

REPORT

AGENDA ITEM NO. 5 (F) (B)

To: HOUSING AND SOCIAL WORK SERVICES COMMITTEE		Subject: HOUSING SERVICES STRUCTURE REVIEW
From: HEAD OF HOUSING SERVICES		
Date: 7 MAY 2008	Ref: MP/MW	

1. Purpose of Report

In line with the Council's ambitious service and people first agenda the purpose of this report is to seek Committee approval for the first phase of the Housing Services staffing structure review.

2. Background

2.1 Housing Services is responsible for a broad range of functions including:-

- 2.1.1 The direct management of a comprehensive decentralised housing service to 37,000 tenants (The Council is the largest local authority landlord in Scotland and the fifth largest local authority landlord in the UK).
- 2.1.2 The current management of the Councils First Stop Shops providing frontline services to tenants and residents throughout North Lanarkshire.
- 2.1.3 Development of a range of Council Strategies including the Local Housing Strategy, Homelessness Strategy and Tenant Participation Strategy and undertaking related research and needs assessment to inform these strategies.
- 2.1.4 Implementing the Councils responsibilities in relation to homeless legislation.
- 2.1.5 Development, implementation and management of a capital investment programme of over £40M per annum to meet the Scottish Housing Quality Standard (SHQS) and to achieve the Councils investment priorities.
- 2.1.6 Maximising opportunities to increase the supply of affordable housing in North Lanarkshire through development of the Strategic Housing Investment Plan, development of the Affordable Housing Policy and the new build programme.
- 2.1.7 Identifying and progressing housing led regeneration opportunities and contributing to the Council's wider regeneration activity.
- 2.1.8 Developing and implementing the Council's Private Sector Housing Strategy and providing advice and assistance to owner occupiers in accordance with legislation and council policy.

2.2 The following proposals build on the Housing Services strong track record of achievement and set out a modernised structure which will deliver a range of enhanced customer focussed services. In line with the principles of Service and People First this report also establishes the foundations which will allow the service to achieve savings and address red circle posts in future phases of the review.

2.3 To inform these proposals consultation took place with managers and staff within the service and these proposals reflect the feedback received from this consultation process. Further consultation will take place with staff in relation to subsequent phases of the review.

2.4 The overall objectives of this staffing review are to :-

2.4.1 Ensure the service structure is fit for purpose to meet the wide range of legislative changes introduced over recent years including the Housing (Scotland) Act 2001, the Homelessness etc (Scotland) Act 2003 and the Housing (Scotland) Act 2006.

2.4.2 Decentralise specialist housing services ie Tenancy Services and Anti Social Task Force to area office level in order to achieve a greater focus and integrated approach to Estate Management, Community Safety, Anti Social Behaviour and Housing Management.

North Lanarkshire is at the forefront of partnership working with other agencies such as Strathclyde Police and Strathclyde Fire and Rescue.

The Chief Constable has approved a Community Policing model based on a team approach to effective problem solving through enforcement, public reassurance and focussed response.

The decentralisation of the Anti Social Task Force and Tenancy Services combined by a review of Community Warden and caretaking services will provide a dedicated and consistent presence in each of the locations, working together, sharing information and identifying joint actions to address local issues.

2.4.3 Establish a more focussed approach to performance and quality management, and the improvement agenda taking account of the wide range of regulatory regimes currently in place.

2.4.4 Maximise opportunities for joined up working between Housing and Social Work services on a locality basis.

2.4.5 To empower managers within the structure to proactively address local issues and to establish strong and effective forms of communication and engagement with the local communities which they serve.

2.4.6 As part of the decentralisation process to enhance the range of locally delivered housing services for homeless people to include the assessment and provision of support as well as the direct provision and management of temporary accommodation.

2.4.7 Strengthen the arrangements in place to deliver the repairs service through the Customer Contact Centre and establish a specialist section to proactively manage all planned and responsive repairs as well as the repair and maintenance of all gas appliances, while retaining a local staff presence within area teams.

2.4.8 Review front line service delivery from the smaller offices to establish the best means of delivering local services in a cost effective manner.

- 2.4.9 Review Sheltered Housing warden services to reflect the changing needs of our residents and ensure compliance with the new regulatory and registration requirements
- 2.4.10 Implement the Council enhanced role in relation to the Strategic Housing Investment Plan (SHIP).

