

NORTH LANARKSHIRE COUNCIL

Source DIRECTOR OF HOUSING
 Destination CHIEF EXECUTIVE
 Subject ORGANISATIONAL STRUCTURE - HOUSING DEPARTMENT
 Committee Submission SPECIAL POLICY & RESOURCES COMMITTEE
 Date 31 OCTOBER 1995
 My Ref GSW/MR
 Your Ref -
 Distribution DIRECTOR OF ADMINISTRATION

Private and Confidential

1.1 Introduction

1.1 Reference is made to paragraph 161 of the Minute of the Interim Executive Committee of 24 August 1995 in which the outline housing departmental structure as attached at Appendix 1 was approved in principle.

1.2 The purpose of this report is to provide Committee with more detailed proposals regarding the 3rd and 4th tier positions as well as outlining the financial implications of the structure and other matters which will require to be considered in managing the transition to the new arrangements up to 1st April 1996 and beyond.

2.1 Gradings for 3rd and 4th Tier Positions

2.1 I have considered the gradings which should apply to each of the 3rd and 4th tier positions within the two divisions and would suggest the following:

District Housing Manager (3rd Tier)

North (approximately 5,600 houses at present) or 9,600 including Development Corporation Stock from 1.10.96 if CKDC bid is successful	PO11 £25,614 - £27,477
Central (approximately 20,000 houses)	PO18 £30,132 - £32,298
South (approximately 30,000 houses)	PO22 £33,060 - £35,520

Area Housing Managers (4th Tier)

Forgewood (Estate Manager) (900 houses)	AP5/PO1 £17,667-£21,393
Moodiesburn (2,100 houses)	PO3 £20,781 - £22,656
Viewpark (2,400 houses)	PO3 £20,781 - £22,656
Shotts (3,400 houses)	PO3 £20,781 - £22,656
Cumbernauld and Kilsyth (3,500 houses)	PO3 £20,781 - £22,656
Airdrie North (5,000 houses)	PO5 £22,089 - £23,850
Airdrie South (5,000 houses)	PO5 £22,089 - £23,850
Coatbridge North (5,000 houses)	PO5 £22,089 - £23,850
Coatbridge South (5,000 houses)	PO5 £22,089 - £23,850
Bellshill (6,100 houses)	PO5 £22,089 - £23,850
Motherwell (8,300 houses)	PO7 £23,250 - £25,044
Wishaw (9,500 houses)	PO7 £23,250 - £25,044
Tenancy Services & Accommodation Manager (4th Tier)	PO5 £22,089 - £23,850

Housing Strategy and Resources Division

3rd Tier Positions

Housing Finance & Client Manager	PO18 £30,132 - £32,298
Development Manager	PO18 £30,132 - £32,298
Property Services Manager	PO22 £33,060 - £35,520

4th Tier Positions

Client Manager Housing Services	PO5 £22,089 - £23,850
Rent Accounting Manager	PO5 £22,089 - £23,850
Housing Benefit Manager	PO5 £22,089 - £23,850
Support Services Manager	PO5 £22,089 - £23,850
Strategic Planning Officer	PO5 £22,089 - £23,850
Development Officer	PO5 £22,089 - £23,850
Client Manager (Repairs & Maintenance)	PO7 £23,250 - £25,044
Contract Services Manager	PO5 £22,089 - £23,850
Client Manager (Capital Programme)	PO5 £22,089 - £23,850
Improvement Grant Manager	PO5 £22,089 - £23,850

Appendix 2 outlines the proposed organisational structure down to 4th tier level for both divisions of the department and draft job descriptions for all 3rd tier positions are as at Appendix 3.

3.0 Financial Implications and Other Considerations

3.1 To assess the financial implications of the structure as currently outlined a comparison was made of the cost of all positions down to and including grading AP5 with the comparable costs based upon the existing structures of the merging authorities. The results of this exercise are detailed at Appendix 4 and can be summarised thus:

	<i>No of Posts</i>	<i>Approx. Cost per annum £000</i>
Existing Structures	61	1438
Proposed Outline Structure	54	1376
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Difference	7	(62)
Allowance for Improvement Grant Management not included in existing structure		(66)

Cost Reduction		(128)
		=====

3.2 It must be emphasised that the above cost comparison is very approximate and makes a number of assumptions regarding the disaggregation of the Strathkelvin housing service. The exercise has however confirmed that once fully implemented the cost of the proposed structure should be broadly in line with, or below the cost of the current management structures. Much of the detail below 4th tier level however requires more detailed examination before exact establishment levels and gradings etc. can be finalised. In order to progress finalisation of the departmental structure prior to 31 March 1996 I would suggest the following timescales :

