



VISIBILITY
ACCOUNTABILITY
TRACEABILITY
CONTROL

Delcam
ps-team

SHEFFIELD HOMES

Managing a £1billion refurbishment programme

THE CLIENT

Sheffield Homes, one of only a handful of three star rated ALMO's, has implemented Delcam's Enterprise Project Management (EPM) solution to support its six-year Neighbourhood and Housing Investment programme. The solution is helping to manage a £1billion city-wide social housing refurbishment programme by providing a web-based programme management and collaboration solution for its work force and building partners.

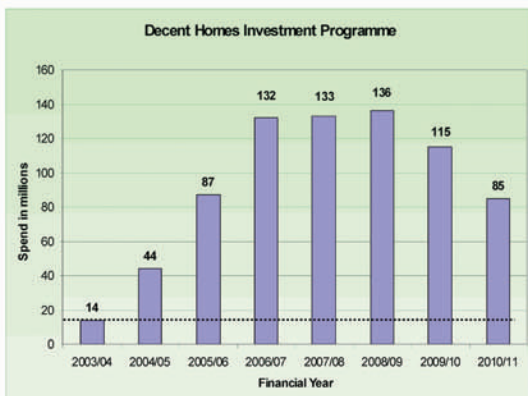
After a stock options appraisal and tenant vote, Sheffield City Council opted to set up an Arms Length Management Organisation (ALMO) called Sheffield Homes Limited to manage its Decent Homes Investment programme. The aim was to refurbish 55,000 council owned properties before the 2010 government deadline.

The refurbishment work would be carried out by five major building firms, each with the responsibility for replacement windows, doors, kitchens, bathrooms, heating systems and electrical work. Connaught, Lovell, Kier, Keepmoat and Mears were awarded partnering contracts and to work closely with Sheffield Homes to ensure delivery is carried out on time and within budget.

Sheffield Homes divided the city into 10 housing management areas and allocated survey and actual renovation work to partners on a street by street basis. Tenants must be kept informed when work is due to commence on their property. Area Managers need to keep control of their part of the city and notify the ALMO board periodically on progress.

THE CHALLENGE

The challenge came when Sheffield Homes' traditional repairs and maintenance programme plan grew by over 871% overnight. Historically they managed a budget of £14M per annum across the city. In 2006/7 this will grow to £132M and remain at this level until 2008 where the programme will start to reduce culminating in an expenditure of £85M in 2010/11.



This has resulted in a dramatic increase in the number of kitchens and windows that need to be manufactured and replaced, boilers to be installed and tenants that need to be liaised with.

Broken down, the scale of work to be completed in order to meet the Decent Homes Standard totalled:

- 250,000 Windows
- 300,000 Kitchen Units
- 80,000 Doors
- 45,000 bathrooms
- 35,000 central heating systems

To complete these refurbishments by the deadline, the five building firms will need to complete an average of 150 properties per week.

Each building contractor will need to keep Sheffield Homes informed of progress, highlight and discuss issues, liaise with tenants and expect payments on time when work is complete.

Sheffield Homes' programme management team need to keep the ALMO board abreast of progress, issue new work to contractors, keep control of work in progress and ensure the city stock condition database is accurate and up to date.

The sheer size of the programme meant that Sheffield Homes' existing IT system was not sufficient and in 2005 they sought and selected Delcam's PS-Team EPM software to help deliver its Decent Homes programme.

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THE SOLUTION

There were several objectives for a new system in order to bring the programme in on time and in budget.

- To ease reporting and keep programme visibility for Sheffield Homes as well as providing a consistent way for contractors to report progress.
- To ensure contractors would use the system, providing a simple to use interface that is compatible with their existing internal operating systems.
- To enable a proactive response to tenants and keep awareness of issues, right-to-buys, access problems, tenant choices and correspondence.
- To provide a city-wide view, an area-wide view and a contractor view that is up to date and easily accessible.
- To be able to handle the collaboration between Sheffield Homes and a contractor around contracts, compensation events and general documents together with version control.
- To keep all information web-based and in a secure environment that is available 24/7.

Sheffield Homes also needed to feed back information to their existing OHMS and APEX systems to update their databases, without the need to implement completely new systems which would not be compatible and would require users to learn how to use a new set of applications.

Sheffield Homes involved its partners in the requirements and selection process of Delcam's Enterprise Project Management (EPM) solution. The web-based system is hosted by Delcam and is accessible to all partners via a secure Internet connection.

Sheffield Homes divided the work into Schemes and Phases. Typically Schemes run annually and include several Phases. Each Phase includes a list of properties to be renovated. Phases are allocated to contractors to schedule the work.



CLIENT'S COMMENTS

“We are committed to bringing all council-owned houses up to the government's Decent Homes Standard and have chosen the Delcam system for the unparalleled support it will give this huge programme.”

Peter Morton, Chief Executive of Sheffield Homes

THE PRODUCT BACKGROUND

PS-Team is a web-based programme management and collaboration system. Fully Microsoft.NET enabled, it uses standard web and e-mail processes to transform business and project visibility, traceability and accountability. It provides a comprehensive, accessible knowledge base that maintains an audit trail of formal discussions and harnesses informal comment and contribution.

Delcam plc is an international software manufacturer, with 125 overseas sales and support centres supporting customers in more than 80 countries. Its best in class products are used by some 10,000 organisations across a wide variety of sectors, in a spectrum of applications ranging from the automotive industry to central government.

ABOUT THE DECENT HOMES PROGRAMME

The Decent Homes Standard is a policy introduced by the Government, which states that all social housing must be brought up to the required standard by 2010. Sheffield, like all councils in the country, faced the task of delivering a huge investment programme and collaborating across many partners to deliver the refurbishments within the deadline.

The EPM system comprises Delcam PS-Team software and Microsoft Office Project 2003. Microsoft Project is used for scheduling the work which feeds Delcam PS-Team. Once in Delcam PS-Team all communication is maintained and information relating to each property captured.

A complete audit trail is maintained and the system allows detailed, real-time communication and collaboration with and between the five contractors. The audit trail, essential for government inspections, tracks and logs project progress and allows contractors to remotely update details such as labour, costs and timescales on individual properties.

As information is added in the field, valuable progress information is instantly available across the city providing immediate reports to the ALMO board, area managers, programme managers, contractors and the Sheffield Homes call centre. If contractors have access problems in one property or they come across a 'Right-to-buy' this information is immediately available to everyone involved in the programme.

With so many Schemes and Phases underway one of the key needs is an overall city-wide picture to show the current state of the programme. Delcam PS-Team provides a traffic light system so that managers can obtain an instant picture. In addition Delcam PS-Team publishes the programme to Microsoft Project Server 2003 which provides enterprise Gantt chart views with optional filters (e.g. by Area of the city, Scheme, Phase or Contractor)

A document management system inside Delcam PS-Team keeps all documents together and version controlled. This means that everyone has access to the same up to date information. When changes are made to documents interested parties are automatically notified by email.