PROJECT INITIATION DOCUMENT (PID)

Project Name:	Cressingham Gardens

Project Manager: Lucia Deere **Estate Regeneration Team Manager**	**Project Executive: Project Executive: commissioning stages** Sumitra Gomer Assistant Director, Housing Commissioning-Strategy and Regeneration (Interim **Delivery Stages** Neil Vokes Programme Manager Neighbourhood Regeneration London Borough of Lambeth (Interim)

Project Purpose:

Cressingham Gardens

- Cressingham Gardens has been identified as one of the priority estates for the Lambeth Estate Regeneration programme; the project will involve identifying options for the estate which will result in a preferred regeneration option being brought to Cabinet .
- The project purpose is to deliver the Regeneration of Cressingham Gardens as a Council Estate, outcomes of which include better quality Council homes and the additional growth of new homes.
- From the Council's corporate priorities and outcomes, the key Community outcome that this project will deliver is that Lambeth's Residents have access to more and better quality homes

REVISION HISTORY

Version	Revision Date	Status	Summary of Changes
2	6.1.14	Draft	Revised to take into account CMB observations.
3	8.1.14	Draft	Revised to take into account ward member feedback

APPROVALS

Name	Title	Role	Signature	Date
Rachel Sharpe	Commissioning Director	Project Sponsors		
Mike Pocock	Delivery Director			

Insert additional rows as required.

DISTRIBUTION

Name	Title	Date of Issue
Cllr P Robbins	Lead member Regeneration and Housing	
Helen Charlesworth -May	Strategic Director-Commissioning	
Sue Foster	Strategic Director-Delivery	
Mike Pocock	Delivery Director-Communities, Regeneration and Housing	
Neil Vokes	Programme Manager Neighbourhood Regeneration London Borough of Lambeth (Interim)	
Sumitra Gomer	Assistant Director, Housing Commissioning-Strategy and Regeneration (Interim)	
Hamant Bharadia	Finance Business Partner Communities of Interest	
Residents	*Cressingham Gardens TRA/Res-noms to be invited*	
Neil Litherland	Chief Executive, Lambeth Living	
Ola Akinfe	Director of Asset Management, LL.	
David Worrell	Senior Strategic Commissioning Manager - Disabilities and Older People Health and Wellbeing	
Andy Radice	Social Housing Liaison Manager	
Greg Carson	Democratic Services	

Name	Title	Date of Issue
	Vams	

Insert additional rows as required.

OBJECTIVES

Ref:	Objective	Measure Which performance indicator/s or measure/s will be used to monitor the achievement of the objectives?	Baseline performance What is the actual performance against the 'measure' at the project start?	Target What is the targeted performance against the 'measure'?	Date When will the target be achieved?
1	To deliver better quality homes	SAP rating, DHomes % ,PTAL rating	Tba	Tba	On completion of regeneration
2	To deliver additional affordable homes	No. of additional units 100% Social Rented Replacement Housing % Affordable Housing,	Tba-Land capacity study	Tba	
3	To increase the net present value of the stock	NPV –increase in NPV (decrease in responsive repairs, planned maintenance, long term investment costs	Tba	Tba	
4	To reduce fuel poverty	Heating costs	Tba	Tba	
5	To increase health outcomes for Residents	Identify through Health and Well being Board			
6	To increase jobs and employment prospects for local Residents	Contracts for refurb/regen will include Social value PIs eg local labour			
7	To increase Resident satisfaction with their homes and management	STAR Survey			
8					
9					

Ref:	Objective	Measure Which performance indicator/s or measure/s will be used to monitor the achievement of the objectives?	Baseline performance What is the actual performance against the 'measure' at the project start?	Target What is the targeted performance against the 'measure'?	Date When will the target be achieved?
10					
11					

Insert additional rows as required.