- Advertising and appointment of 3rd tier positions 10.11.95 - 08.12.95
- Selection and matching of fourth tier positions in accordance with Staff Commission Guidance and Staff transfer scheme 08.12.95 - 29.12.95
- Fourth tier managers review detail of structures and finalise proposals as far as possible containable within the total staffing budget of the merging authorities. 29.12.95 - 17.01.96
- Detailed structure reports submitted and considered by Committee 17.01.96 - 02.02.96
- Final matching/selection process to complete establishment 02.02.96 - 28.02.96

3.3 The aim prior to 1st April 1996 will be to link existing departmental structures to the new structure as closely as possible. There will be areas in which this will not be practicable because of a number of factors which will require to be addressed during 1996/1997 and perhaps beyond. Over this period it will be necessary to resolve a number of significant differences which currently exist between the gradings applicable to similar positions in each of the authorities.

By way of example Appendix 5 illustrates the main differences in gradings as they relate to Area Housing Office structures within each of the merging authorities and gives a broad assessment of the potential financial implications of rationalisation of gradings.

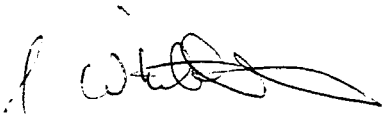
3.4 Other major issues to be considered beyond April 1996 will include:

- links between housing benefit administration within the Housing Department and Council Tax rebates administration in the Finance Department
- departmental responsibility for cash collection at present the responsibility of Housing in Cumbernauld & Kilsyth and Monklands but Finance Department in Motherwell and Strathkelvin

4.1 Recommendations

4.1. It is recommended that Committee:

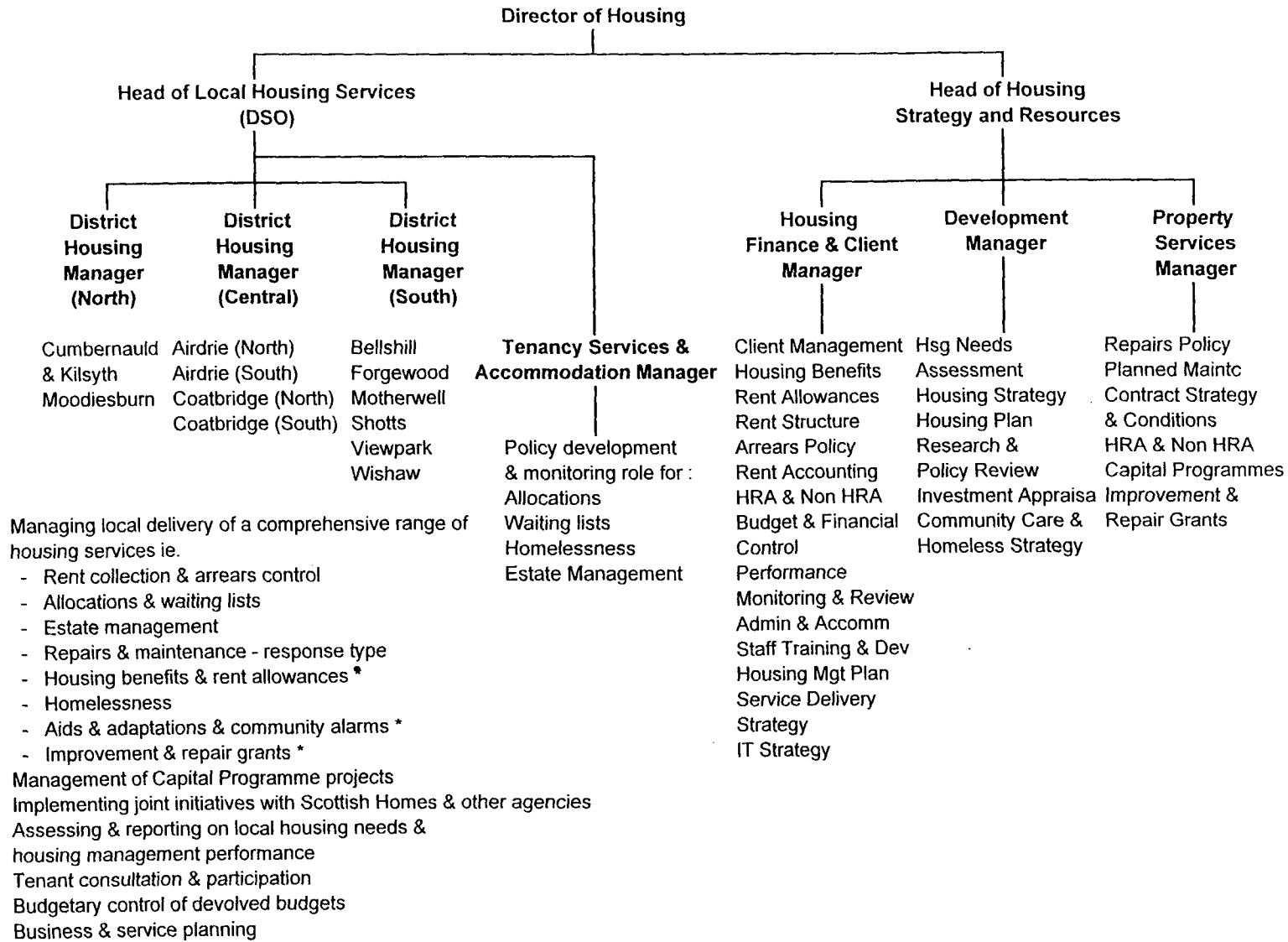
- (1) approves the gradings applicable to the 3rd and 4th tier positions within the Housing Departmental Structure as detailed in Section 2 of this report
- (2) authorises the Officials to take steps to select and match staff to all 3rd and 4th tier positions in accordance with Staff Commission guidance and Council policy in relation to recruitment for management positions of this nature, and
- (3) notes the planned timescale to finalise the housing departmental establishment prior to 1st April 1996 on the understanding that a further report on the detailed structure will be submitted to Committee during January 1996.



