

Housing Delivery Reform

Housing SPC
May 2021

Strategic and operational goals

Summary of unit numbers in pipeline	Units
Under Construction	1,142
Tender Stage	501
Acquisitions	315
Part V	217
Regeneration Projects	2,216
Advanced Planning and Design	1,177
Preliminary Planning and Design	2,247
Traveller Housing	55
Long Term Leasing	777
Affordable Purchase	1,859
Cost Rental	2,064
TOTAL	12,570

UK Comparisons (similarly populated cities)

		Completions 2019						
Local Authority Name	Population (2019)	Affordable Rent	Social Rent	Intermediate Rent	Affordable Home Ownership	Total Affordable	Market	Total
Bradford	536,986	141	1	0	20	162	15	177
Bristol	467,099	24	0	0	19	43	40	83
Leeds	792,525	0	8	0	37	45	115	160
Liverpool	496,784	51	0	0	58	109	0	109
Manchester	553,230	15	22	0	88	125	375	500
		231	31	0	222	484	545	1,029

Note:

- Total affordable housing is the sum of Affordable Rent, Social Rent, Intermediate Rent and Affordable Home Ownership.
- DCC & AHBs delivered 1,231 homes in 2019 (excluding HAP 2,836 units)

UK Comparisons cont'd

- DCC has quickly adopted to different delivery platforms and kept itself central to social housing provision in the City (leasing, acquisitions, turnkeys, HLIs, LDA, cost rental, AHBs, direct build)
- London boroughs unable to provide housing in their own statutory areas whereas DCC have a pipeline of over 12,000 units
- DCC needs to deliver under all these schemes to stay relevant and central to public housing provision
- DCC needs to remain flexible and nimble

Challenges continued

- Is DCC equipped and resourced to deliver?
- Are we getting best use out of the skills and disciplines we have ?
- Is the Delivery Unit configured properly?
- What should be our focus?
- Who are our key partners?
- What do we need to change?
- How do we measure performance?

Structural and organisational Change

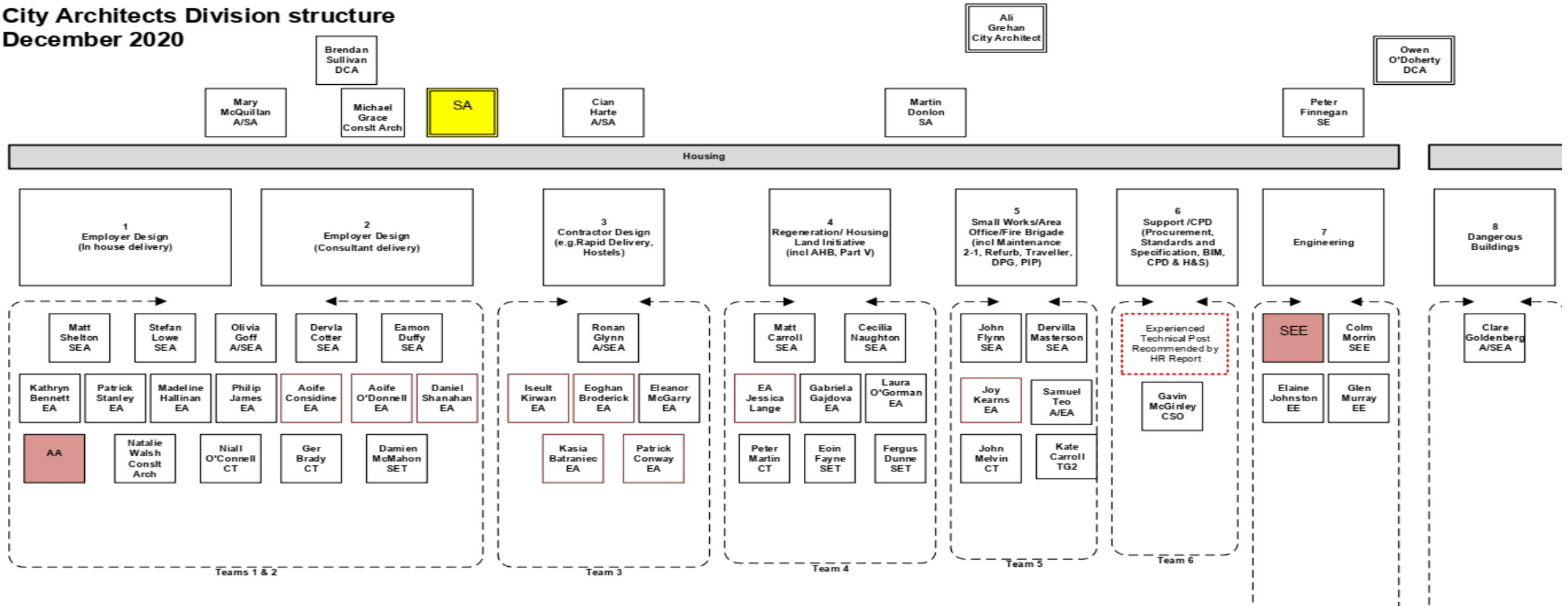
- Dedicated Director for Housing Delivery (plus 4 senior managers)
- Dedicated Director for Regeneration Programme (plus 2 senior managers)
- Chief QS – focus on efficiency and project delivery timelines (modernisation drive)
- City Architect – quality, regeneration, innovation, efficiency
- Engineering expertise (advisory team site and structural input)
- Financial, legal, procurement and property advice
- Strengthening governance
- Project Management -
- Technology -
- Communications & stakeholder management –