Ref:	Deliverables / Outputs List the tangible items / products (outputs) that the project has to create to achieve the objectives. This should include all products (outputs) throughout the life of the project and not just those at the end. Actions / timescales to create the deliverables should be identified within the Project Plan.	Date
	X homes brought up to the Lambeth Housing Standard –through refurbishment and/or new build	
	X new homes built –in a phased basis , identified through construction plans, which are constructed to a sustainability level x standard .	
	X new jobs, apprenticeships created for Lambeth Residents	
	Good quality and well designed housing reduces crime and improves life chances	
	Investment costs reduce over the life of the 30 years HRA Business plan	
	Residents achieve a reduction in fuel costs as a result of energy efficient buildings	
	Increase in Resident satisfaction	

PROJECT APPROACH / SCOPE / PLAN

Approach:

To achieve the project objectives, the approach to this project will include the following key elements:
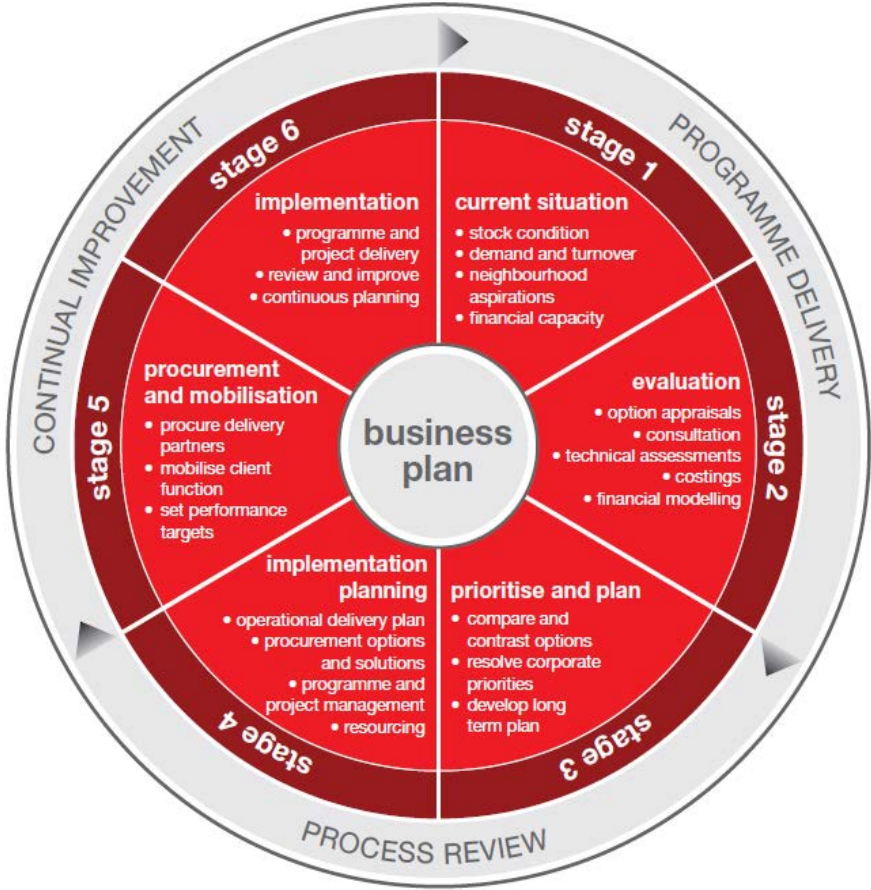
- Agreed project objectives – through a clear project inception and approval process, the aims of the project will be clarified and agreed
- Project Team – a project team with the relevant officers and stakeholders will be established under the direction of The Estate Regeneration Manager, with the Executive Project Director reporting to the Better Homes Delivery Board
- Co-production – the project will be developed and monitored through close working with Councillors and Cressingham Gardens residents

Project Plan:

Please list the critical milestones that your project must achieve if it is to be successful. These should be clearly linked to the identified deliverables and include all key decision making points. The project will be monitored against these

Ref:	Task Name	Start	Finish	Owner
	The project is based in 6 stages as shown below broken down into Commissioning and Delivery stages. With the operational Delivery stage starting at stage 4. ;-			

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R e f :	Task Name	Start	Finish	Owner

R e f :	Task Name	Start	Finish	Owner
	Draft project plan –attached			

Insert additional rows as required.

FINANCIAL COSTS / BENEFITS

Benefits:

Ideally, benefits should be quantified, and measured in monetary terms, however this is not always possible. Even if monetary quantification is not possible, all benefits should be quantified numerically.

Benefits may be related to 'Policy or legal requirement', 'Quality of service', 'Process improvement (productivity or efficiency)', 'Personnel or HR management', 'Risk reduction', 'Flexibility', 'Economy', 'Revenue enhancement', and / or 'Strategic fit'.

