



# Project Initiation Document (PID) for a Local Area Agreement Reward Grant funded project

<b>Project title:</b>	Young Persons Self Build Scheme
<b>Reward grant allocated:</b>	Capital £ 300k Revenue £ 24k
<b>Author:</b>	Craig Knight, Strategic Housing Facilitator
<b>Project Manager:</b>	Name: Helen Town Job title: Strategic Housing Officer Phone: 01295 227991 Email: <a href="mailto:Helen.town@cherwell-dc.gov.uk">Helen.town@cherwell-dc.gov.uk</a>  Interim Project Manager: Craig Knight Phone: 01295 227078 Email: <a href="mailto:Craig.knight@cherwell-dc.gov.uk">Craig.knight@cherwell-dc.gov.uk</a>
<b>Thematic partnership responsible.</b>	Spatial Planning and Infrastructure Partnership
<b>Project sponsor:</b>	John Hoad – Strategic Director for Planning, Housing and Economy, Cherwell District Council
<b>Date and version No:</b>	25/01/10 – Version 1
<b>Approvals:</b>	Approval by the project sponsor

For guidance on the project management methodology  
<http://projectmanagement.oxfordshire.gov.uk>

# 1 Background

The County, City and District Councils in Oxfordshire have worked together over recent years to reduce homelessness and develop a robust infrastructure to prevent homelessness wherever possible. This success has led to recognition by Communities and Local Government (CLG) through the award of Regional Centre of Excellence for youth homelessness.

The Pilot Self Build Scheme builds on this success by piloting a method of delivering affordable housing within a prevention framework. It was on this basis that the Oxfordshire Housing Partnership (OHP) submitted a bid for capital and revenue funding to the Public Services Board (PSB) to pilot a scheme in Oxfordshire. The vision is to develop a model that sits firmly within the prevention agenda and provides sustainable pathways into housing and employment.

## 1.1 Project objectives

- The £300k will fund development of 10 affordable homes over an extended 14 month build process accompanied by a structured programme of life coaching, team building and construction skills training. It is intended that the pilot model used for this project can be replicated in other localities.
- This project is designed to prevent young people from becoming homeless and NEET. OCVC staff estimate that around 40% of students are displaced learners; meaning that students may be 'sofa-surfing' or in an otherwise unstable housing situation. This project will provide ten young people from Cherwell who are in such a situation with an opportunity to occupy the properties once they are complete and have been transferred to a Registered Social Landlord Partner.
- In addition to re-housing ten young people this project aims to provide a wider group of 40-50 students with work based objectives. There will be a range of site experience to improve employability by contributing towards NVQ Level 2 qualifications in carpentry, trowel occupations, plumbing, painting and decorating.
- The £24k will fund a life-coaching package to run alongside the skills training. A dedicated support worker with a good understanding of group dynamics will provide focused life-skills training to the ten young people who will eventually occupy the properties. The support worker will also provide overarching team-building support to all students who take part in the project.

## 1.2 Activities to meet your objectives

**Involvement of young people in scheme, planning, development and evaluation:** this includes representation on the Project Board. It is crucial that young people are at the heart of this scheme.

NVQ Level Two Students on site throughout build process, working in scheduled groups appropriate to their course:

- Trowel Occupation Students
- Carpentry Students
- Plumbing Students
- Painting and Decorating Students

Phase One Evaluation Report complete to include evaluation of:

- Selection process (young people)
- Quality of build
- Training and on site work experience for young people
- Communication and management
- Evaluation to include consultation with young people and all partners.

Phase Two Evaluation Report complete to include evaluation of:

- Life Coaching and Life Skills training
- Resettlement process (i.e. young people moving into properties)
- Outcomes for young people. Including an experiential log recording the
  - Housing & management of new home (by now 6 months in new homes)
  - Education (i.e. completion of training)
  - Employment
  - Relationships
  - Health and well being
  - Evaluation to include consultation with young people and all partners

Final Report: this will draw together Phase One and Phase Two Evaluation Reports to produce recommendations which can be used as a 'good practice guide' for future Young People's Self Build Schemes.