3. Proposals

- 3.1 The current third tier management structure for Housing Services is outlined at Appendix 1.
- 3.2 Taking account of the objectives outlined above and the feedback received from managers through consultation process it is proposed to established a revised 3rd tier management structure as outlined in Appendix 2.
- 3.3 The amended third tier structure will have the following four key posts.

3.3.1 Development Manager

Responsible for the councils strategic housing role and homelessness strategy for attracting external investment for new build housing and regeneration, for the HRA and Non HRA Capital Programmes and for initiating a range of projects, some of an extremely complex nature, to improve the quality of life for residents in North Lanarkshire.

This post will also be responsible for the councils developing role in relation to the planning of the development programme through the Strategic Housing Investment Programme (SHIP).

3.3.2 Property Services Manager

Responsible for the delivery of the Councils repair and maintenance service including all planned maintenance and gas servicing and repairs. A key part of this role will be to take a strategic overview of the repairs service and to drive a programme of service improvement whilst ensuring value for money is achieved overall.

This post will also be responsible for reviewing and implementing revised/ improved procedures to ensure owner occupiers are recharged for common repairs work.

3.3.3 Operations Manager

It is proposed to move from the current divisional structure for overseeing the housing service to one where there will be one senior operational manager responsible for all locally delivered housing and estate management functions, including homelessness, sheltered housing, temporary accommodation and the provision of support services for homeless people.

3.3.4 Quality and Performance Manager

This important new role will be responsible for promoting the improvement agenda setting and monitoring standards and designing, reviewing and modifying performance systems at all levels within the organisation.

A major part of this role will be to develop and monitor implementation of operational policies, including the new allocations policy, to ensure consistency across the service with regular reports to the Housing and Social

Work Committee to update members on the impact of the policy/proposals for the future.

- 3.4 In recognition of the wider more demanding role envisaged for Area Housing Managers, who will report to the Operations Manager the current job description for these positions has also been reviewed to reflect the major role these postholders have in setting an ambitious agenda for improved local service delivery in conjunction with other council services and partner organisations.

4. Financial/Personnel Implications

4.1 It is proposed that

- (i) The post of Property Services Manager will be regraded from NLC16 to NLC 17. The post of Development Manager will be regraded from NLC16 to NLC17 and the existing postholders be directly matched to these posts.
- (ii) The 2 posts of Divisional Manager and the post of Tenancy Operations Manager currently graded NLC16 be deleted and that 2 new posts be created namely, Operations Manager and Quality and Performance Manager as outlined earlier in this report. The grades for both these posts have been evaluated at NLC17. It is proposed that the 3 existing postholders be interviewed through competitive restricted interview process for the posts of Operations Manager and Quality and Performance Manager.

4.2 The 6 posts of Area Manager will be regraded from NLC 14 to NLC 15 reflecting the added responsibility of these posts in the new devolved structure.

4.3 Appendix 3 outlines the overall financial impact of phase 1 which results in reduced costs of £8,658 based on comparative salaries at the top of the existing and proposed salary scale

4.4 These proposals have been discussed with the relevant Trade Unions.

4.5 The proposals contained in this report reflect the initial phase of the Housing Services Staffing Review, work will continue to bring forward proposals for the second phase, in conjunction with senior managers as soon as possible.

4.6 It should be noted that interim arrangements will be put in place pending full implementation of the review to ensure that areas of work affected by the proposed reduction in senior managers are effectively managed.

5. Recommendations

It is recommended that the committee agree:-

- (i) Phase 1 of the Housing Services restructuring proposals as outlined in this report.
- (ii) The matching and competitive restricted interview process outlined in this report.

- (iii) Referral of this report to the Policy and Resources (Human Resources) Sub Committee for information and approval of the proposed grades.