Benefit Description	Measure How will the benefit be quantified?	Method How (and when) will the information be obtained?	Monetary Value (£)		Timescales for realisation
Investment reduces over the life of the 30 years HRA Business plan	NPV study	NPV study			
Additional AR homes mitigates homelessness costs	Weekly costs of TA				

Insert additional rows as required.

Project Budget Please indicate the total cost of your project.	Budget Source Please identify the source of funding for your project
TBA- A bespoke financial model will be developed in the first stage of the project which will be used to help inform the project funding package for both the commissioning and delivery stage to include;cost of buybacks, home loss-£21M, Project consultancy support; Finance/Architects, QS, Communications	The delivery source budget will be identified through a bespoke financial plan for this project, once the options are validated and agreed upon. This project is envisaged as a Council led and delivered project.

	The Council will consider as to whether additional income is drawn in through other partners to deliver the additional new build homes which may be at Affordable Housing or Private market rents so as to cross subsidise the Social Housing element.
	X £M Decent Homes resources will be attributed to the Cressingham Regeneration project.
	The financial model will seek Capitalisation of costings against the project revenue streams ,
	Headroom will be sought from the HRA over the 30 year BP

PROJECT GOVERNANCE

Governance defines the functions, responsibilities, processes and procedures that define how the project is set up, managed and controlled.

Project Assurance Tool / Approach	Yes	No	Comments
Project team meetings			
Project Board Review / Reporting			
Programme Board Review / Reporting			
Programme Office Review / Reporting			
External Review / Reporting [e.g. HCA.]			
Change Control			
Risks and Issues Logs			
Project Management Training			
User / Stakeholder co production and involvement			
Internal financial monitoring			

Roles and Responsibilities:

Please identify the individuals or bodies that hold the key positions in the project, and identify the individuals and organisations involved in project activities.

This will help in considering whether; all the relevant individuals and organisations for the project to succeed have been included, the project currently has enough capacity to be achieved, and the expected benefits justify the cost in terms of the input of personnel / time.

Role	Name	Description / Activities
Project Sponsor	Rachel Sharpe	As commissioning Director, RS as the Project Sponsor is the major champion of the project at a senior level , coordinating delivery of this project with MP the Council's Delivery Director-Housing and Regen.
Project Executive	Sumitra Gomer/Neil Vokes	The Project Executive is the senior officer accountable for commissioning this project ,The AD Strategy and Regeneration , including stages 1 to 3, of the project plan , handing over to Neil Vokes Neighbourhood , Programme Manager, Neighbourhood Regeneration, to deliver stages 4 to 6 the project . The Project Executive has overall responsibility for the project, i.e. to ensure that it remains on target to deliver the expected objectives/benefits, the risks and issues are kept under control and the project will be completed within its budget and schedule. They are required to: ▪ Approve the Project Initiation Document ▪ Set the limits within which the Project Manager can work without referring to the Project Board (i.e. the project tolerances) ▪ Chair Project Board Meetings ▪ Confirm the satisfactory completion of individual tasks, project stages and the project as a whole Recommend any future action on the project
Project Manager	Lucia Deere	Responsible for delivery of the project through the Housing Projects Team
Finance Officer	Hamant Bharadia	Responsible for financial review and advice
Project Administrator	Shah Hassan	BITO officer-Responsible for project administration, including set up and notes of meetings, sharing and storing key information, reports etc
Project Team Members	Officers from Housing Commissioning and Delivery, Resident Stakeholders, Finance, Vams , IT,Democratic services, the Housing Project Manager , L/L .	The project team will meet to lead and progress the project. Democratic Services will lead project challenge?

Role	Name	Description / Activities
Programme Board	Better Homes Delivery Board	The Board will monitor progress of the key project stages, consider requests to vary project tasks , vary completion dates, resolve strategic issues which may arise
Key Stakeholders	Residents, Ward Members,	People or groups outside the project team whose commitment or involvement is required, e.g. HCA, Ward Councillors, Police, Health and Wellbeing Board, any other significant interested parties.
Partners, External Contractors, etc.	Contractors TBA	Any third parties / contractors involved in the delivering the project.