### **1.3 Project scope**

The project will aim to provide the young people with an experience which will serve them in their future work and personal life. It is intended that the construction site experience will have added value for OCVC students at a time when availability of real site experience is sparse due to the economic downturn. The formal 'sign-off' of NVQ 2 qualifications will not be within the remit of this project, however OCVC will specify in advance the site activities which will be of most benefit to the students learning.

The self-build process will be within the remit of this project, and will be designed in such a way to allow a structured training programme to be balanced with commercial considerations of the development timetable.

Within the remit of the £24k revenue funding, the young people will receive life coaching, and later transitional support as they move into the properties. Further to this the dedicated support worker will liaise with youth agencies to ensure the young people have access to support once in occupation of the properties. Subsequent management of the properties will be undertaken by Sanctuary Housing Group and monitored through quarterly meetings and appraisals of this RSL partner.

### **1.4 Constraints**

It will be necessary to apply for funding from the Homes and Communities Agency.

The scheme will require planning permission. CDC Planners have conducted site visits and have offered recommendations in principle on constraints such as access and parking. These constructive pre-application discussions will be conducive toward a comprehensive planning application being submitted.

The build process will need to run alongside OCVC term time and ideally complement the OCVC course programme. Habitat for Humanity will work closely with OCVC to ensure that the site experience offered fits with NVQ Level 2 requirements.

### **1.5 Assumptions**

Planning permission will be granted. This is detailed in constraints and risks sections.

HCA funding will be achieved. This is detailed in the risk section.

This project will be financially viable. CDC, Sanctuary, and Habitat for Humanity are working closely together to ensure financial viability.

There will be sufficient interest from young people. Extensive analysis of the OCVC student profile and CDC Housing Register has been undertaken to ensure this.

## 1.6 Exit strategy / sustainability

In order to ensure the sustainability of this project the CDC Housing Needs Team will design a lettings plan which will be in line with the Council's Allocation Policy and Choice Based Lettings.

There will also be full consultation with local residents prior to the build.

## 1.7 Project Success Scores

Criteria	Weighting	Assessment	Reasons
Completion within budget	40		
Completion by agreed time scale	20		
Delivery of business benefits	40		
<b>Total</b>	<b>100</b>	<b>0</b>	

### Note

Budget is an assumption as per comments on financial viability.

Timescales is an assumption because the project completion date is well within the Public Sector Board funding timescale.

There are numerous business benefits to this project including participation of young people, new affordable housing, and young people securing qualifications. These benefits will be detailed in the valuation report.

## 1.8 Acceptance criteria

- The phase two evaluation report which will highlight replicable aspects of the model will be signed off by the project sponsor.
- Completion certificate to ensure units are up to specification.
- Transfer of units to RSL and allocation.

# 2 Project organisation structure

## 2.1 Project management team structure

Name	Role	Responsibility
CDC Strategic Director of Planning	Project Sponsor	To receive and consider progress reports and advise

Housing & Economy		the SPIP periodically.
Strategic Housing Manager	Chair of Project Board	To provide leadership and challenge to the project, and consider county, corporate and strategic implications.
Strategic Housing Officer	Project Manager	To provide operational and coordinating management of the project and to report to the Project Board
Strategic Housing Facilitator	Co-ordination/support	To provide operational support to the project manager.
HfH Chief Exec	Project Board Member	To oversee HfH responsibilities and to consider strategic implications.
HfH Operations Manager	Project Board Member	To deliver and be accountable for HfH operations.
Sanctuary Regional Development Manager	Project Board Member	To ensure the scheme is developed according to agreed specification
Sanctuary Lettings Manager	Project Board Member	To provide customer focus in terms of future occupancy and to deliver exit strategy.
CDC Housing Needs Manager	Project Board Member	Lettings Plan production and delivery
OCVC Course Director	Project Board Member	Relevant course content to project objectives
Young Persons Representative	Project Board Member	Customer focus, representing young people
Local ward member	Project Board Member	Project Champion

### 3 Communication plan

\* Please note: a more detailed Communications Strategy will be used for this project.

