Project Initiation Document – Review of sheltered and extra care housing 2015

SECTION A: Aim of the Project

Somerset County Council (SCC) has undertaken a review of how it commissions support in sheltered housing; and is currently reviewing how it commissions support and care in extra care schemes across Somerset.

The review of support in sheltered housing has led to a significant reduction in the amount of grant funding available; and also significant changes to the specification of services to be commissioned.

Although SCC's review into commissioning support and care in extra care schemes across Somerset is currently ongoing, the Council is aware that significant changes are being proposed and therefore needs to consider and plan for change.

This project has been set up to lead on Taunton Deane Borough Council's (TDBC) response to both Somerset County Council reviews. The project is designed to guide TDBC Community and Housing Services through the process efficiently and to enable the Council to reach a considered decision on the provision of new services to both sheltered and extra care tenants.

The project objectives will also to enable TDBC's sheltered and extra care housing to continue to:

- Achieve and maintain a high level of tenant satisfaction;
- Provide sheltered and extra care housing that is attractive to people to want to move into; and
- Meet the local demand for housing from people over 60.

It is vitally important that we ensure our housing stock meets government decency standards as a minimum and is maintained in a good state of repair. We need to continue to deliver enhancements by investing in existing homes as well as developing new homes taking account of the communities within which they are being built and wherever possible improve the local area too.

Many older people face health and social issues and therefore we need to be working with local partners to reduce the amount of more preventable health issues linking to the wider local health aims. We need to be supporting people in maintaining their independence and social networks. Our supported housing service needs to be transformed significantly to meet the challenge of reduced funding whilst developing a service that meets the changing needs of customers.

SECTION B: Project work packages

B.1: Project work packages and individual service leads

The project is divided into two main work packages that will collectively deliver the project objectives and ultimately the desired outcomes, as outlined below:

1. <u>Sheltered and Extra Care Housing Property Options – Lead: Property and Development Services.</u>

   - Develop a local standard;

   - Assess the sustainability of our existing stock against the standard;

   - Develop a costed investment standard and plan;

   - Understand the financial performance of existing schemes; and

   - Explore alternative options.

2. <u>Sheltered and Extra Care Housing Service Deliver Models – Lead: Housing and Community Development Services.</u>

   - Develop bespoke, affordable service models that are right for both sheltered and extra care housing tenants;

   - Assess the software and hardware to enable the delivery of frontline services in an effective and more mobile way;

   - Understand the costs of the new service delivery models; and

   - Consider developing a service delivery model for older people that is tenure neutral and offers a flexible menu of care and support services to meet the health, social care and support needs of older people within communities.

B.2: Summary of Project Work Packages

Ref No.	Work Package	Lead
1	Treasury Management	Lucy Clothier/ Arlingclose
2	Financial Control & Reporting	Lucy Clothier
3	Stakeholder Engagement – consultation and communication.	Martin Price
4	Sheltered Housing Service Model	Stephen Boland/ Gary Kingman
5	Extra Care Service Model	Jan Errington
6	Sheltered and Extra Care Property Options Review	Tim Child/ Phil Webb
7	Sheltered Housing and Extra Care Service Charges	Shari Hallett

B.2: Work package quality

Work packages and the individual service leads will be required to ensure their work packages consider and incorporate the following:

- Equalities Impact Assessments (where required);

- Impacts on partners and any engagement / communications required with them;

- Risk Assessment and proposed mitigation;

- Timetable/milestones for the project; and

- Member/Tenant Governance

Each work package service lead will be responsible for completing a work package and forwarding the work package to the Project Manager.

Work packages will be signed off as completed and having met specification by the Project Sponsor at a monthly Project Group Meeting.

B.3: Skills Mapping:

What specific skills does this Project require?	Asset Management; Property Surveying; Business Planning and Financial Management; Communicating and Reporting; Project Management; Creative and Problem Solving.
Does your Project Team encompass all these skills?	Yes, although existing work demands will necessitate the commissioning of project support in relation to a property options review.
Are any additional skills required?	Treasury Management.

