery of the project	Chair the Project Board Commit resources Resolve escalated issues
Project Manager	Responsible for the day to day management of the project within the time, costs and quality constraints agreed with the project board	Plan, lead, organize and control progress Resolve issues Report progress and escalate issues
Reference Group	To support implementation project through aligning service response to project requirements and advising the project on the best way forward	Plan, lead and organize support services to support the project delivery. To advise the project manager around the resolution of issues.
Project Office	To support the project manager in the monitoring and reporting of progress and issues	Assess and monitor supply and demand Monitor and report progress against plan Maintain issues, actions, decision, risk and budget
Communications and Community Engagement	Responsible for the day to day communications, stakeholder engagement and community engagement activity across the project	Plan, lead and organize all stakeholder and community engagement and communication activity
Case Management	Responsible for re-housing of all residents on the estate	Plan, lead and organize the end to end re-housing of all tenant groups on the estate
Estate Management	Responsible for ensuring a well maintained and secure estate throughout the life of the project	Plan, lead and organize a multi disciplinary approach to ensuring a well maintained and secure estate throughout the life of the project
Legal	Responsible for managing the legal process to secure vacant possession	Plan, lead and organize the end to end legal process for securing vacant possession

Case management team structure and staffing

Represents Co-location

Represents Contract Management Function

Case Management Team Leader

Legal FTE TBD

1 FTE

To co-ordinate the legal response across all cases

Commission additional legal capacity

Secure Tenants

Total 8 FTEs required at peak

Licensees

Total 2 FTEs required at peak

Leaseholders

Team of 2 FTE required

Housing option; Allocation officers 2 FTE

Private Sector Leasing 2 FTE

Home ownership; assessor 1 FTE

Additional surveyor 1 FTE

Estate management team structure and resources

Estate Management Team Leader

Operational Reference Group

Estate Maintenance

4 Housing Officers

Housing and Sustainable Services

ASBU

I SASBU Case Officer
1 Mediation Officer
2 Sessional Mediators
2 Youth Outreach worker

Community safety and enforcement

Enforcement

Police Sergeant

2 PCs

2 PCSOs

2 Wardens

2 Environmental Enforcement Officers

Night time security patrolling

Community safety and enforcement

Team capacity forecast

Modelling Assumptions:
- Re-housing average of 50 customers per month
- Case load of 50 customer at any one time
- Total customer include all secure tenants, licences and leaseholders

