

PROJECT INITIATION DOCUMENT

Appendix A

+Project Name:	HRA Reform		
Project Sponsor:	Steve Hampson		
Project Manager:	Stephen Hills		
Date Issued:	28/1/11	Version No:	1

Background:	
<p>EXPLAIN THE CONTEXT OF THE PROJECT AND HOW YOU ARRIVED AT THE CURRENT POSITION OF REQUIRING A PROJECT. REFER TO THE INITIAL BUSINESS CASE IF IT IS A SEPARATE DOCUMENT. ENSURE THAT YOU ANSWER THE WHY? QUESTION.</p> <p>The project arises in response to the Government's proposal to reform the HRA subsidy system and replace it with a self funding system. The mechanism for achieving this is to re assign housing debt nationally with debt free authorities such as South Cambs taking on a share of the national debt.</p>	
Project Objectives:	
<p>HIGH LEVEL SUMMARY OF THE KEY PROJECT OBJECTIVES. THESE SHOULD BE SMART! ENSURE THAT YOU ANSWER THE WHAT? QUESTION.</p> <p>The purpose of this project is to:</p> <ul style="list-style-type: none"> • Ensure that a robust response is made to the CLG in relation to the proposed opening debt settlement for South Cambs • Ensure that the Council has strong data sets in place and well worked business planning models in order that the response to the consultation is well founded and that the basis for borrowing is established. • Review and understand any changes required to the staffing in order to manage the new debt • Review the options for funding the debt • Secure the required level of debt by April 2012 	
IN SCOPE	OUT OF SCOPE
HRA income and expenditure and properties held within the HRA	USE EXPERIENCE TO EXCLUDE ITEMS THAT ARE OFTEN ADDED ONCE A PROJECT GETS UNDERWAY, THIS HELPS TO REDUCE "SCOPE CREEP".

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Products / Outcomes:

DESCRIBE THE DESIRED OUTCOMES RESULTING FROM THE PRODUCT AND INTERMEDIATE PRODUCTS THAT ARE DELIVERED THROUGHOUT. PRODUCE EARLY PRODUCTS LIKE PROTOTYPES SO STAKEHOLDERS CAN REVIEW QUALITY.

Phase 1

- Detailed business plan modelling informed by
- refreshed stock condition survey enabling us to provide
- full response to consultation and
- required data back to CLG

Phase 2

- Exploration of borrowing option
- Review of treasury management capacity and changes or recruitment if necessary
- review of governance arrangements and changes if necessary
- Borrow money

Assumptions and Constraints:

INCLUDE ALL MAJOR ASSUMPTIONS TO DEFINE THE ENVIRONMENT IN, WHICH THE PROPOSAL IS BEING MADE. THINGS YOU ASSUME TO BE TRUE.

The proposal for the Council to take on debt is expected to be non negotiable. It may be possible however to negotiate on the level or terms of that debt subject to the detail in the consultation paper expected by early Feb 2011.

Risks:

SUMMARY OF KEY RISKS FACING THE PROJECT. HOW THESE ARE MANAGED SHOULD BE DETAILED IN THE RISK LOG.

If the Councils data sets and business planning is not robust then we may not be able to accurately or effectively articulate our concerns over the opening debt settlement t.

It is possible that the opening debt settlement may be so high that the it is not possible to maintain the core services required of the authority as a landlord.

The Council may struggle to borrow the money required at the best terms putting further pressure on the HRA.

The Council may not borrow the money required in the timeframe allowed.

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Project Quality Plan:

THE CRITERIA ON WHICH THE SUCCESS OF THE PROJECT WILL BE JUDGED. REFER TO PRODUCT DESCRIPTIONS DESCRIBING THE APPROACH TO QUALITY ASSURANCE.

The success of the HRA Project will be judged by:

- Meeting the deadline for the consultation response
- Successfully negotiating a viable debt settlement figure
- Securing the debt financing on time and on favourable terms

Project Organisation Structure:

DESCRIBE THE KEY ROLES AND RESPONSIBILITIES OF TEAM MEMBERS. IF APPROPRIATE INCLUDE TIME COMMITMENTS EXPECTED FROM PART-TIME RESOURCES.

The core team

Steve Hampson
Alex Colyer
Gwynne Thomas
Stephen Hills
Dave Purnell

It is also intended to work in close partnership with Cambridge City Council particularly in sharing consultancy support during the modelling phase.

Communications Plan:

THIS PLAN DEFINES THE PARTIES WITH AN INTEREST IN THE PROJECT, THE MEANS AND FREQUENCY OF COMMUNICATION BETWEEN THEM AND THE PROJECT MANAGER.

Once the details of the consultation are known a communications plan will need to be drawn up to inform

Staff
Members
Tenants
Wider public

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Project Controls:

DESCRIBE HOW/WHEN PROGRESS WILL BE REVIEWED. AGREE TIMETABLE FOR STAGE REVIEWS AND FREQUENCY OF REPORTS. DESCRIBE RIGOUR OF CHANGE CONTROL PROCESS AND LEVELS OF AUTHORITY TO APPROVE CHANGES.

Phase 1 will I think need to meet every 2 - 3 weeks and

Phase 2 every month from June to Feb and then perhaps every 2 weeks from Feb to Apr.

Timescale: 18 months

Baseline Start Date: 28/1/11

Baseline Finish Date: 1/4/12

INCLUDE A HIGH LEVEL PROJECT PLAN AND IF APPROPRIATE A STAGE PLAN DETAILING THE NEXT STAGE.

The key milestones are as follows:

Jan 2011 - detailed figs announced and consultation launched

June 2011 - Final data back to CLG

Nov 2011 - Act passed

Feb 2012 - Final debt figs expected

Apr 2012 - Go live

A decision-making timeline will also need to be drawn up once the details of the consultation are known.

Resources:

Budget: £20K Approximately

Total Staff Work Days: Approximately

IF APPROPRIATE INCLUDE A BREAKDOWN OF WHERE THE BUDGET WILL BE SPENT AND EXPLANATION OF THE CONTINGENCY ALLOWANCE. TOTAL STAFF WORK DAYS IS A SUMMARY OF THE RESOURCE COMMITMENTS.

Estimates of costs inclusive of contingencies are:

Some specialist consultancy support will be required.

Authorised By:	<i>Signature</i>	<i>Date</i>
Project Manager:		
Project Sponsor:		