B.4: Project Team

Name	Job Title	Contact Details: email and phone
Terry May	Assistant Director – Property and Development	t.may@tauntondeane.gov.uk Extension: 5069
Simon Lewis	Assistant Director – Housing and Community Development	s.lewis@tauntondeane.gov.uk Extension: 2587
Phil Webb	Property Services Manager	p.webb@tauntondeane.gov.uk Extension: 2146
Tim Child	Asset Manager	t.child@tauntondeane.gov.uk Extension: 5094
Stephen Boland	Housing Services Lead	s.boland@tauntondeane.gov.uk Extension: 2608
Jan Errington	Interim ACM	j.errington@tauntondeane.gov.uk Extension: 2392
Martin Price	Tenant Empowerment Manager	m.price@tauntondeane.gov.uk Extension: 2792
Shari Hallett	Business Support Lead	s.hallett@tauntondeane.gov.uk Extension: 2609
Lucy Clothier	Accountant	l.clothier@tauntondeane.gov.uk Extension: 2519
Gary Kingman	Senior Supported Housing Development Officer	g.kingman@tauntondeane.gov.uk Extension: 2393

B.5: Key milestones - Note that this element will be monitored every two months throughout project life.

Milestone	Related output	Due date
Project start up. Approval of PID and appointment of project team.	Project Initiation Document. Agree staff involvement.	30th June 2015

Finalise and agree detail of individual work packages.	Project Plan.	31st July 2015
Monthly highlight reports to be produced for project team.	Overseeing project progress – ensuring good governance.	Monthly throughout the life of the project.
Brief councillors, tenant board members, tenant forum members and staff.	Shared understanding of project plan amongst key stakeholders.	17th August 2015
Explore the best way of ensuring that the physical condition and standard of sheltered housing and extra care properties meets modern standards.	Understanding of the condition of each sheltered and extra care housing scheme. A costed and agreed investment standard for each sheltered and extra care housing scheme that reflects best practice, national policy, as well as the views of tenants.	1st November 2015
Develop and agree a new service model for sheltered housing.	A new operational service model in place for sheltered housing.	1st April 2016
Develop and agree a new service model for extra care housing.	A new operational service model in place for extra care.	1st October 2016

B.6: Communications & Consultation Plan:

Provide opportunities for stakeholders, including tenants and councillors, to be informed about the Review of Supported Housing 2015 project and its aims by using a variety of methods of communication.

Identify stakeholders to ensure all receive clear and accurate information. These include:

- Tenants and tenant groups;
- Councillors; and
- Staff.

Ensure all information is up to date and accurate on 'sharepoint site'.

Hold events on schemes at key points during the project to inform and update tenants of about the project and receive feedback.

Set up FAQ'S to help anticipate difficult questions and ensure clear and consistent answers to them.

Brief councillors.

Brief staff.

Brief all tenant groups including Tenant Services Management Board, Tenants' Forum and Supported Housing Development Group.

Brief a wider tenant audience by use of tenant newsletters and utilise website and satellite offices.

Record comments and feedback from consultation to update Project Group.

SECTION C: GOVERNANCE

C.1: Governance

The following governance and roles are proposed to ensure accountability of the project and its outcomes:-

Members Change Steering Group – cross-party representation to oversee project progress and take ownership of the end results. The Project Manager will provide monthly highlight reports on project progress and individual Work package Leads will report on an ad-hoc basis, as and when required.

Project Sponsor – Simon Lewis – Accountable for the success of the project; authorises resources; provides direction; provides visible support to Project Manager; authorise work packages as fit for purpose. Key role includes ensuring project stays focussed on objectives, ensure value for money, ensure deliverables meet project needs and responsible for business case.

Project Leads - The Project Leads will have the following responsibilities:-

- Be directly accountable for the delivery of the project by producing agreed outputs to the required specification and quality within budget.
- Maintain close liaison and communication with key stakeholders.

- Provide day to day direction to the project, respond to project issues and take decisions to ensure project maintains momentum and that the timetable is achieved.
- Ensure that communications with internal and external stakeholders are effective.
- Manage the key strategic risks facing the project.
- Meet with the Project Manager frequently to review progress of the project.
- Commission and chair reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits.

Project Manager – Jan Errington (to be confirmed) - The Project Manager will have the following responsibilities:-

- Help design and agree work packages for each subgroup that have clearly defined outcomes, timescales, quality levels etc.
- Liaise with Work package Leads to monitor progress and help address any issues.
- Report back to the Project Group on progress, issues, delays, completed work packages etc.
- Maintain a Risk Register.
- Review lessons learnt from previous projects including the HRA Reform Project.
- Manage information flows between different levels of the project

Work pack leads – Ensure delivery of different work packages assigned by the Project Manager on time and to required quality. Report back to the Project Manager on progress, issues and delays.

The Work package lead is expected to keep the Project Manager abreast of progress and on any issues arising that will lead to delays or changes to the required outputs.

