

PERTH AND KINROSS COUNCIL**Housing and Health Committee****28 October 2014****Housing Services Review and Redesign: Management Posts****Report by Executive Director (Housing and Community Care)****PURPOSE OF REPORT**

This report seeks approval for new housing service management posts as the first stage of the review and redesign of housing services.

1. BACKGROUND

- 1.1 The quality of housing and the environment in which people live is very important to them and can have a major impact on their quality of life, engendering a sense of place, identity and belonging. We want to support this and see the benefits for individuals and communities now and in the future.
- 1.2 To do this effectively, we need to redesign our housing service around the four pillars of public sector reform, emphasising place, people, prevention and performance. The Christie Commission on Public Sector Reform highlights the radical change needed to tackle deep rooted social problems that exist in communities through working differently, in partnership, focusing on prevention and being more responsive to the needs of individuals and communities. This is our challenge and our aim.
- 1.3 Other national and local drivers and priorities also support the need for change, including the integration of health and social care, the Scottish Social Housing Charter, the impact of welfare reforms and the requirements of the Scottish Housing Regulator and the Care Inspectorate on the way services are delivered and the outcomes achieved for individuals and communities.
- 1.4 Locally, our commitment is to work in partnership with colleagues across the Community Planning Partnership to deliver the outcomes of the Corporate and Community plans and meet the challenges of public sector reform.
- 1.5 As a result, in 2013, it was agreed in that housing services would be reviewed in order to deliver a modernised housing service designed through the eyes of customers and integrating all the key elements of housing services to meet the current and future needs of our local communities.

2. RATIONALE AND AIMS OF THE HOUSING REVIEW

- 2.1 The housing service can demonstrate some excellent standards in service delivery and is recognised as high performing in many areas. However, to meet the future challenges outlined above and to improve some key areas, it was agreed in 2013 that the service would be reviewed to address these issues, establish a structure which reflected current areas of good practice, while making necessary changes to meet our vision for housing and community care and future challenges. In short, its aim was to:
- Place the customer at the centre
 - Focus on prevention, sustainability and early intervention
 - Deliver services locally wherever possible with Community Care services
 - Fully integrate, with staff working interdependently, within and across housing and community care
 - Be able to respond to the impact of Welfare Reform
 - Deliver in partnership with a range of services and agencies and residents
 - Provide an affordable, flexible model of social housing
 - Remove waste, duplication and inefficiency
 - Facilitate a business approach to service delivery
- 2.2 In order to create capacity and support the management and delivery of this review, the work has been undertaken in two phases. The first of which has been to redesign housing service delivery management arrangements, and the second, with the new Service Managers in place, to develop and implement the infrastructure to facilitate a new service model which meets the aims outlined above.
- 2.3 These two phases will be reported to Housing and Health Committee for approval.

3. PROPOSALS

- 3.1 Housing services are currently organised around four local area housing offices in Letham, Perth, Perth City, North Perthshire and South Perthshire, with centralised repairs and housing improvements, homeless and access and allocation teams. These are managed by 2.6 service manager posts with separate responsibilities for specific functions.
- 3.2 The proposal is to create a service delivery model with 3 service managers who continue to support four local areas, but also have responsibility for some currently centralised housing functions. Allocating these housing functions to local areas will integrate them with existing local services.
- 3.3 The 3 new service manager posts will have extended responsibilities to include management of wider geographical teams, working closely with community care and health colleagues, as well leading on specialist areas. In summary they would:

- combine the current separate housing functions of repairs, improvements, homeless, allocations and access, into 4 integrated local teams, managed by three service managers with wider, integrated responsibilities
- expand local teams to support tenants to remain in their homes, including vulnerable tenants, former homeless people and thereby provide a local, responsive and integrated housing service
- allocate the repairs (trades) teams into 3 locality teams to support the work above
- integrate sheltered housing/housing with additional support management functions within a locality team

3.4 In summary the proposals are to redesign service delivery under 3 service manager posts:

- Management of Letham and North Perthshire localities, as well as key specialist functions, including income maximisation and sheltered housing
- Management of Perth City and the centralised/specialist functions of homelessness, temporary accommodation, including hostels, housing options and private sector housing
- Management of South Perthshire locality, as well as housing improvements, the capital programme, planned maintenance programme and some repairs
- All 3 service managers will have responsibility for wider locality leadership, working with communities and elected members to promote and support their areas

3.5 Recruitment to the 3 re-designed service manager posts will be in line with the Council's Framework for Managing Workforce Change. The trade unions have been formally consulted on the recruitment proposals.