Organisation Chart Quantity Surveyors

Assistant Chief			Assistant Chief			Deputy Chief		
Kara Moore			Tommy Buckley			Gavin Doyle		
Cost Mangement			Capital Projects			Procurement		Exec
Dublin Fire Brigade Maintenance	Sheamus Brady	SEQS	Housing	Brian Hughes	SEQS	Contractor		
Traveller Accommodation Maintenance	Paul Humphries	Exec		Mary C Flynn	SEQS	Minor Works		
Term Maintenance	Eamonn Lannin	SEQS		Peter Maguire	SEQS	Term Maintenance		
	Alan Kenny	A/SEQS		Pat McNamara	A/SEQS	Quantity Surveying		
	Ailson Walsh	Exec		Mark Smith	A/SEQS	Dublin Fire Brigade Maintenance		
	Paul Humphries	A/Exec			Exec	Traveller Maintenance		
Dangerous Buildings	Dylan Frazer	Trainee			Exec	Traveller Works		
Part V	Sheamus Brady	SEQS			Assist.	Emergency Works		
	Brian Hughes	SEQS			Assist.	MDDT		
AHB Oversight	Sheamus Brady	SEQS			Grad	Passport		
Consultant Firms					Grad.			
Competitions	Kara Moore	ACQS			Trainee	Legal Services		
Performance Management	Kara Moore	ACQS	Emergency Accommodation		Exec	Adjudication		
Invoicing & Payments	Kara Moore	ACQS	Traveller Accommodation	Paul Humphries	A/Exec	Mediation		
Project Management			Community			Conciliation	Peter Maguire	SEQS
Emergency Accommodation			Dublin Fire Brigade		Exec	Arbitration		
Facilities			Libraries					
Corporate			Corporate					
Dublin Fire Brigade			Development					
			Facilities					
			Parks					
			Environment & Transport					
			Public Realm					
			Transformation					

Organisation Chart - City Architects

City Architects Division structure December 2020



Architectural Resources

- City Architect
- Deputy City Architect (2)
- Senior Architect (5)
- Senior Executive Architects (15)
- Executive Architects (22)
- Technical and other staff (16)
- Building inspectors / Clerk of works (12)
- Engineering (5)