Audience	Purpose of Communication	Medium	Who	When	Notes
Members of Project Board	Update for Project Board meeting	CDC Strategic Housing Team will collate the necessary information from Core Members to update the reporting template prior to each meeting of the project board.	CDC Strategic housing Team	Quarterly	
OCVC students	Explain the vision for the scheme. This will be important to ensure the allocation of the properties is transparent and will need to tie into the local lettings plan for the scheme.	Leaflet  Social networking website.  OCVC teaching staff.  Local press and radio.	CDC Strategic Housing Team	Prior to project start.	
Residents of Cherwell, partner organisations and other interested parties.	To keep residents informed on this scheme.	CDC website, press releases, residents news letter, and signage on site.	CDC Strategic Housing Team	Prior to project start.	
Future roll out - Evaluation report	To highlight replicable aspects of this model for a young person self build project	All partners including Oxfordshire Housing Partnership, SPIP, Homes & Communities Agency, and Communities and Local Government.	Project Board	April 2012	

## 4 Project controls

### 1. Purpose of the Project Board

- 1.1 To be responsible for delivery and evaluation of the Young People's Self Build Project.

### 2. Aim

- 2.1 To work strategically and operationally in partnership to deliver and implement a Young People's Self Build Scheme in Cherwell.
- 2.2 To ensure that the Self Build Scheme is delivered within the context of appropriate legislation and good practice frameworks.
- 2.3 To ensure that strong partnership links are maintained across other relevant working Project Boards and partnerships.
- 2.4 Gather information and report to outside partnership and democratically elected members. All reports from the Boards are potentially public and therefore unavailable to the media.

### 3. Objectives

- 3.1 To deliver and evaluate the Self Build Scheme and ensure that:
- 3.1.1 The Project Board works together with other partners to deliver a high quality, co-ordinated scheme which delivers positive outcomes for young people and the wider community
- 3.1.2 The Project Board works together to deliver a successful Self Build Model which can be replicated in other localities.

### 4. Membership of the Project Board

- 4.1 The Project Board Membership, with responsibility for delivery and evaluation is as follows:
- CDC Strategic Director of Planning, Housing, and Economy – Project Sponsor
  - CDC Strategic Housing Manager – Chair
  - CDC Strategic Housing Officer – Project Manager
  - CDC Strategic Housing Facilitator – Co-ordination/support
  - Habitat for Humanity Chief Exec – Board Member
  - Habitat for Humanity Operations Manager – Board Member
  - Sanctuary Housing Group Regional Development Manager – Board Member
  - Sanctuary Housing Group Housing Management Officer – Board Member
  - Young Persons Rep – Board Member

- 
- Oxford and Cherwell Valley College (OCVC) – Board Member
  - CDC Housing Needs Manager – Board Member
  - Local ward member – Board member

4.2 Additional representatives from the statutory agencies and key members of other Voluntary and Independent Sector service agencies may also be asked to join the Project Board as appropriate. This may include

- Oxfordshire Integrated Youth Support Service
- Oxfordshire Connexions Service

4.3 Core members of the Project Board may nominate replacement members should they be unable to attend. It is the responsibility of those nominating a replacement to ensure that the new person is fully updated on all of the issues to be discussed and that they are able to make a meaningful and relevant contribution to the forum.

4.4 Meetings will only be deemed quorate when five representatives of the Project Board are present.

## **5. Chair and Servicing of the Project Board**

5.0 The Chair of the Project Board will be a member of the Strategic Housing Team, Cherwell District Council.

5.1 The administration for the Project Board will be provided by the Strategic Housing Team, Cherwell District Council

## **6. Reporting arrangements**

6.1 The Scheme has a clear Action Plan to which each of the Core Members contributes. Accompanying the Action Plan is a Reporting Template, which details each element of the Action Plan and progress against it.