Monica Patterson

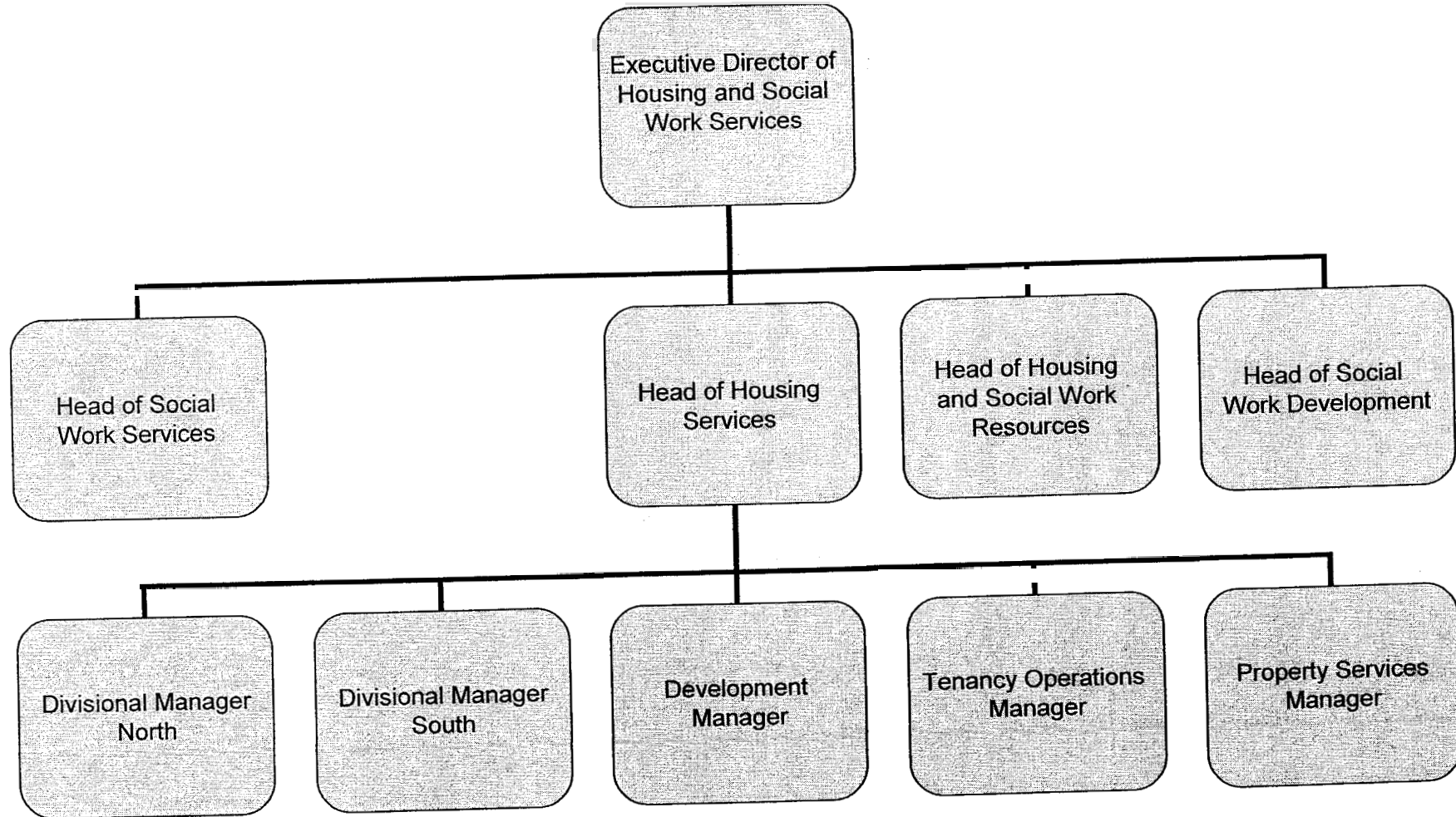
Monica Patterson
Head of Housing Services
23 April 2008

For further information on this report please contact Monica Patterson, Head of Housing Services, on telephone 01698 332011