789 total customers at peak
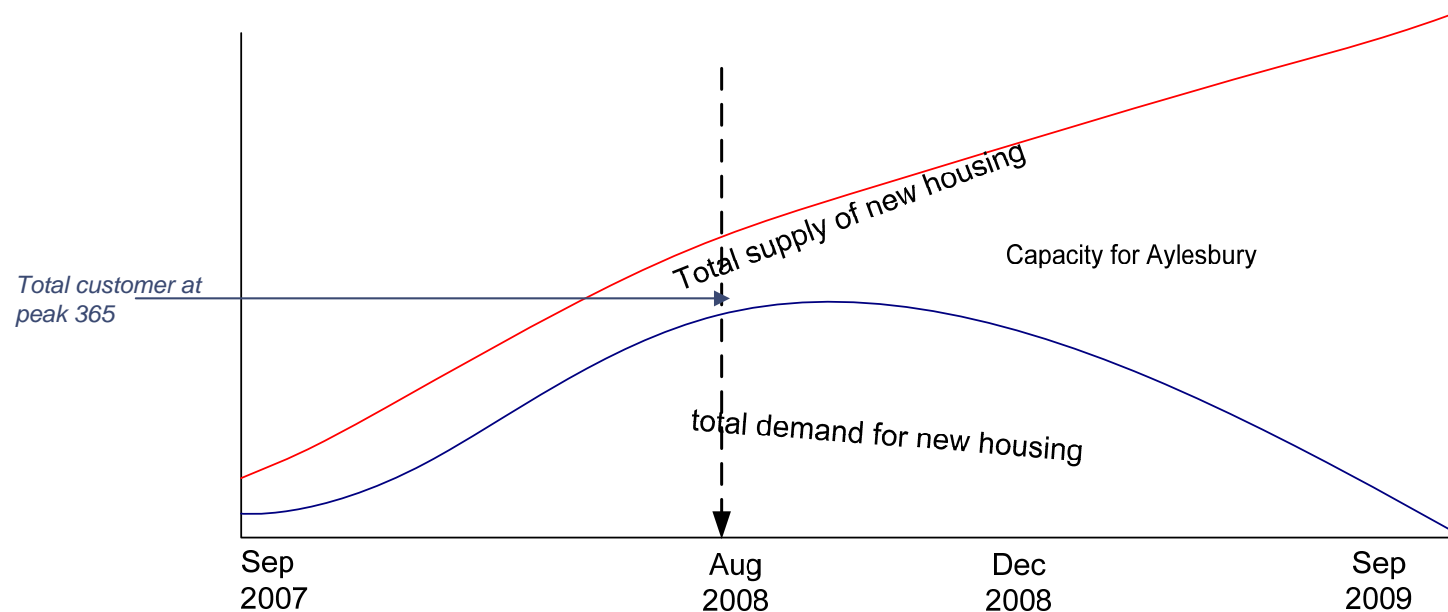
Total core team of 35 FTE at peak
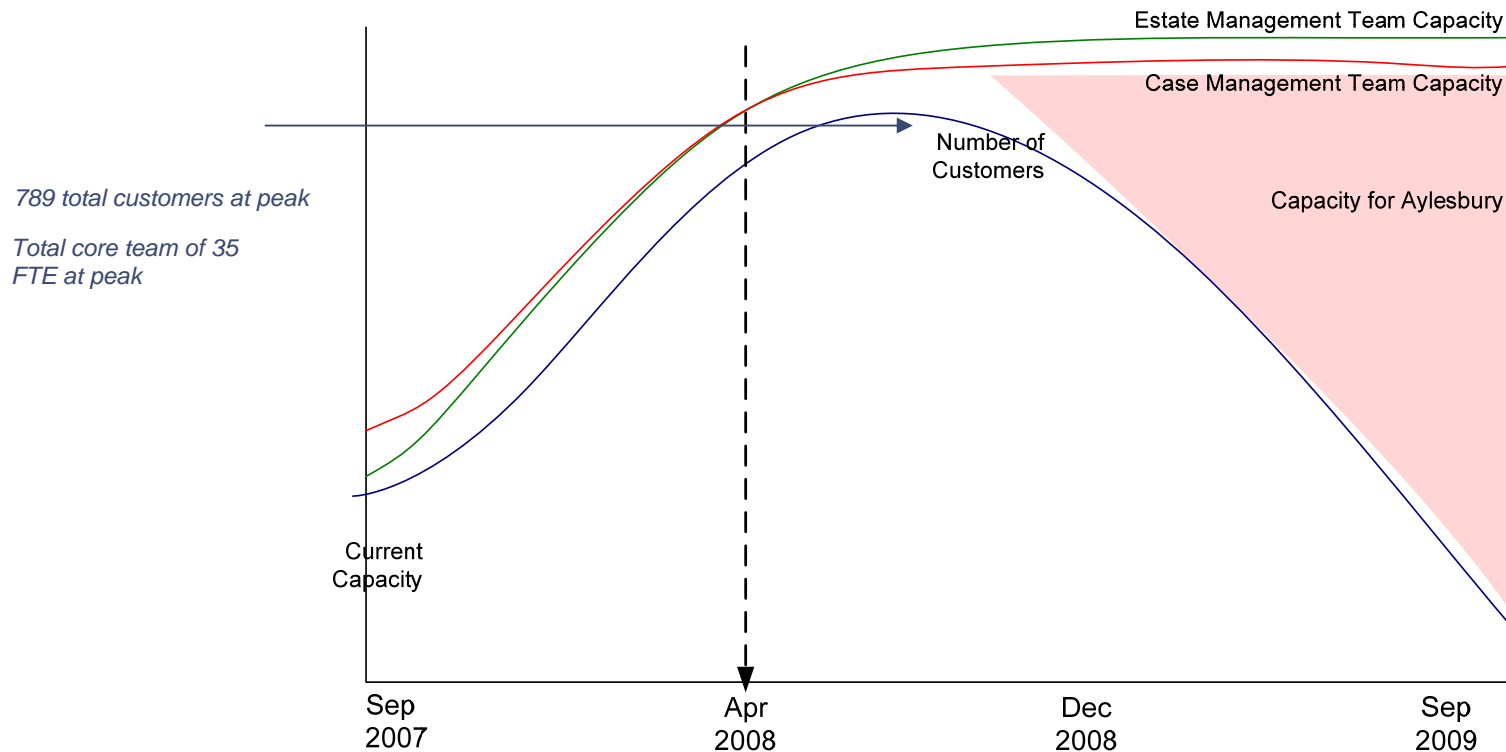
Grow team capacity to peak by April 2008. By December 2008 team capacity will become available for the Aylesbury project. 50% of staff costs are currently covered within existing budgets, pending agreement to redeploy resources.

New supply and demand analysis

Assumptions:
- Total demand and total supply for new housing only
- Does not consider customers who have elected to remain secure tenants of the Council
- Total available new supply 1365 units
- Re-housing 30 per month from Jan 2008
- 60% of secure tenants in new homes
- 50% of leaseholders in new homes
- 100 other tenants with band one status

Total customer at peak 365

Total supply of new housing

Capacity for Aylesbury

total demand for new housing

| Sep 2007 | Aug 2008 | Dec 2008 | Sep 2009 |

Crude analysis suggests total available supply of new housing will exceed our demand. Information available does not allow us to match specific housing need and individual preference with supply. There is very low supply for 3 and 4 bedroom accommodation which will likely create a problem.