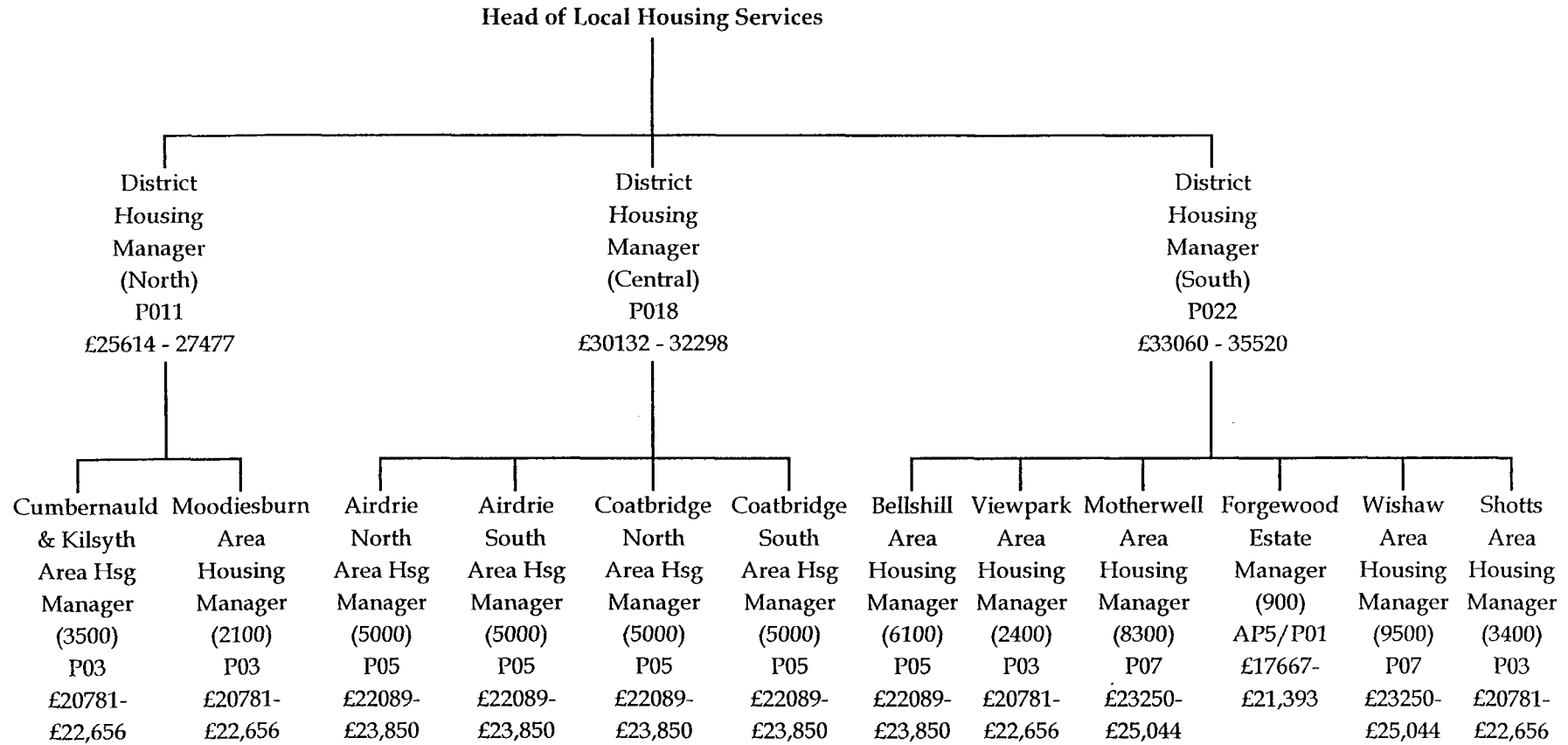
G S Whitefield

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Outline Organisational Structure

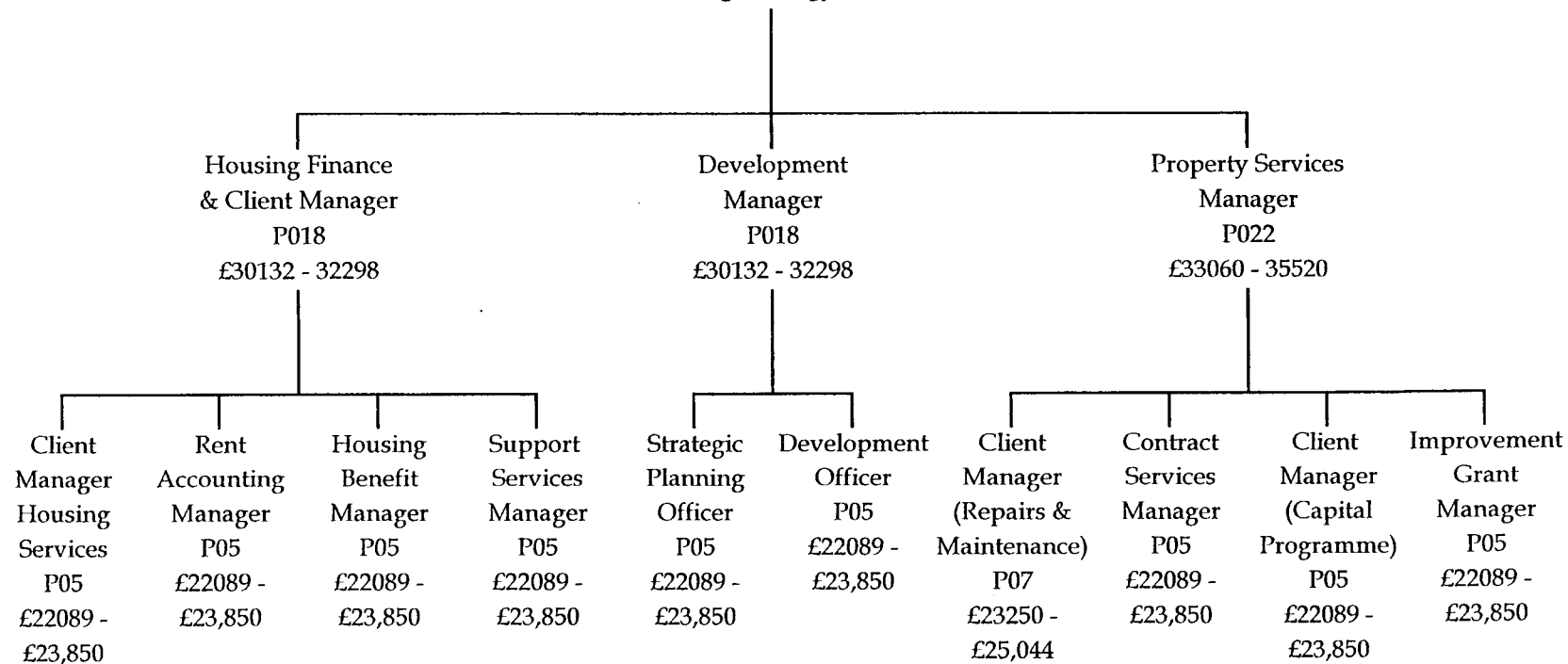


* Direct management control under Head of Housing Strategy and Resources



Local Housing Services Division showing Area Housing Offices with approximate number of houses managed but excluding Tenancy Services & Accommodation Manager (Proposed Grading P05 - £22089 - £23850)

Head of Housing Strategy and Resources



7

North Lanarkshire Council

Housing Department

JOB DESCRIPTION

District Housing Manager (North)

Salary - £25,614 - £27,477

The District Housing Manager (North) is responsible to the Head of Local Housing Services for the efficient and effective delivery of a comprehensive range of housing management services for tenants and other persons in need of housing advice and assistance within the areas of Cumbernauld, Kilsyth, and Moodiesburn. The postholder will be responsible for the preparation of competitive tender submissions for local housing management contracts based on sound business management techniques and thereafter to effectively manage the contracts and meet financial and operational targets.