Appendix 1

Housing and Social Work Services

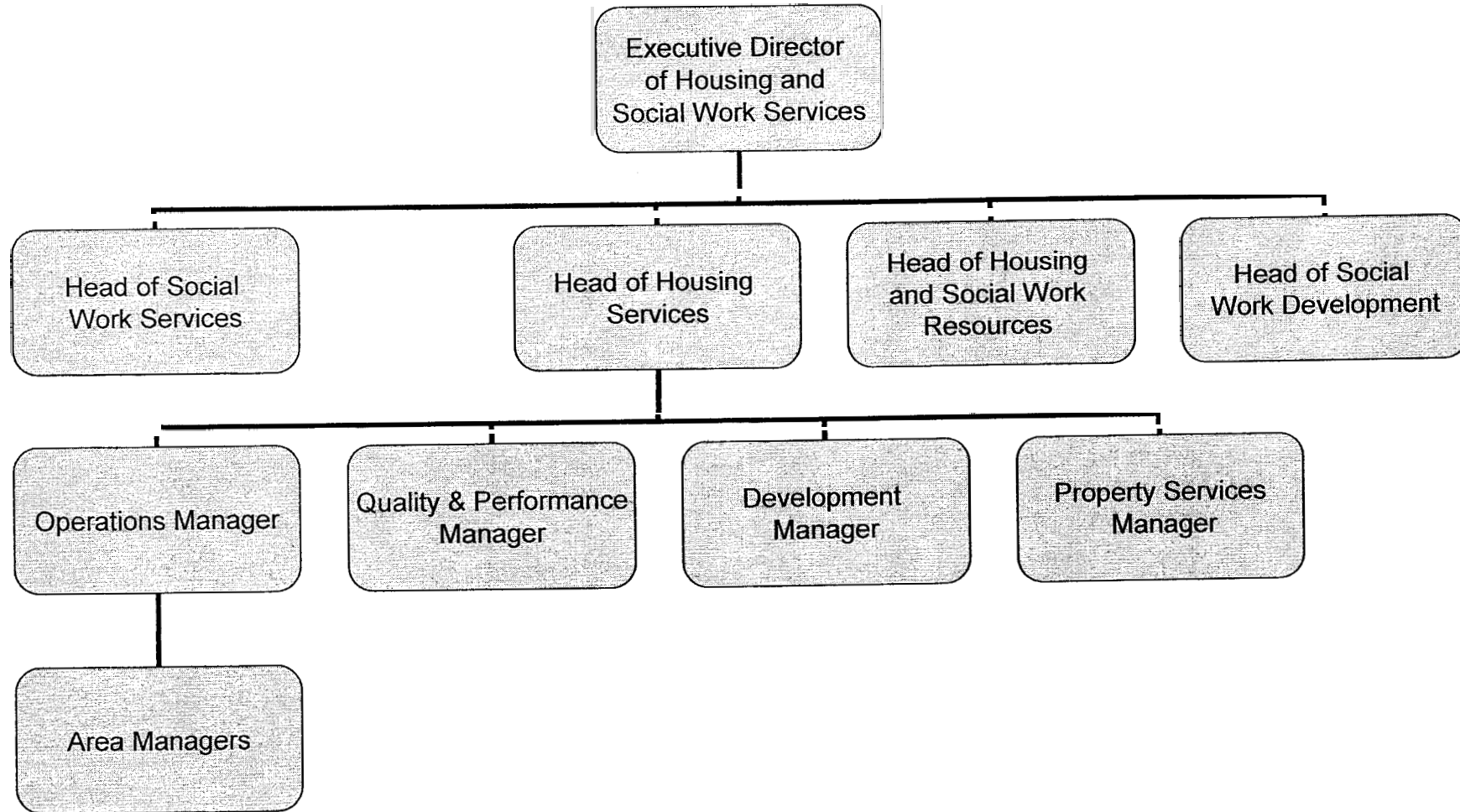
Current Senior Management Structure within Housing Services



Appendix 2

Housing and Social Work Services

Proposed Senior Management Structure for Housing Services



SUMMARY OF PROPOSED CHANGES AND FINANCIAL IMPLICATIONS

POST				CURRENT			PROPOSAL			CHANGES	
	Grade	No	Salary MCP	Grade	No	Salary	Status	Salary Movements £+/-			
Strategy Section											
Development Manager	NLC16	1	50,805	NLC 17	1	55596	Regraded	4,791			
Property Services Manager	NLC16	1	50,805	NLC 17	1	55596	Regraded	4,791			
Housing Services											
Divisional Manager	NLC16	2	101,610				Delete	(101,610)			
Area Manager	NLC14	6	253,044	NLC 15	6	277470	Regraded	24,426			
Operations Manager				NLC 17	1	55596	New Post	55,596			
Quality and Performance Manager				NLC 17	1	55596	New Post	55,596			
Tenancy Services											
Tenancy Operations Manager	NLC16	1	50,805				Delete	(50,805)			
Total HRA			507,069			499,854	Saving	(7,215)			
Total Oncosts			101,414			99,971	Savings	(1,443)			
Total Costs (Savings)			608,483			599,825	Saving	(8,658)			