STAKEHOLDER ANALYSIS AND ENGAGEMENT PLAN

Effective communication is vital to ensure that colleagues, partners and other stakeholders are aware of what you are doing, when it will be delivered, how they should be involved and what you need from them.

Stakeholder	Criticality How critical is their involvement / support to the success of the project? [H/M/L]	Involve-ment to Date [H/M/L]	Current Attitude [H/M/L]			Desired Attitude [H/M/L]			Plan for Engagement Outline how you will seek to 'move' the stakeholder/s' 'current attitude' in terms of 'awareness', 'buy-in' and / or 'ownership' to the 'desired attitude'. Please include timescales for specific consultation and communication activities where known.
			Awareness	Buy-in	Ownership	Awareness	Buy-in	Ownership	
TRA	H	H	M	M	M	H	H	H	The TRA represent Estate Residents. There is a need to involve the TRA as project team members involved in delivery of the project, whichever option is chosen. There is a need to engage with all Estate Residents Early engagement with residents to ensure co-production of Project Plan , A communications plan will be developed by the project team involving Estate drop ins, newsletters, events etc. It is envisaged that an Independent Tenants' Advisor will be appointed who will guide the Residents in consideration of options .
Residents	H	M	L	M	M	H	H	H	
Ward Members	H	M	M	M	M	H	H	H	Early and ongoing engagement to ensure project support
Lambeth Living	H	L	L	M	M	H	H	H	Project Team member

Stakeholder	Criticality How critical is their involvement / support to the success of the project?	Involve-ment to Date [H/M/L]	Current Attitude [H/M/L]			Desired Attitude [H/M/L]			Plan for Engagement Outline how you will seek to 'move' the stakeholder/s' 'current attitude' in terms of 'awareness', 'buy-in' and / or 'ownership' to the 'desired attitude'. Please include timescales for specific consultation and communication activities where known.
Police, Health and well being Board	M	L	L	L	L	M	M	M	
Tulse Hill Forum Pilot Co-operative Commissioning Project-Sarah Coyte	M	L	L	L	L	M	M	M	
Young People	H	L	L			H	H	M	

Insert additional rows as required.

EQUALITIES IMPACT

Please outline the particular needs that have been identified with regards to equalities and diversity that you will seek to address as part of this project. Identify if any particular groups will be affected by the project through potential outcomes.

There are a number of potential equality and diversity impacts that must be considered and monitored. Care will be taken to identify the local demographic and ensure all consultation and communication methods are in line with Council policy in this regard.

Explain how you will assess the impact of the project on these groups.

An EIA is being developed, for consideration by the project team at the outset of the project so as to inform the deliverables.

SUSTAINABILITY IMPACT

This project will consider issues that will affect sustainability and climate change. Materials and homes will be developed to an eco standard energy (and/ or water) efficient standard made from recycled or environmentally responsible materials. Waste or recycling demands will be reviewed with Env services and will inform project design.
Construction /Refurb contracts will be required to address the Council's Sustainable Construction and Sustainable Timber and carbon emission policies and will be evaluated at tender stage.

Information Impact

 Information or Data issues that need to be addressed as part of this project (e.g. issues relating to Data Protection or Freedom of Information compliance, the use of a core Council data set (e.g. the Local Land and Property Gazetteer or Corporate Customer Index), data or information transfer from an existing Council application, or any requirements for interfaces or integrations with other datasets will be scrutinised through Democratic services

INTERDEPENDENCIES, RISKS AND ASSUMPTIONS

Interdependencies:

Name of interdependency Identify the activity, project, or task which affects (or is affected by) the Cressingham project	Explain dependency relationship Describe how the activity, project, or task affects (or is affected by) your project	Action to Manage Describe the action you will take to ensure dependencies are managed effectively – this is likely to focus on communications.
Commissioning project stages are interdependent with Delivery stages 4-6.	Project Stages 1-3 need to be robust so as to inform the commissioning of the agreed option	Through the project team
LHS	The option chosen will inform the delivery of the LHS programme or virement of LHS resources into the project	Through the project team
Asset Management data analysis	The new AMDB will need to inform the deliverables	Through the project team
Estate Regeneration-new build options – planning policy	Viability of new build requires a certain density	Through the project team
Tulse Hill-Neighbourhood Co-operative commissioning project-Sarah Coyte	It is understood that this project was considering Neighbourhood budgeting across all providers of services to the community	Project manager to identify/manage interdependencies
Community Infrastructure Plans-	Identify the approach to be taken –is there a contribution from/to this project ?	At Better Homes Programme Board-16th Jan
Sect 106-Uncommitted funding	It is understood that there is over £1.5 M sect 106 uncommitted funding-Identify eligibility to fund commissioning stages,-project plan	Project manager to identify eligibility Planning services are project team members , and will advise on the sect 1096 process during delivery stages, when developing the financial delivery model.