Work package lead will also be requested to attend a fortnightly Project Group Meeting to share progress with the Project Sponsor, Project Manager and other Leads and to make links between the work package. The project will develop iteratively, with work package results linking into each other and therefore these meetings will be critical to ensure shared communication.

On occasions, Work package Leads will be required to report findings / progress to stakeholder groups including tenants and staff, which will be arranged through the 'Stakeholder Engagement' workpackage as well as to CMT and a Members Change Steering Group.

Project Group Meetings – Monthly Project Group meetings will include the Project Sponsor, Project Manager and Work package Leads. Work package Leads will provide updates, share issues, make requests and ensure cross-working on work package.

Tenant Services Management Board – The TSMB will be briefed on the aim of the TDBC Supported Housing Review Group and will be kept updated on the progress of the project. The TSMB provide vital tenants' input to the project.

Supported Housing Development Group - The SHDG will be briefed on the aim of the TDBC Supported Housing Review Group and will be kept updated on the progress of the project. The TSMB provide vital tenants' input to the project.

JMT Steering Group – JMT will be used as a sounding board / steering group to challenge the findings of the project and add value. The Project Manager will circulate work package dashboards to CMT and update them on key issues monthly.

Unison Change Forum – Progress will be reported periodically to the Unison Change Forum.

The proposed governance structure is shown as **Appendix A**.

SECTION D: SUMMARY OF PROJECT FUNDING AND COSTS

D.1: Summary of project funding and costs:

To successfully deliver the project funding will be required to:

- Employ a project manager – circa £60,000 over 2 years;
- Undertake a sheltered and extra care property options review – circa £40,000; and
- Property/asset costs/investment will arise

D.2: Anticipated savings

At this stage it is not known whether this project will deliver financial savings for the Housing Revenue Account over the longer term of its business plan.

D.3: Other benefits

Benefits other than savings (such as improved performance against NIs) should be measurable and dated. Benefits may be realised during and at the end of a project; some benefits may be realised over the longer term. Please state:

Identify appropriate PIs, benefit measures

Benefit	Measure	Baseline position	Date achieved/anticipated
Meet local demand for housing from people over 60	Achieve and maintain a high level of satisfaction.	Industry average.	2016/17 ongoing
Meet local demand for housing from people over 60	High of demand for sheltered and extra care housing.	Low vacancy rates.	2016/17 ongoing
Services and properties promote the independence of people with long term conditions and is a cost effective alternative to placement in a	Strong care and support links with health professionals. Allocations targeted at those in need and capable of benefitting fully from sheltered and extra care services and properties.	Average utilisation of services and properties.	2016/17 ongoing

residential care home.			
The social and community elements of services and property environments provide for the good mental health of tenants.	Strong care and support links with health professionals. Allocations targeted at those in need and capable of benefitting fully from sheltered and extra care services and properties.	Average utilisation of services and properties.	2016/17 ongoing

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SECTION E: RISK ASSESSMENT

E.1: Sheltered and extra care housing review risk and opportunity register 2015

	Likelihood 1-5 (5=most likely)	Impact 1-5 5 = highest impact	Mitigation strategy	Score	RAG Status
A. Communication					
A1. Failure to gain buy-in of tenants and other stakeholders on project proposals.	3	3	Refer to Communication and Consultation Plan.	9	
B. Assets					
B1. Opportunity may arise to improve stock to higher standard.	4	4	Robust Asset Management Plan, feeding into business plan and financial modelling. Consultation with tenants on standard desired.	16	
B2. Staff capacity to ensure that property review is capable of being undertaken.	5	3	Planning and monitoring of staffing capacities at key times.	15	
C. Finance					

C1. Could be a reduction in rental income if the impact of property review is not considered in the Business Plan.	3	2	Modelled impact into the Business Plan financial model.	6	
C2. May be a lack of funding available in the Business Plan to undertake potential improvements to housing stock.	4	4	Treasury Management advice from Arlingclose.	16	
D. Resources					
D1. Staff capacity to ensure that any financial service charge transactions take place successfully.	3	2	Planning and monitoring of staffing capacities at key times.	6	
Insufficient capacity to manage the project leads to project failing to achieve deadlines	4	4	Allocate resource to appoint a project manager.	16	

SECTION G: EQUALITY IMPACT ASSESSMENT

Equality impact assessments will be undertaken, where required, in all areas of this project.

Appendix A: Proposed Governance: