

## APPENDIX FIVE

### PROJECT WREN - GOVERNANCE STRUCTURE

Project Wren is the name given by Clarion Housing Association to a sale of their assets within a set geographical area along the south coast. The sale included three lots 1A, 1B and 2. Lot 1A included properties in Portsmouth, Havant, Fareham, Gosport and Winchester. Housing, Neighbourhood and Building Services Directorate of Portsmouth City Council has bid for Lot 1A.

The acquisition of the stock is covered by a non-disclosure agreement (NDA) until publication of decision papers. This NDA is in place to protect the interests of the vendor. PCC's agreement to the NDA was a condition placed on the process by the vendor.

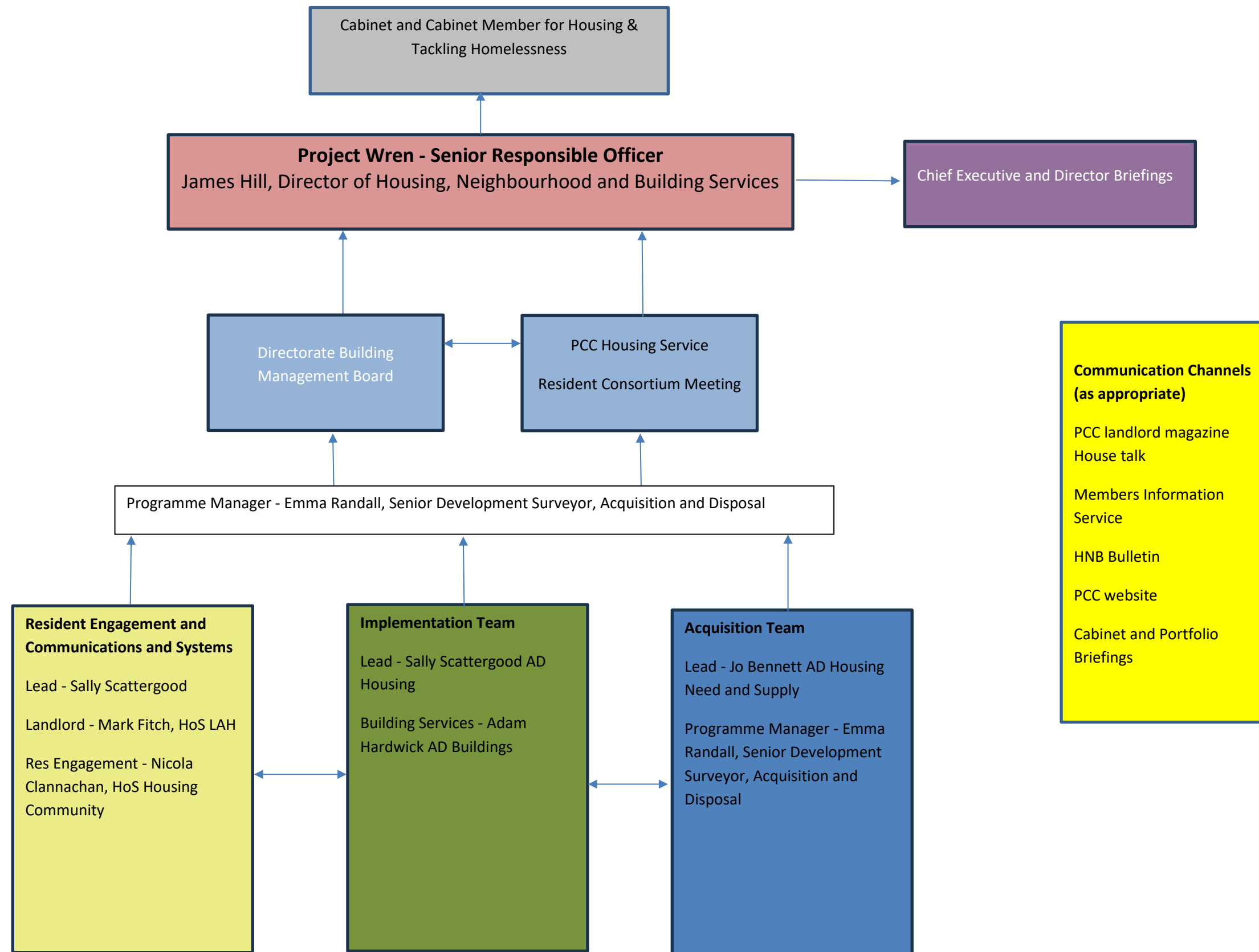
The NDA has altered our usual briefing and consultation processes. The governance structure covers all phases of the project and will evolve. The flow of communication and information for the acquisition phase will be impacted initially by the NDA.

The acquisition requires commercial negotiations and is business sensitive to both parties. The acquisition value requires a full council decision.

#### PROJECT RATIONALE:

The Project Wren Acquisition supports the Housing Revenue Account (HRA) through an increase in social homes and affordable home ownership units. This acquisition will allow for the transfer of these properties from their current landlord Clarion to PCC. The core purpose of local authority housing is to provide social homes, this portfolio sits directly within this purpose. As well as aligning with our core purpose the expansion and growth of the HRA supports the financial position of the HRA through an increased revenue from the new homes. Increased revenue must be balanced against the life cycle and repair needs of the assets and this portfolio is in the majority young in terms of life cycle with a large number (67%) of the assets having been built in the last 30 years.

## PROJECT WREN - GOVERNANCE STRUCTURE



## PROJECT WREN - PROJECT DETAIL ORGANISATION CHART

### Project Wren Senior Responsible Officer

James Hill, Director of Housing, Neighbourhood and Building Services

Acquisition - Lead Jo Bennett, AD Housing Need and Supply

#### Acquisition Team

Acquisition Programme Manager - Emma Randall, Senior Development Surveyor, Acquisition and Disposal

Housing Supply - Jo Bennett

Building Services - Adam Hardwick, AD Buildings

Housing Management - Sally Scattergood, AD Housing

Project Support - Jack White

#### Building Services - due diligence and contract novation

Lead - Adam Hardwick - AD Buildings

R&M - Steve Groves, Dean Pickett

Surveying - Patrick Leggett and Stuart Lane

Building Safety - Amy Holmes, HRA Building Safety Manager

#### Housing Management, Shared Ownership and Leasehold - due diligence

Lead - Sally Scattergood - AD Housing

Housing Management - Mark Fitch, Head of LAH

Shared Ownership and Leasehold Services - Colleen Parkinson and Jack White

#### Green and Clean and Estates (including CCTV) - due diligence & contract novation

Lead - Colette Hill - AD Neighbourhoods  
Phil Bentley, Head of Estate Services & Steph Goodman

#### Sheltered and Supported Housing - due diligence

Lead - Danny Ardrey, Sheltered Housing Manager

#### TUPE

Lead - Sally Gibbs and Natalie Cleife, HR

LAH - Mark Fitch, Head of LAH

Sheltered - Danny Ardrey

Buildings - Steve Groves, Head of R&M

Legal Support - Laura Welchew (Trowers)

#### External Advisors

Legal Team - Trowers and Hamlin LLP Louise Robinson, Partner

Commercial advisors and valuation - Savills  
Chris Newman

#### Finance Team

Lead - James Fitzgerald, AD  
Will Taylor & Alan Denford

#### Resident Engagement and Comms

Lead - Sally Scattergood

Resident Engagement  
Nicola Clannachan  
Head of Housing Community Service

Landlord  
Mark Fitch  
Head of Local Authority

Housing Comms - Ali Coote,  
Comms Officer

Implementation - Lead Sally Scattergood - AD Housing

#### Acquisition Team - conditional matters

Acquisition Programme Manager - Emma Randall, Senior Development Surveyor, Acquisition and Disposal

Housing Supply - Jo Bennett

Building Services - Adam Hardwick

Housing Management - Sally Scattergood

Grant agreements - Ali Smart

#### Building Services

Lead - Adam Hardwick - AD Buildings

R&M - Steve Groves, Dean Pickett

Surveying - Patrick Leggett and Stuart Lane

Building Safety - Amy Holmes, HRA Building Safety Manager

#### Building Services IT Migration

Lead - Dean Pickett, Building and Compliance Manager

#### Housing Management -

Lead - Sally Scattergood - AD Housing

Housing Management - Mark Fitch

Support - Laura Brett

#### Sheltered and Supported Housing -

Lead - Danny Ardrey, Sheltered Housing Manager

#### Shared Ownership and Leasehold Services

Lead - Mark Fitch

Colleen Parkinson

Support - Jack White

Northgate S/O-

#### Green and Clean and Estates

Lead - Phil Bentley, Head of Estate Services & Steph Goodman

#### Housing Management IT Migration team

Project Manager - Allan Winter

Applications - David Nardini

Solution Architect - Alasdair Swanson & Rob Williams

GDPR - Lou Jones

Housing Management - Sally Scattergood and Mark Fitch

Acquisition Lead - Emma Randall

Business - Laura Brett and Jack White

#### Housing Management Legal Support - Trowers

Lynn James (external)

#### Year End and Northgate testing

Lead - Lou Jones  
Northgate Tracey Clark, Naz Haque  
LAH - Laura Brett

#### Finance Team

Lead - Alan Denford, Finance Manager

Budget and Year End - Matt Green

**PROJECT WREN IMPLEMENTATION TEAM - TERMS OF REFERENCE****TERMS OF REFERENCE: Project Wren Acquisition Team****1. Aim**

1.1. The Project Wren Acquisition team hold a mandate from the Director of Housing Neighbourhood and Building Services to assess, and commercially negotiate the acquisition of Lot 1 A.

**2. Objectives**

2.1 The objectives of the Project Wren Acquisition Team are set out below:

- a. Put in place a robust governance framework for the acquisition.
- b. Carry out due diligence on Lot 1A.
- c. Commercially negotiate the acquisition.
- d. Agree conditions with the vendor for the acquisition, including assurance on compliance for the residential units.
- e. Prepare all documentation needed for decision making.
- f. Manage the legal transaction.
- g. Procure specialist service advice as needed to carry out the objectives of the project.
- h. Oversee all matters related to the acquisition during the Implementation phase and support the Implementation team as needed.
- i. To manage all situations related to TUPE.

**3. Membership**

3.1 The core membership for the Project Wren Acquisition Team should include:

- a. Programme Manager - Emma Randall - Senior Development Surveyor, Acquisition and Disposal
- b. Acquisition Lead Officer - Jo Bennett - Assistant Director Housing Need and Supply
- c. Implementation Lead Officer - Sally Scattergood - Assistant Director Housing
- d. Building Services Lead Officer - Adam Hardwick - Assistant Director Building Service
- e. Housing Management - Mark Fitch, Head of Local Authority Housing

3.2 Membership is expected to be expanded beyond core membership and will include officers from within HNB, other internal directorates and external specialists as needed.

**4. Frequency of meetings**

4.1 The Project Wren Acquisition team meet weekly, and at such other times as required by the Programme Manager.

**5. Meeting actions and decisions**

5.1 The administrative support shall capture any decisions and actions arising from the Acquisition Team Meetings and will circulate these to the team.

**PROJECT WREN IMPLEMENTATION TEAM - TERMS OF REFERENCE**

**TERMS OF REFERENCE: Project Wren Implementation Team**

**1. Aim**

1.1 The Project Wren Implementation team hold a mandate from the Director of Housing Neighbourhood and Building Services to ensure preparedness for transition and manage the implementation of the transition of Lot 1A.

**2. Objectives**

2.1 The objectives of the Project Wren Implementation Team are set out below:

- a) Develop a Communication Plan to include consultation on the acquisition with PCC tenants and to inform and welcome the residents of Lot 1A.
- b) Resource a team to effectively plan and manage the data migration associated with the acquisition.
- c) Understand the legal mechanisms for transfer of tenancy and lease and ensure the considerations inform the implementation.
- d) Understand the stock and create a management plan for the assets acquired.
- e) Resourcing teams to effectively plan for receipt of and management of Lot 1A.
- f) Ensuring the data security of residents of Lot 1A during the transfer.
- g) To ensure any compliance gaps related to residential properties are resolved quickly and inline with the conditions of the contract.
- h) To create a plan and to implement the plan to survey all acquired assets in a reasonable timeframe.
- i) To ensure induction processes for staff who join the organisation through TUPE.
- j) Create a suite of performance measures related to the transfer and the performance of the assets for their stated purpose.

**3. Membership**

3.1 The core membership for the Project Wren Implementation Team should include:

- a) Implementation Lead Officer - Sally Scattergood - Assistant Director Housing
- b) Building Services Lead Officer - Adam Hardwick - Assistant Director Building Service
- c) Housing Management - Mark Fitch, Head of Local Authority Housing
- d) GDPR - Lou Jones, Business Support

3.2 Membership is expected to be expanded beyond core membership and will include officers from within HNB, other internal directorates and external specialists as needed.

**4 Frequency of meetings**

4.1 The Project Wren Implementation team meet weekly, and at such other times as required by the Team Lead.

**5 Meeting actions and decisions**

5.1 The administrative support shall capture any decisions and actions arising from the Implementation Team Meetings and will circulate these to the team.

<b>Producer</b>	Jo Bennett
<b>Reviewer</b>	Adam Hardwick & Sally Scattergood
<b>Approver</b>	James Hill
<b>Date Approved</b>	
<b>Version</b>	V001