Delivery Streams and Focus

- Building of new homes – will always be a key delivery platform
- Regeneration Programme – phasing based on key criteria
- Approved Housing Bodies – important role to play in Dublin (mixed landlords)
- Land Development Agency - potential for large mixed tenure sites
- Acquisition and leasing – depends on market conditions
- Affordable Housing – key but difficult to deliver with multi-storey schemes
- Step down housing – holistic approach to housing for the elderly
- HLIs (mixed tenure schemes) – delivers key aspirations of mixed tenure and delivery with low financial risk to exchequer - uneven support politically – difficult to plan ahead
- Research & Innovation - strong link up with state agencies IPA, Housing Agency, HDCO, Housing Observatory, academics, SPC

Mixed tenure 'more than an affordability issue'

- Why we need tenure diversity isn't about ideologies it was borne out of the experience in some of our mono tenure estates that are some of the most marginalised in society – the mix is one of the ingredients for successful neighbourhoods – whether it's over time like the tenant purchase scheme or bolted in at the start. I would like this SPC to have a mature discussion with the officials on what those quantum and mixes should be and how it can be achieved.

New Approach

- Project Management Innovation
- New Project Management Structure (PM)
 - Project Manager lead
 - Project Architect input
 - Quantity Surveyor input
- 4/5 large projects for each team (200 to 300 homes)
- Integration of disciplines right through project lifecycle
- Streamlining of processes with DHLGH (on-going)
- Centralised procurement expertise (commenced)
- Ease administrative burden on architects
- Project Management training tailored for all levels
- Continuous professional development (CPD)

Role of project manager

- Keep project on track and on budget
- Key project contact for all stakeholders – update bulletins to councillors
- Use of IT essential to monitor projects
- Improve integration with other DCC departments
- Efficient and compliant design principles
- Implement continuous improvement principles (lessons learnt)
- Develop a 'Comms' plan for each scheme and inform councillors
- Direct liaison with DHLGH officials (escalate unresolved issues to Director)