6.1.1 Cherwell District Council's Strategic Housing Team will collate the necessary information from Core Members to update the Reporting Template prior to each meeting of the Project Board. This will enable all members to monitor progress.

6.2 The Scheme has a Risk Register identifying key risk areas and mitigating factors.

6.2.1 Cherwell District Council's Strategic Housing Team will collate the necessary information from Core Members to update for the Reporting Template for each meeting. This will enable all members to monitor risks and agree action to take as necessary.

6.3 The Scheme will benefit from a number of sources of external funding. Responsibility for reporting to funding bodies will be as follows:

---

6.3.1 Cherwell District Council's Strategic Housing Team will report to the Public Service Board in respect of the Reward Grant Capital and Revenue Funding awarded for the Scheme.

6.3.2 Sanctuary Housing Project Board will report to the Homes and Communities Agency in respect of the Capital Funding awarded for the Scheme.

## **7. Frequency of Meetings**

7.1 Meetings may be held quarterly and will last approximately 1½ - 2 hours. Additional meetings to discuss specific matters will be called as necessary

7.2 Papers and agenda for meetings will be issued as far as is practical, at least five working days in advance

## **8. Decision Making and Disputes**

8.1 The decision making process will be open and transparent. All members of the Project Board are free to express differences and express the views, priorities and interests of their organisations.

8.2 As a general rule the Project Board will aim to reach a consensus in decision making.

8.3 However it is important to note external influences and restrictions which each agency faces. This includes (although this is not an exhaustive list):

8.3.1 statutory duty or legislation

8.3.2 specific restrictions/requirements of Public Service Board funding

8.3.3 specific restrictions/requirements of Homes and Communities Agency funding

8.3.4 specific requirements of the Development Agreement between Habitat for Humanity and Sanctuary Housing

8.3.5 Objects, articles, and values of each organisation

8.3.6 Viability

8.4 If a decision cannot be made and there is a dispute the Project Board will initially aim to resolve it within the Project Board. If this is not possible, Project Board members will refer to their own line managers within their organisations who in turn can meet to resolve any disputes at the earliest opportunity.

## **9. Data**

- 
- 9.1 All core members will work collaboratively to provide useful data to inform scheme outcomes. This will include:
- 9.1.1 The number of work experience hours provided by the scheme for young people.
  - 9.1.2 Profile information which will inform contribution to LAA targets (such as social factors which are potential triggers to homelessness, offending etc). Note: this will not include personal information on individuals.
  - 9.1.3 Final number of units of affordable housing delivered by scheme
- 9.2 Members are expected to comply with the provision of the Data Protection Act 1998 and the Freedom of Information Act 2000
10. **Finances**
- 10.1 Members of the Project Board will work together to deliver a scheme which is financially viable.
- 10.2 Members of the Project Board will support other Project Board members for requests of data or information necessary for reporting to funding bodies.
11. **Exit Strategy**
- 11.1 The Project Management Project Board's final task will be to sign off the completed Scheme Evaluation Report. At this point the Project Management Project Board will cease.

## 5 Business case

### 5.1 Initial business case summary

This project will contribute to a number of key LAA Targets, in particular:

- NI 117: 16 – 18 year olds who are not in education, employment or training
- NI 91: Participation of 17 year olds in education
- NI 46: Young Offenders' access to suitable accommodation
- NI 156: Reduced number of households living in temporary accommodation
- NI 141: Percentage of vulnerable people achieving independent living
- NI 155: Increased units of affordable housing
- NI 154: Increase in total housing.

### 5.2 Strategic case / priorities

Summarise how the proposed project supports Oxfordshire 2030 priorities and

---

objectives, in particular the Public Service Board's criteria for the economy and deprived communities.