3.6 Once the service management posts are filled, these managers can support the development and implementation of a new housing structure. The details of this will be formally presented to trade unions and staff and subject to formal consultation with them during November and December. The results of the consultation and final proposals for service delivery will be presented to the Housing and Health Committee in January 2015.

4. CONCLUSION

4.1 This paper presents the first phase of the housing review and asks for committee approval for the revised service delivery model based on localities combined with specialist functions to support the development and redesign of housing services, to create a modernised, integrated housing service.

4.2 The service managers will have broader responsibilities than those of current service managers who manage specific and separate housing services. The new integrated housing structure needs the management structure to be implemented first so that they can lead and support the development and implementation of a new structure for housing services.

4.3 Housing and Health Committee is asked to:

- i) Note the contents of the report
- ii) Approve the revised service delivery model created around localities and specialist functions.
- iii) Note that a full revised delivery model will be presented for approval to the Housing and Health Committee in January 2015 following formal consultation with staff and the recognised trade unions during November and December 2014.

Author

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report supports the delivery of the outcomes of the Community Plan/Single Outcome Agreement.

Corporate Plan

- 1.2 This report supports the delivery of the outcomes of the Corporate Plan.

2. Resource Implications

Financial

- 2.1 The cost of an additional 0.4fte of a Service Manager post is £28,000 and is contained within the overall existing resources.

Workforce

- 2.2 This will be managed under the framework for Managing Workforce Change.

Asset Management (land, property, IT)

- 2.3 There are no land, property or IT implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The contents of this report have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

The contents of this report have been considered under the Act, however, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

No steps are required to be taken in this area.

Legal and Governance

- 3.4 None.

Risk

- 3.5 A risk summary profile is included in the appendix. A more detailed risk profile will be developed prior to implementation.

4. Consultation

Internal

- 4.1 The Heads of Legal and Finance have been consulted on this report.

External

- 4.2 The Tenant Committee Report Panel was consulted on this report. They found the report to be clear and defined, setting out the proposals. The Panel looks forward to the results of the consultation and final proposals.

5. Communication

- 5.1 Not required for this report.

2. BACKGROUND PAPERS

None

3. APPENDICES

Appendix 1	Current management posts
Appendix 2	Proposed management posts

Appendix 1: Current Management Posts – to manager/team leader level

Neighbourhood Service Manager

Neighbourhood services

4 Localities

- Letham, Perth
- Perth City
- North Perthshire
- South Perthshire

(To manage tenancies, rent arrears)

- Income Maximisation/welfare reform/arrears

Homeless Service Manager (temp)

Homelessness

- Housing options
- Private sector
- Housing access
- Temporary accommodation

Housing Repairs & Improvements Service Manager

- Building services
- Repairs administration
- Housing improvements
- Capital programme
- Standard delivery plan

Partnerships Service Manager (0.6)

- Sheltered housing
- Housing collaborative

Appendix 2: Proposed Management posts

3 service manager posts covering 4 localities and centralised/specialist areas

Service Manager (1)

2 Localities - Letham, Perth and North Perthshire

To manage tenancy sustainment and support, rent arrears, trades, property inspection

+ Centralised/professional lead for:

- Income Maximisation/welfare reform/arrears
- Sheltered housing
- Neighbourhood services
- Operational lead for trades

Service Manager (2)

1 Locality - Perth City

To manage tenancy sustainment and support, rent arrears, trades, property inspection

+ Centralised/professional lead for:

- Housing options
- Private sector
- Housing access
- Homelessness

Service Manager (3)

1 Locality - South Perthshire

To manage tenancy sustainment and support, rent arrears, trades, property inspection

+ Centralised/professional lead for:

- Housing improvements
- Capital programme
- Standard delivery plan
- Repairs