More specifically the postholder will be responsible for :

1. Playing a full and active part in the overall running of the Council's services and ensuring through the Head of Local Housing Services and in conjunction with other Council Officers the effective and efficient implementation of the Council's policies and programmes and that the Council's resources are most effectively deployed to this end.
2. Undertaking such duties and responsibilities as may be required in terms of the Health and Safety at Work Act.
3. Preparing reports for submission to the Departmental Parent Committee, Sub-Committee and Area Committees where appropriate on local housing matters which require consideration in terms of future policy and resource requirements.
4. Undertaking such delegated duties as may be decided by the Council and as may be required by the Director of Housing.
5. Managing the preparation of Annual Area Housing Management Plans which will review needs, requirements and objectives for each service area, review performance over the past 12 months and set out a forward programme of key tasks and performance targets for all aspects of the service.
6. Monitoring and controlling the operation of the decentralised area housing offices within the area to ensure compliance with Council policy and consistency in operation in all areas of housing management and achievement of service standards and targets.
7. Preparing competitive tenders submissions for local housing management contracts based on sound business management techniques and thereafter effectively managing contracts to meet financial and operational targets.

8. Contributing to the overall development of housing management policy by leading and participating in policy review groups. Initially it is envisaged that this work will focus on the harmonisation of allocations, homelessness and estate management policy.
9. Developing and managing organisational arrangements within Area Housing Offices to secure the most economic, efficient and effective use of staff.
10. Being accountable for the preparation and effective management of all devolved budgets and for establishing and maintaining systems whereby Area Managers formally and regularly account for the services and functions under their control.
11. Preparing service development and programme proposals to be considered in finalising the HRA capital and revenue budgets. In particular ensuring that all problem areas are highlighted for inclusion in a capital programme.
12. Leading Project Teams involving internal and external personnel to implement capital programme projects and joint initiatives where appropriate.
13. Ensuring appropriate arrangements are in place to regularly consult and obtain feedback from tenants and other service users to develop and improve service delivery.
14. Dealing with and resolving housing complaints, ombudsman and elected member enquiries and reporting to Committee where appropriate.
15. Ensuring that all temporary housing accommodation within the area is managed effectively.
16. Assisting in the monitoring and control of implementing all capital and planned maintenance programmes within the area to ensure that these are completed in accordance with the Council's policy and strategy.
17. Organising in accordance with Council policy the processing of all applications for housing including those from persons reporting as homeless and dealing with any problems which may arise.
18. Ensuring services directly provided by the division are tendered for and controlled in accordance with Council regulations and or relevant legislation.
19. Ensuring that all management staff within the division receive the direction and training necessary for the effective running of the division in fostering skills, development and best practice.
20. Liaising with such agencies, organisations and Government departments as may be necessary for the achievement of the Council's housing goals or policies in efficient management of the division.
21. Participating in support of an Area Committee of the Council as required.
22. Representing the Council as necessary including attendance at conferences, seminars, meetings public enquiries and tribunals.
23. Maintaining a good working relationship with Councillors.

North Lanarkshire Council

Housing Department

JOB DESCRIPTION

Housing Finance and Client Manager

Salary £30,132 - £32,298

The Housing Finance and Client Manager is responsible to the Head of Housing Strategy and Resources for the development and effective operation of all aspects of housing finance policy, i.e. rent accounting, housing benefits, rent arrears, rent collection and control of all other housing income. The postholder will also be responsible for the preparation and financial control of all housing budgets totalling in excess of £130m per annum along with the provision of departmental support services i.e. IT, Administrative systems, staff training and development. In the lead up to the introduction of CCT for housing management the postholder will also be responsible for the development and operation of performance monitoring and review systems for all aspects of the service as well as the preparation of service specifications and other activities associated with the Client role. More specifically the postholder will be responsible for :

1. Playing a full and active part in the overall running of the Council services and ensuring through the Head of Strategy and Resources and in conjunction with other Council officers the effective and efficient implementation of the Council's policies and programmes and that the Council's resources are most effectively deployed to this end.
2. Undertaking such duties and responsibilities as may be required in terms of the Health and Safety at Work Act 1974.
3. Preparing reports for submission to the departmental Parent Committee or Sub-Committee and the Area Committees where appropriate.
4. Undertaking such delegated duties as may be decided by the Council and such other duties as may be required by the Director of Housing.
5. Preparing and implementing a service management plan for the management unit in the form of an annual service plan which will review needs, requirements and objectives for the management unit, review performance over the past 12 months and set out a forward programme of key tasks and performance targets.
6. Being accountable for the preparation and effective financial management of the Council's housing budgets.
7. Developing and implementing the Council's strategy for the local delivery of housing services and preparing the Council's Housing Management Plan.
8. Developing and maintaining a fair and effective differential rent structure, arrears and rent collection policy and managing the rent accounting function.