This project chimes well with the Oxfordshire 2030 objective to "reduce inequalities and break the cycle of deprivation". This intention is evident in the decision to push ahead with this project in the Neithrop ward of Banbury where 55% of homeless presentations from young people in Cherwell for 2008/09 originated. In working with young people from Neithrop, as well as surrounding wards, this project will strive to "reduce a pocket of deprivation".

The skills training opportunity for OCVC students will support the 2030 priority to "ensure that educational attainment and skills levels are amongst the very best in the country so we provide a well qualified, motivated workforce to meet the needs of business."

At the core of this project is the principle to achieve a "sustainable balance between jobs, housing, and the environment."

Furthermore this project will actively "involve more people in making decisions for their communities (particularly the young and those from different cultures) and hopefully "encourage a new generation of volunteers."

### **5.3 Alternative approaches**

Why are you doing this rather than some other approach or project? Summarise the appropriate alternative options to ensure that the recommended solution has been properly selected from alternatives.

#### **Location**

The choice of location in Banbury on the border between Ruscote and Neithrop wards is driven by the opportunity presented by a piece of land which is subject to covenant specifying that future development must be for affordable housing. This choice of location is further endorsed by the status of the Neithrop Ward as the 3<sup>rd</sup> most deprived ward in Oxfordshire.

#### **Form of build**

An obvious alternative to the self-build would be a straight-forward development of affordable housing. Such a project would lack the added value of a 'hands-on' community stake in the project.

#### **Form of self-build**

An alternative to a self build including young people would be a traditional self build involving families. This is not the target demographic for this project.

#### 5.4 Financial case and proposed team input

Use a budget profiler (suggested format below) to set out how the reward funding will be used. You should set out all individual elements of the agreed bid separately and the planned phasing of expenditure. This will be used to make the funding allocations to the project.

Spend elements/projects	2010/11 £000								2011/12 £000								Beyond £000		Total £000	
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Final tranche paid on completion			
	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
			£200k	£24k													£100k		£300k	£24k
<b>Total £0</b>			£200k	£24k													£100k		£300k	£24k

## 5.5 Other considerations

The request for the first two tranches of capital funding at the time of start-on-site and the final tranche on completion of the properties is based on the standard Homes and Communities Agency funding model for new developments.

## 6 Project plan – high level milestone plan

[Explain how and when the activities of the project will occur]

Milestone	Start	Finish
Development agreement in place	February 2010	February 2010
Planning permission submission	March 2010	June 2010
Funding in place (HCA)	CDC is in contact with the HCA.	June 2010
Specification for life skills training programme and life coaching completed.	Late Feb 2010	March 2010
Advertisement to service providers for Invitations to Quote for contract to deliver life skills training programme and life coaching.	March 2010	April 2010
Contract awarded to service provider for life skills training programme and life coaching.	April 2010	May 2010
Information leaflet for young people produced Communication with prospective students to commence	May 2010	June 2010
Start on site for infrastructure works (including access road)	June 2010	TBC

Recruitment of young people for scheme	August 2010	September 2010
Life coaching and life skills training programme to commence	September 2010	February 2012
Build programme with young people to commence: NVQ Level Two Students on site throughout build process, working in scheduled groups appropriate to their course: <ul style="list-style-type: none"><li>• Building Students</li><li>• Carpentry Students</li><li>• Plumbing Students</li><li>• Painting and Decorating Students.</li></ul>	September 2010	Jan 2012
Build programme complete	Jan 2012	
Transfer of properties to Sanctuary Housing Group	Jan 2012	Feb 2012
Young people move into properties	Feb 2012	Mar 2012
Phase One Evaluation Report complete to include evaluation of: <ul style="list-style-type: none"><li>• Selection process (young people)</li><li>• Quality of build</li><li>• Training and on site work experience for young people</li><li>• Communication and Management</li></ul> Evaluation to include consultation with young people and all partners.	Mar 2012	April 2012
Phase Two Evaluation Report complete to include evaluation of: Life Coaching and Life Skill Training.  Resettlement process (i.e. young people moving into properties)	Mar 2012	April 2012

