



Managing Projects Successfully



# Mini PID

## **The Elms Contract**

**Project Sponsor: Natasha Beresford**

**Project Manager: Oliver Jackson**

## Introduction

Prior to the completion of the Elms, Dacorum Borough had 14 bed spaces of night-shelter provision available in the borough to assist single homeless clients. With single homelessness and rough sleeping increasing, in addition to growing pressures on local charitable organisations as well as the Council, there was sufficient statistical information to evidence a need for an increase in provision. The brand new modern development, The Elms, built by the Council, includes residential space, IT suite, library and a communal garden in Redbourn Road, Hemel Hempstead. The emergency temporary accommodation has been developed through the Government's Places of Change Programme with £850,000 central government funding.

On the 18 December 2014, the contract for the delivery of The Elms was awarded to DENS. DENS were invited along with other charities to tender for management functions for The Elms and needed to demonstrate expertise in a wide range of areas to convince the panel at the Council who were looking for a high quality of service provision. The charity put together a tender team, which drew across the breadth of skills and knowledge within the senior management group. With their extensive experience of running DENS Night Shelter, Day Centre, Rent Aid, Foodbank and Equipped to Change programme, DENS had an understanding about working on the frontline to tackle homelessness and poverty by giving people the chance to build a better future. The formal contract was awarded to DENS with a formal contract commencement date of 1 May 2015.

The Strategic Housing Service has been undertaking preparatory work for the re-tender of this service with the current contract due to expire in April 2020. Initially it was proposed to go out to tender in August 2019, with a view to award a new 5 year contract early 2020 to the successful provider. At a DBC management meeting to discuss next steps on the 2 August 2019, the process was discussed and representatives from across the Council reached the determination, that given the increase demand, shift in service requirements and the current position from central government, that the most appropriate way to proceed, would be to undertake further soft market testing in relation to what the council needed by way of delivery from the new contract. All present at the meeting were agreed that the council's priority needed to be on ensuring that it's asset was robustly managed in accordance with all legal requirements and that the council was able to not only fulfil its statutory requirements, but maximise the opportunity to deliver initiatives that would prevent homelessness. In addition, the council needed to consider all options to ensure that it was making the most appropriate decision for the organisation including the financial position. In order to ensure that the council is able to fully consider the following options, it is proposed that a 1-year contract will be awarded to DENS from April 2020, to enable further scoping and proposals to be submitted to Cabinet.

Options for consideration include:

- The Strategic Housing Service bid for the contract to be retained in house
- Contract delivery with external provider, repairs to be undertaken by DBC
- Contract delivery with external provider, responsive repairs to be undertake by provider and compliance/cyclical repairs to be undertaken by DBC
- Contract delivery with external provider, all repairs to be undertaken by provider

It is proposed that an outline report will be submitted to members in October 2019, explaining the current position in relation to contract delivery and forthcoming steps in relation to the tender process. Thereafter soft market testing will be undertaken by the project team to assist the service in shaping the key priorities for delivery.

## Project Details

### Project objectives

- Scope the possible options available to the council in relation to the management of The Elms accommodation
- Consider the future delivery requirements for the Strategic Housing Service in relation to meeting the needs of single homeless clients
- Ensure asset management and compliance functions for The Elms are robust
- That management of The Elms supports delivery of service using a partnership approach
- Income maximisation

### How you will measure Project Success

- Improved management and contractual arrangements in place
- More effective delivery of statutory and good practice service requirements, to meet needs of client and reduce single homelessness/eradicate rough sleeping
- Robust asset management and compliance

### Key tasks

- Project plan and timescales
- Report to HOSC outlining current position
- Soft market testing/PIN
- Scoping of options available to the Council in respect of re-tender
- Research and scoping presented to Senior Management & Members for consideration
- Decision on DBC approach
- Tender process & Community Impact Assessment

## Project Resources and Time-Line

<b>Expected Project Length (months)</b>	<b>Expected Project Start Date</b>
<b>18 months</b>	<b>1/9/2019</b>

<b>Expected capital budget</b>	<b>£</b>
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<b>Expected revenue budget</b>	<b>£</b>
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## Core Project Team

List the key people that you expect to be involved

<b>Name</b>	<b>Title and Service Area</b>	<b>Expected Level of Involvement (Low, Medium or High)</b>
Natasha Beresford	Group Manager Strategic Housing	High
Oliver Jackson	Supported Housing Team Leader	High
Carly Thomas	Independent Reviewing & Project Lead Officer	High
Ricky Lang	Mechanical & Electrical Team Leader	Medium
Ben Hosier	Group Manager	Medium
Farida Hussain	Group Manager Legal Services	Medium
Alan Mortimer	Group Manager Property & Place	Low
Lorna Buckland	Human Resources	Low
Lucy Tash	Finance Accountant	Low
Chris Baker	Group Manager, Revenue & Benefits	Low

## Project Site

<b>Project Team Site</b>	
<b>Project Task List</b>	
<b>Project Risk Register</b>	

**Alignment to Corporate Plan ('X' for all that apply)**

Alignment to Corporate Plan (indicate all that apply)		Benefits (to Corporate Plan)
A clean, safe and enjoyable environment	X	
Building strong and vibrant communities		
Ensuring economic growth and prosperity		
Providing good quality affordable homes, in particular for those most in need	X	
Delivering an efficient and modern council		

**Expectation of project level ('X' in the project level)**

Operational	X
Strategic	

**Documents Completed**

Required Consultations (must be completed before CMT submission)		
Area	Date Completed	Any Issues / Comments
Community Impact Assessment		
Data Protection Impact Assessment		

**Required Consultations ('X' for all that apply)**

Required Consultations (must be completed before CMT submission)		
Area	Date Completed	Any Issues / Comments from Consultee
Corporate Project Management		
ICT		
Procurement	X	
Finance	X	
Legal	X	
HR	X	
Planning (if applicable)		
Building Control (if applicable)		

**Sign Off**

<b>Level</b>	<b>Date Completed</b>	<b>Name</b>
<b>Assistant Director</b>		
<b>CMT (If Strategic)</b>		