9. Ensuring that adequate systems are in place to collect and account for all other sources of housing income e.g. debtors accounts, laundry charges etc.
10. Managing a caring, effective and efficient Housing Benefit and Rent Allowance service.
11. Providing financial information as required to assist in the preparation of forward expenditure plans and capital programmes submissions and ensuring that systems are in place to effectively monitor and control agreed spending plans.
12. Being accountable for the preparation and effective management of the budgets for the management unit and for establishing and maintaining system whereby line managers formally and regularly account for the service and functions under their control.
13. Organising the provision of staff training and development to ensure the department meets its service needs.
14. Developing and implementing the Council's strategy in response to the introduction of CCT for housing management i.e. preparing service specifications and contract documentation, devising tender evaluation processes and contract performance monitoring and review systems.
15. Developing and maintaining all housing management IT systems to support operational and policy goals.
16. Ensuring that adequate departmental administrative systems are in place and operate effectively.
17. Securing and arranging for future maintenance of suitable office accommodation to support all departmental activity.
18. Liaising with such agencies, organisations and Government Departments as may be necessary for the achievement of the Council's housing goals and policies in the efficient management of the department.
19. Participating as required to support an Area Committee of the Council.
20. Representing the Council as necessary including attendance at conferences, seminars, meetings, public enquiries and tribunals.
21. Maintaining a good working relationship with Councillors

North Lanarkshire Council

Housing Department

JOB DESCRIPTION

Development Manager (Housing Services)

Salary - £30,132 - £32,298

Reporting to the Head of Housing Strategy and Resources the postholder is responsible for the effective management of the Council's enabling role, the development of overall housing strategy and the provision of an effective research function to support bids for funding and develop and improve service provision.

The postholder should be committed to the continuing role of the Council as a major provider of housing and have positive plans for strategic development in the current financial climate. More specifically the postholder will be responsible for :

1. Playing a full and active part in the overall running of the Council services and ensuring through the Head of Strategy and Resources and in conjunction with other Council officers the effective and efficient implementation of the Council's policies and programmes and that the Council's resources are most effectively deployed to this end.
2. Undertaking such duties and responsibilities as may be required in terms of the Health and Safety at Work Act 1974.
3. Preparing reports for submission to the departmental Parent Committee or Sub-Committee and the Area Committees where appropriate.
4. Undertaking such delegated duties as may be decided by the Council and such other duties as may be required by the Director of Housing.
5. Preparing and implementing a service management plan for the management unit in the form of an annual service plan which will review needs, requirements and objectives for the management unit, review performance over the past 12 months and set out a forward programme of key tasks and performance targets.
6. Developing systems to regularly assess, analyse and report on the overall housing needs of the area.
7. Developing and co-ordinating the implementation of the Council's overall housing strategy to meet identified housing need.
8. Developing and co-ordinating the implementation of strategy in relation to community care, homelessness and other special needs housing provision.
9. Preparing housing strategy documents e.g. Housing Plan, Annual Policy Statement and draft partnership agreements.

10. Evaluating, co-ordinating and implementing revitalisation scheme in identified areas of deprivation or lesser demand and assisting other departments and agencies in such schemes.
11. Developing option and investment appraisal techniques to support the formulation of future strategy and programmes.
12. Providing an effective research and information service including customer feedback for all managers to inform policy development and future housing strategy.
13. Ensuring that all aspects of proposed or agreed legislation or regulation changes are fully evaluated and reported upon.
14. Maximising funding opportunities through sources such as Programme for Partnership and Finance from Europe to support the Council's housing objectives and preparing funding bids where appropriate.
15. Establishing and supporting effective communication and co-ordination systems with other housing agencies and providers operating in the area.
16. Undertaking policy and operational reviews to secure the most economic, efficient and effective use of Council resources in managing the housing service.
17. Securing the effective marketing of service availability, information on performance and future proposals for service development and housing improvements.
18. Being accountable for the preparation and effective management of the budgets for the management unit and for establishing and maintaining systems whereby managers formally and regularly account for the service and functions under their control.
19. Liaising with such agencies, organisation and Government department as may be necessary for the achievement of the Council's housing goals and policies in the efficient management of the department.
20. Participating as required to support an Area Committee of the Council.
21. Representing the Council as necessary, including attendance at conferences, seminars, meetings, public enquiries and tribunals.
22. Maintaining a good working relationship with Councillors