<p>Outcomes for young people: Housing &amp; management of new home (by now 6 months in new homes)</p> <ul style="list-style-type: none"><li>○ Education (i.e. completion of training)</li><li>○ Employment</li><li>○ Relationships</li><li>○ Health and well being</li></ul> <p>Evaluation to include consultation with young people and all partners</p>		
<p>Final Report ~ drawing together Phase One and Phase Two Evaluation Reports to produce recommendations which can be used as a 'good practice guide' for future Young People's Self Build Schemes.</p>	<p>April 2012</p>	<p>May 2012</p>

## 7 Management of risks and uncertainties

### Part 1

Key partners have undertaken research into a range of self-build schemes across the country to gain best practice and fully understand 'lessons learned' from schemes which have experienced difficulties. This has informed the model for the Pilot Scheme and ensured that it mitigates any potential risks as identified below.

Cherwell District Council's Strategic Housing Team will collate the necessary information from Core Members to update the Reporting Template prior to each meeting of the Project Board. This will enable all members to monitor progress.

**Part 2**

Area of risk or uncertainty	Mitigation in place or planned	Impact (1- 5)	Likelihood (1- 4)	Mitigation Status (1-3)
Uncertainty around HCA funds	Reduce risk by signing agreements ASAP and ensuring that the scheme is placed on the HCA's Forward Allocation Pool.  Endeavour to keep grant requirement at a level which is VFM for the HCA.	5	3	1
Ineffective Project Management leads to failure of project	Quarterly Project Board meetings will be in place. Project plan in place 1:1 meeting with Sanctuary Steering group oversight	5	1	1
Costs for scheme are inaccurate leading to viability problems.	Ensure thorough iteration is done before costs are presented	4	2	1
Wrong model for youth involvement selected and their lack of planned outputs jeopardise the LAA funding	Scoping of similar scheme  Thorough research of needs of group.  Early input to support YP through life skills training.	3	2	1
One of the parties becomes financially unstable and become unable to complete on its undertakings	Credit checks before the project starts	3	1	1
Unable to satisfy planning policy on access requirements.	Clear guidance from planning on what is acceptable and cost on this basis.	5	3	1

Land transfer does not happen in time		3		
Development Agreement cannot cope with the nature of this project	Ensure all parties understand risks	4	3	2
Young People building to the required standard for compliance to inspection regime	Price additional supervision costs in contract.  Ensure model allows for adequate specialist support on site.	4	2	2
Letting agreement/ nominations agreement combined with reward incentives for young people may not be deliverable	Agreement required pre contract.	2	4	1
Build quality fails to meet HQI and Sanctuary Design and Technical brief agreed standards	Clear development agreement.  Sanctuary/ CDC input into design.	5	1	1
At the end of the scheme the units cannot be let to target group.	Ensure equality of access and that places are not exclusively limited to a narrowly defined group.	3	2	1

## 8 Financial and audit requirements

Spend on the grant will be monitored by the LAA accountable body (Oxfordshire County Council) on behalf of the Public Service Board every quarter. The following financial conditions must be met

1. Confirm the nominated responsible authority / body for receipt and accounting purposes.
2. Ensure that project spending complies with the Financial Regulations and Procedures of the responsible authority / body.
3. Provide spending reports to allow monitoring by the Public Service Board - in a format and timescale to be prescribed.
4. Ensure that project spending does not exceed the grant allocation, as this is the limit of any liability of the County Council as "Accountable Body".

Cherwell District Council will be the nominated accountable body for the project to whom reward grant funding shall be transferred to.

Please confirm that the project does duplicate any other LAA reward grant funded activities.

The project does not supPLICATE any other LAA reward grant funded activities.

## 9 Approval

[Who will approve this document e.g. Project Board, Public Service Board (LAA Steering Group).]

Project Board

Project Sponsor

Spatial Planning and Infrastructure Partnership