Insert additional rows as required

Provisional Risk Assessment:
Risk management is an ongoing activity throughout the project. Risks must be identified and mitigating strategies drawn up.
List any potential events that could cause the project to fail or go over budget, or delay it significantly. Identify what you will do to seek to prevent the event/s occurring and the affect this will have on the risk assessment.
Detailed guidance on identifying, assessing and managing risk is included within the council's risk management toolkit, 'Risk, Managed'.

Ref:	Risk/s	Risk Assessment [As it is now]			Risk Treatment Measure/s	Residual Risk Assessment [With control measures implemented]			Responsible / Risk Owner	Timescale / Review Frequency
		Impact [I]	Likelihood [L]	Risk Score [I*L]		Impact [I]	Likelihood [L]	Residual Risk Score [I*L]		
	Failure to agree the PID, Project ,project manage , causes the project to stagnate	H H	H H		Consider and agree the PID, Project plan -of the PID, Project approval,Cabinet approval-March 2014 Cabinet March 2014 Agree detailed costed report supporting the chosen option, commence the delivery stages Project manage through project team /Programme Board	H M H	M L M			
	Residents do not engage and actively oppose any option which involves demolition and new build	H	H		Co-production and on-going involvement to ensure that proposals reflect local wishes as far as it offers VFM . Effective communication and consultation strategies and action plans.	H	M			

Ref:	Risk/s	Risk Assessment [As it is now]			Risk Treatment Measure/s	Residual Risk Assessment [With control measures implemented]			Responsible / Risk Owner	Timescale / Review Frequency
		Impact [I]	Likelihood [L]	Risk Score [I*L]		Impact [I]	Likelihood [L]	Residual Risk Score [I*L]		
	Residents do not validate the data on which Regeneration, demolition and new build actions are based	H	H		Resident reps involved in the project team, can validate how options are arrived at,

Project plan –delivery stage addresses tasks required to mitigate | H | M | | | |
| | Residents take external legal action to stop demolition options, do not vacate homes when required | H | H | | Resident reps involved in the project team, can validate how options are arrived at,

Project plan –delivery stage addresses tasks required to mitigate | H | M | | | |
| | Ward Members oppose | H | L | | Co-production and ongoing involvement to ensure that proposals reflect local wishes | H | L | | | |
| | The project can't be funded | H | H | | Bespoke financial model developed relating to all options

Finance rep-guides on internal approval processes | H | L | | | |

Ref:	Risk/s	Risk Assessment [As it is now]			Risk Treatment Measure/s	Residual Risk Assessment [With control measures implemented]			Responsible / Risk Owner	Timescale / Review Frequency
		Impact [I]	Likelihood [L]	Risk Score [I*L]		Impact [I]	Likelihood [L]	Residual Risk Score [I*L]		
	Planning permission refused	H	M		Planners involved from outset in development brief and procurement	H	L			
	Failing to maintain capacity to deliver project tasks from LBL departments e.g. Housing Commissioing/DeliveryV AMS,Planning, Env, IT Legal, Finance	H	M		Ensure relevant departments are part of the project team and agree the task targets and approval process on areas affecting their business Build in consultancy support	H	L			
	Leaseholders required to contribute to capital works-Refurb options	H	H		Leaseholders on project team, Action plan in progress relating to general approaches to comms, programming and billing	M	M			

Insert additional rows as required.

Assumptions:

Include details of any key project-level assumptions made during planning / on which plans, resource requirement, etc. are based. It is particularly important to identify those activities assumed to be being delivered within other programmes / projects (these should also be included in 'Interdependencies' above).

tba

GLOSSARY OF TERMS

Please include details of any specialist terms, acronyms or jargon in this document.

Term	Definition