North Lanarkshire Council

Housing Department

JOB DESCRIPTION

Property Services Manager

Salary - £33,060 - £35,520

The Property Services Manager is responsible to the Head of Housing Strategy and Resources for the development and implementation of Council policy to improve housing conditions within both the public and private housing sectors. The postholder will be responsible for the preparation and management of the Council's housing capital programme (HRA and Non-HRA) as well as the development and operation of all aspects of repairs and maintenance policy in respect of the Council's own housing stock of approximately 58,000 properties.

More specifically the postholder will be responsible for :

1. Playing a full and active part in the overall running of the Council services and ensuring through the Head of Strategy and Resources and in conjunction with other Council officers the effective and efficient implementation of the Council's policies and programmes and that the Council's resources are most effectively deployed to this end.
2. Undertaking such duties and responsibilities as may be required in terms of the Health and Safety at Work Act 1974.
3. Preparing reports for submission to the departmental Parent Committee or Sub-Committee and the Area Committees where appropriate.
4. Undertaking such delegated duties as may be decided by the Council and such other duties as may be required by the Director of Housing.
5. Preparing and implementing a service management plan for the management unit in the form of an annual service plan which will review needs, requirements and objectives for the management unit, review performance over the past 12 months and set out a forward programme of key tasks and performance targets.
6. Reporting on all aspects of planning and managing the Council's Housing Capital Programme, both HRA and Non-HRA and being accountable for the achievement of all output and expenditure targets within the available resources.
7. Ensuring that the Council's housing stock is kept in a good condition, inspected regularly to establish and manage programmes of planned maintenance and capital improvement.
8. Developing and regularly reviewing the Council's overall repairs and maintenance policy and contract strategy.

9. Managing the assessment of all applications for improvement, repairs and environmental grants and ensuring that effective management arrangements are in place to instal permanent aids and adaptations for the disabled and elderly.
10. Assessing house conditions within the private sector; and declaring and co-ordinating work in Housing Action Areas where appropriate.
11. Preparing in consultation with other departments and officials as appropriate the Council's forward expenditure plan and annual bids for capital expenditure consents to the Scottish Office and ensuring that these bids are supported by up to date and accurate assessment of house conditions in both the public and private sector.
12. In consultation with the District Housing Managers and appropriate officials within the Construction Services Department ensuring that appropriate arrangements are in place for site supervision and liaison with tenants on all aspects of capital programme work.
13. Being accountable for the preparation and effective management of budgets for the unit and for establishing and maintaining systems whereby managers formally and regularly account for the service and functions under their control.
14. Ensuring sound arrangements are made for the preparation and submission of tenders for, and monitoring and execution of, any contracts awarded under compulsory competitive tendering or other legislation or Council regulations.
15. Developing and maintaining IT systems to support the main functions of the management unit i.e. repairs and maintenance, capital programme management and repair and improvement grants etc..
16. Ensuring that appropriate systems are in place to provide an out-of-hours emergency repair service and respond to other major incidents.
17. Being accountable for the satisfactory maintenance of all Council housing in compliance with statutory or regulatory provision in respect of safety and security.
18. Liaising with such agencies, organisations and Government departments as may be necessary for the achievement of the Council's housing goals or policies in the effective management of the department
19. Participating as required to support an Area Committee of the Council.
20. Representing the Council as necessary, including attendance at conferences, seminars, meetings, public enquires and tribunals.
21. Maintaining a good working relationship with Councillors.

COST COMPARISON - SUMMARY

<i>Existing AP5 and above</i>		
	No	Total
Motherwell	22	542511
Monklands	30	689301
Cumbernauld & Kilsyth	5	118845
Strathkelvin (includes estimate of central management)	4	87114
	<u>61</u>	<u>1,437,771</u>
 <i>Proposed</i>		
		£
Directorate	3	166974
Tenancy Services	3	62418
District Housing Services (South)	11	261735
District Housing Services (Central)	9	213270
District Housing Services (North)	3	72789
Hsg. Fin/Client Services/Rent A/C	4	99282
Housing Benefits	2	45933
Central Support	1	23850
Development & Strategic Planning	3	79998
Property Service Manager & Repairs & Maint.	8	193098
Contract Services	2	45243
Capital Programme	2	45243
Improvement Grants	3	66636
	<u>54</u>	<u>1,376,469</u>