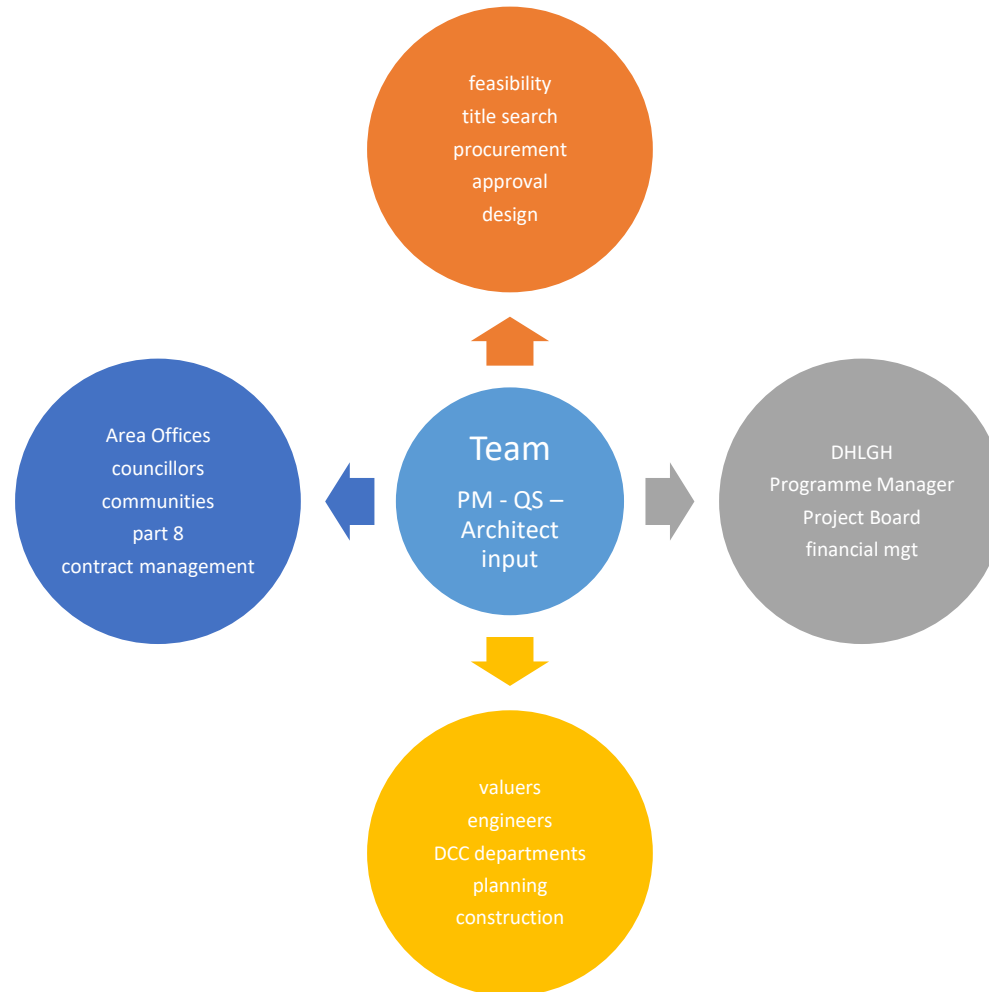
Improvement areas

- Technology deficiencies
- Project Management resources
- Training and CPD
- Communications and stakeholder management
- Project lifecycle too long
- Review process at project completion

Technology

- Procurement of new programme management system commenced Jan 2021
- Early detection of project slippage and negative trends
- Dashboard reporting with early warning system (traffic lights system)
- Improved reporting across the delivery streams (what is most successful)
- Comparative measurement (e.g. DCC v AHBs)
- Special Portal access for updates for key stakeholders (councillors)
- Replace individualised project management process
- Identification and mitigation of repeat issues/delays

New PM working



Project Management Role

Planning and defining scope	Managing issues and complexity
Activity planning and sequencing	Team leadership
Resource planning	Strategic focus
Developing schedules	Working with stakeholders
Working with QS on costing	Scalability
Budget approval & monitoring	Quality control
Comms and document management	Project time management
Risk analysis	

Training and Communications

- Training Needs analysis (esp project management) to be conducted by the IPA
- Mandatory customised programme to be run for all staff
- Improved use of social media platforms to inform – move consultation and communications to digital platforms
- Adopt to new digital communications – webinars, comment boards, digital interface with the public
- ‘Comms’ plan to be devised and published for each scheme – will reflect scale and community ‘disturbance’
- Consultation to be proportionate to the size of the scheme.
- Structured learning opportunities between teams

Procurement and Cost Management

- Consolidating established Framework Agreements across all Divisions within DCC Housing in order to have a centrally lead procurement function specifically for 'construction industry' related procurement.
- Establishing 'fit for use' Framework Agreements for Works and Consultants that are required to deliver DCC Housing's programme of works.
- Have a clear inventory of the frameworks in place with an alert system for expiration and a review procedure for efficacy of companies.
- Work with other LAs and the OGP and the (HDCO) to create synergies where multiple contracting authorities are named within Framework Agreements. This collaborative piece will result in reduced costs for all stakeholders and reduction in time and effort.
- Follow up with councillors and members on innovative solutions at SPCs
- Be open to process change and rigorous with continuous improvement
- Mantra of 'let's not waste one day'

Process Improvements

- 3 main broad areas for housing delivery 1) Volumetric 2)Regeneration 3)Affordable
- Calibrate resources to the delivery of pipeline – be realistic
- Working with City Architect and senior team to prioritise key areas.
- Improve speed of the 4 stage process and accelerate project definition stage
- Closer collaboration with AHBs and LDA will form part of new strategy
- Refined role on procurement and efficient design

Conclusion

- Be nimble and flexible with resources
- Be open to collaboration with private, statutory & semi state sectors
- Recruitment (long term planning required)
- New PM system will improve integration of disciplines

Conclusion Cont'd

- PM system will balance design efficiency and costs throughout design lifecycle
- Progress can be uneven at the start but improved workflows and early detection of issues will stop project 'drift'
- Greater transparency and accountability – 'Comms' templates to be developed and update bulletins issued regularly
- IT Tools to provide better overview and improve project timelines