

## PERTH AND KINROSS COUNCIL

### Housing and Health Committee

28 January 2015

### Housing Services Review and Redesign

#### Report by Executive Director (Housing and Community Care)

#### **PURPOSE OF REPORT**

This report updates Committee on the new model for housing services and plans for its implementation. Staff and the trade unions were formally consulted on these proposals over a 21 day period during November and December. Committee is asked to note the new structure, plans for implementation and to request an update on the impact of the new service model and delivery in 12 months' time.

#### **1. BACKGROUND**

- 1.1 In October 2014 Housing and Health Committee approved a new service delivery model for housing services (Report 14/456) under three new service manager posts (Appendix 1). Recruitment to these posts was ring-fenced and three service managers were appointed in November.
- 1.2 The model is designed to provide a housing service which will be delivered in partnership by teams of officers focused on customer care and the needs of their local communities, delivered beyond professional boundaries. Continued links and partnership working with community care staff, among others, will be critical.
- 1.3 The new model of service delivery will:
  - Shift the focus of the current neighbourhood services teams from tenancy enforcement to support and prevention.
  - Fully integrate teams, providing one point of contact for customers for all housing issues, and connection to other community care services.
  - Create locality teams within community care localities, linked to Education and Children's Services – early years' hubs, integrated meetings, Complex Case Integration Groups and Tasking Meetings – working with police, fire service and the third sector.
  - Have a greater focus on customer / tenant involvement enhancing community and employability initiatives.
  - Deliver a more efficient model of service delivery – removing areas of duplication (temp accommodation / voids / allocation processes).
  - Develop the role of our housing officers – key to the delivery of our new frontline service.
  - Deliver a more accessible service through greater use of technology, on-line services, evening and weekend working, partnership working with Community Care and the Customer Service Centre

- 1.4 The model will combine currently separate housing functions into integrated local teams managed by the three service managers to provide an enhanced range of services based in our communities. It is based on the disaggregation of key functions into local areas, such as repairs and tenancy support, and to focus housing and area team officers on prevention and early intervention, supporting tenants to remain in their homes.
- 1.5 In addition, the management of housing options, housing access, private sector activity and homelessness will remain centralised, for consistency and efficiency. Local services and activity will be enhanced by the delivery of specialist surgeries.

## **2. NEW STAFF MODEL**

- 2.1 The proposed model will create a more equitable and streamlined management structure by consolidating the management team functions and grades. Specifically it is proposed to:

- Create generic team leader posts with locality and specific responsibilities
- Maintain, but redesign, coordinator posts across the service to strengthen staff support and management arrangements.

- 2.2 In addition, the new model will:

- Amalgamate the roles of Accommodation Officers and Housing Officers placing them into new housing officer role within localities to ensure a more cohesive approach to managing mixed tenures and transitional arrangements from temporary to permanent accommodation.
- Introduce Support Officers into the locality teams to enhance support to more vulnerable tenants, strengthen partnership working with Community Care colleagues and make sure early intervention and homeless prevention services are more accessible to our customers and partners within the localities.
- Merge the Housing Access and Homeless Advice functions under one coordinator to reflect the new Housing Options approach and streamline the customer's journey.
- Create a specialist Private Sector Team to increase housing options and mitigate the impacts of Welfare Reform.
- Redesign the Area Team Assistants and Arrears / Revenues Assistants posts and create Housing Assistants to reflect their changing role in relation to delivering a frontline service to our customers.
- Improve repairs' communication and customer experience by allocating Property Inspectors and trades teams to locality teams.
- Create a specialist Planned Maintenance team to deliver a more efficient planned maintenance programme which is better aligned to the Improvements Team.

### 3.0 WORKFORCE IMPLICATIONS

- 3.1 The new model will have 244.36 FTE posts compared to the current 243.76, an increase of 0.6 FTE posts.
- 3.2 There will be no substantial change to work activities for 92% of full-time equivalent posts, so these post holders will remain in post and issued with updated job titles and profiles.
- 3.3 There will be a matching process for four posts (five staff) which are wholly or predominantly the same as the pre-existing post, i.e. at least 80% of the duties and responsibilities as in the substantive job profile.
- 3.4 Twelve employees are affected by 15.51 new or significantly redesigned posts in the proposed structure, so a ring-fenced recruitment process has been applied to these posts.
- 3.5 It is anticipated that there will be no redundancy implications of the new structure on staff with permanent contracts, but a very small number of staff may not continue at their current grade.
- 3.6 Recruitment for the team leader and coordinator posts began in mid-January and full implementation is now in process. An implementation plan and project implementation team has been established to oversee the process and transitional arrangements prepared to ensure service continuity and clarity for frontline staff.

### 4. CONCLUSION AND RECOMMENDATIONS

- 4.1 This report outlines a new staffing model for the housing service following the housing review.
- 4.2 Housing and Health Committee is asked to:
- (i) Note the new model for housing services.
  - (ii) Request an update in 12 months' time on the implementation of the new service delivery model and structure.

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#### Approved

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The following are relevant to this report:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations.

- 1.2 This report relates to all of these objectives.

#### Corporate Plan

- 1.3 As above. The outcomes of the corporate plan all relate to this report.

### 2. Resource Implications

#### Financial

- 2.1 Budget implications are contained within the HRA proposed budget for 2015/16.

### 3. Assessments

#### Equality Impact Assessment

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 information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been 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 information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

#### 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.

The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

- 3.4 Legal and governance

None arising from this report.

- 3.5 Risk

A risk profile was developed as part of the housing review.

### 4. Consultation

#### Internal

- 4.1 Staff within housing (260) and the trade unions were formally and extensively consulted on the proposed new structure over a period of 21 days in November and December 2014. Their comments and suggestions were included in the revised proposals presented to and agreed by the Housing and Community Care Senior Management Team in December.

## External

- 4.2 The Tenant Committee Report Panel were consulted on this report. They were pleased to note no redundancies as an outcome of the review. They also look forward to the proposed changes working and what may be further reviewed in the future to ensure things are working smoothly and effectively to help improve services.

## **2. BACKGROUND PAPERS**

None

## **3. APPENDICES**

- 3.1 Housing services functions.

## Appendix 1: Housing Services Functions

**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
- 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
- Sheltered housing

**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