COST COMPARISON

*Existing
AP5 and above*

<i>Motherwell District Council</i>	Grade	Salary	No	£
Director of Housing		44658	1	44658
Assistant Director of Housing (Fin/ Admin)		34176	1	34176
Assistant Director of Housing (Maint.)		34176	1	34176
Development Manager	P07	25044	1	25044
Housing Benefits Manager	P02	22089	1	22089
Client Manager (Rep/Maint.)	P02	22089	1	22089
Rent Accounting Manager	P02	22089	1	22089
Central Support Manager	P01	21393	1	21393
Client Manager (Housing Services)	P05	23850	1	23850
Housing Management Officer	P02	22089	1	22089
Area Manager	P05	23850	5	119250
Assistant Area Manager	P01	21393	5	106965
Estate Manager	P01	21393	1	21393
Client Manager (Planned/Prog. Works)	P04	23250	1	23250
			22	542,511

<i>Monklands District Council</i>		Grade	Salary	No	£
Director of Housing	Est		44658	1	44658
Chief Housing Officer	Est		34176	1	34176
Head of Finance		P06	24438	1	24438
Strategic Policy Officer		AP5/P01	21393	1	21393
Research & Development Officer		AP5	19284	1	19284
Contracts/Project Manager		P08	25614	1	25614
Homelessness Manager		P02	22089	1	22089
Assistant Homelessness Manager		AP5	19284	1	19284
Area Manager		P05	23850	4	95400
Senior Allocations Officer		AP5/P01	21393	4	85572
Senior Housing Benefits Officer		AP5/P01	21393	4	85572
Senior Housing Officer		AP5/P01	21393	4	85572
Senior Maint. Officer		AP5/P01	21393	4	85572
Sub Office Manager		AP5	19284	1	19284
Management Services Officer		P01	21393	1	21393
				<u>30</u>	<u>689,301</u>

<i>Cumbernauld & Kilsyth District Council</i>		Grade	Salary	No	£
Chief Housing Officer	Est		34176	1	34176
Principal Housing Officer		P10	26817	1	26817
Housing Finance Supervisor		AP4/5	19284	1	19284
Senior Housing Officer		AP5	19284	1	19284
Repairs & Maint. Supervisor		AP4/5	19284	1	19284
				<u>5</u>	<u>118,845</u>

Strathkelvin District Council

District Estate Manager	Est	P04/7	25044	1	25044
Team Leader		AP5	19284	1	19284
Proportion of Central Team	Est	P01	21393	2	42786
				<u>4</u>	<u>87,114</u>

SALARY COMPARISONS - AREA OFFICES

	Cumbernauld & Kilsyth			Monklands			Motherwell			Strathkelvin			Additional cost to max		
	No	Grade	Salary £	No	Grade	Salary £	No	Grade	Salary £	No	Grade	Salary £	No	Dif.	Total £
Area Manager	-	-	-	4	P05	23850	5	P05	23850	-	-	-	-	-	-
Asst. Area Manager	-	-	-	-	-	-	5	AP5/P01	21393	-	-	-	-	-	-
Senior Allocation Officer	-	-	-	4	AP5/P01	21393	-	-	-	-	-	-	-	-	-
Senior Housing Officer	1	AP5	19284	4	AP5/P01	21393	13	AP3	14943	1	AP5	19284	13 2	6450 2109	83850 4218
Senior Maint. Officer/ Area Maint. Officer	1	AP4/5	19284	4	AP5/P01	21393	5	AP3	14943	-	-	-	5 1	6450 2109	32250 2109
Senior Housing Benefit Officer/Area Admin Fin Officer	1	AP3	14943	4	AP5/P01	21393	5	AP3	14943	-	-	-	6	6450	38700
Housing Benefit Officer/ Fin/Admin Assistant	1	AP2	13197	12	AP2/3	14943	14	AP1/2	13197	-	-	-	15	1746	26190
Housing Officer/ Customer Services Officer	7	AP2/3*	14943	28	AP2/3	14943	26	AP2	13197	3	AP2	13197	29	1746	50634
Hsg/Repairs Inspector	-	*	-	24	Tec3	14943	22	Tech2	12861	3	Tech 3	12861	22	2082	45804
Allocations Officer	1	AP3	14943	8	AP2/3	14943	-	-	-	-	-	-	-	-	-
															283,755

* Customer Services Officer also responsible for repairs & maintenance based on full generic working.
N.B. Duties & responsibilities for similar titled post may vary from authority to authority

SAL/LG/29/08/95