Estimated Total Project Revenue Budget
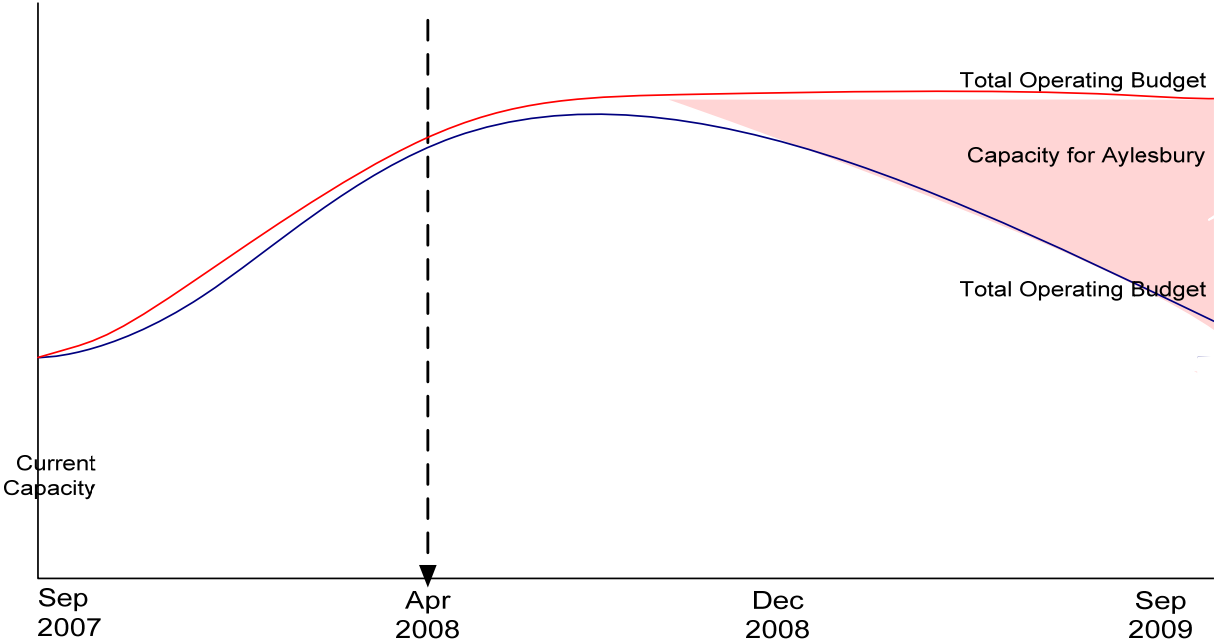
	2007/8	2008/9	2009/10
Operating Budget	550,000	500,000	300,000
Staff Costs	450,000	1,700,000	850,000
Total	1,000,000	2,200,000	1,150,000

Project Milestone Plan

Phase	Go Live	Tenants: Issue notice to seek possession (start direct offer process)	Licensee: Issue notice to quite (start direct offer process)	Vacant possession
Phase 1, Kingshill, Swanborne and Wansey (357 units)	w/c 6 Aug 2007	4 March 2008	2 June 2008	8 Dec 2008
Phase 2, Ashenden and Cuddington (322 units)	w/c 14 Jan 2008	18 June 2008	1 Oct 2008	30 Mar 2009
Phase 3, Claydon, Marston, Chearsley and Risborough (428 units)	w/c 17 March 2008	29 Sep 2008	12 Jan 2008	29 June 2009
Phase 4, Wingrave and Rodney Road (105 units)	w/c 02 June 2008	08 Dec 2008	6 April 2008	7 Sept 2009

Planning notes and assumptions

- The biggest risk to securing vacant possession is re housing of leaseholders. The CPO provides a mitigating strategy which can not be implemented until it has been secured in September 2009.

- Within each phase we will issue band one status floor by floor with a 24 hour gap between each group. This will ensure that customer priorities reflect our desire to empty and secure floor by floor and block by block.

- We will provide customers with 6 months to find accommodation using the choice based system. We have sought to maximise the amount of time and available support through this process.

- Will issue secure tenants with a notice to seek possession no later than 9 months before the planned date for vacant possession.

- The notice to seek possession must be supported by a direct offer of permanent accommodation. We will issue only one direct offer to customers.

- We will issue licensees with a notice to quit 6 months before the planned date for vacant possession.

- Leaseholders will immediately undergo a financial assessment process which will determine their capacity to secure alternative housing. Once this has been complete they will be supported to secure appropriate accommodation in accordance with the phasing plan described above.

- Only in exceptional circumstances will we work around the phasing plan to accommodate special requirements.

Reporting project management information

Collated Weekly

- Number bidding
- Number of offers made
- Number of offers accepted
- Number of people scheduled to move
- Total number moved
- Number of squatters
- Total number left on the estate
- Number of properties available by unit size
- Information is broken down by floor, phase and across the estate.
- Information is monitored against project projection

Collated Monthly

- Number of school aged children left on estate
- Impact on local school roles
- Anti social behaviour incidents
- Reputation (press clippings)
- Repairs logged and resolved
- Areas secured

Audience

- Monthly report summarising progress to Project Board, Project Sponsor and reference group, Executive Member briefing