



Report of Chief Officer Property and Contracts Housing Leeds

Report to Director of Environments and Housing

Date: Nov 2014

Subject: Property & Contracts Housing Compliance Structure

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

EXECUTIVE SUMMARY

This Report details a proposed amendment to the phase 2 of the Property and Contracts (P&C) Restructure due to issues with recruitment. It also provides an update on the resource requirement for managing the current increase in disrepair cases brought against the authority recommending a solution. There is a decrease in the permanent staffing budget of £5,724 for the same FTE count however with a 12 month temporary additional 1FTE at a cost of £44,452.

RECOMMENDATIONS

The Director of Environment and Housing is asked to approve the structure as detailed in this report.

1.0 Purpose Of This Report

To obtain approval to implement changes to the departmental staffing structure both on a permanent and temporary basis.

2.0 Background Information

- 2.1 At the beginning of October 2013 the housing management function transferred back into Leeds City Council from the three Leeds ALMOs and the ABCL. ALMO staff that TUPE transferred into the Council with the service continued to deliver the service in their same roles within the three geographic areas. Since this time the Director of Environment and Housing has taken a 2 stage decision process to implement the new Housing Leeds Structure under 3 Chief Officer Portfolio's. Recruitment processes are well underway in P&C however there is one service manager position (Housing Compliance Manager PO6) that could not be filled. Rather than use external resources this report seeks to offer an alternative structure which utilizes existing leadership currently in place.
- 2.2 The report also comments on the Council's disrepair function and workload in the recommendation as a direct outcome of structural changes to facilitate this recommendation.

4.0 Main Issues

- 4.1 The new P&C senior management structure includes;
- 1x Chief Officer
 - 3x JNC Heads of Service
 - 12 Service Managers at grade PO6, the last remaining vacancy within this group is the Housing Compliance Manager, the service manager position for Health and Safety advice and delivery functions within the division. Internal recruitment was exhausted, no matches were made within the Talent Pool and whilst internal candidates did apply and were interviewed none were appointable. Whilst this role has significant requirement for classical Health and Safety management there also still significant operational duties within the portfolio and no candidate with the proficient blend of both aptitudes in a senior leadership role have been found.

The Director of Environments and Housing was approached to authorize external recruitment but was minded to request officers consider alternate internal options first. Consideration therefore has been made of altering the Service Managers from the formal structure of 12 to 11 by amending service portfolios and middle management slightly thus enabling deletion of the Housing Compliance Manager position.

5.0 Proposed Changes

- 5.1 Beneath each of the Service Managers there are structures that are responsible for delivering specific work-streams. Not all service managers had portfolio's that leant themselves to change naturally and thus the proposal seeks to minimise unnecessary change. Indeed there are only 2 senior managers currently affected by the proposal, namely Head of Housing Contracts (DIR 45%), and Technical Services Manager (PO6)

Attached to this report are the existing structure diagrams for the function under the

Housing Compliance Manager	Appendix A
Technical Services Manager	Appendix B
Head of Housing Contracts	Appendix C

Also are the proposals for the revised structures under the

Technical Services Manager
Head of Housing Contracts

Appendix D
Appendix E

- 5.2 There are four main considerations to the structure in the proposals
1. Deletion of the Housing Compliance Manager position as a service manager post and instead the inclusion of a Compliance Manager PO4 post. This move will seek to support frontline teams more closely and with greater operational direction than with a service manager. It will also hopefully allow for more successful appointment to a suitable candidate given that the leadership of the function will be provided by an alternative Service Manager.
 2. Reduce the Technical Services Manager's portfolio by 'lifting and dropping' the responsibility for, and the resources allocated to, Disrepair cases. This would then sit under the Head of Housing Contracts as a responsibility.
 3. Appoint a Disrepair Manager at PO4 grade to manage the Disrepair function reporting to Head of Housing Contracts. The Disrepair team has been temporarily augmented by the inclusion of 2 additional Contract Liaison Support Officers, external surveyors from NPS and a Systems and Process officer to manage both the current workload and the implementation of the new processes and procedures in legal services, Housing Management, Property and Contracts and the Contractors. All these functions have reported directly to Head of Housing Contracts pending appointment of the Housing Compliance Manager. A full time manager for 12 months is required for the existing service and for the role out of the revised processes and procedures across Housing Leeds and external contractors and consultants that are essential if the aims of the reviews are to be achieved.
 4. Move the entire compliance function under the remaining Technical Services Manager Portfolio amending the job description accordingly.

All HR processes will follow the agreed principles of the Property and Contracts restructure, of which the latter stages are now completing.

7.0 Corporate Considerations

7.1 Consultation and Engagement

- 7.1.1 These recommendations have been developed by P&C Management Team and discussed with Trade Unions and directly affected staff, no comments have been raised by any party.

7.2 Equality and Diversity / Cohesion and Integration

- 7.2.1 Due to its small scale this structural changes does not merit an equality impact assessment, an EIA has been undertaken for the original P&C restructure.

7.3 Council policies and City Priorities

- 7.3.1 The proposals within this report support wider aspirations for Leeds set out in the new Leeds Vision, City Priority Plans, Directorate Priorities and Cross Council Priorities.
- 7.3.2 The proposals support the Best Council objectives of:-

- Ensuring high quality public services; and
- Becoming an efficient and enterprising Council.

7.3.3 The proposals also support the delivery of the City priorities of:-

- Increasing the number of properties with energy efficiency measures;
- Increasing the number of properties that achieve and maintain the Decency Standard;

7.4 Resources and value for money

7.4.2 The approved P&C structure is an annual cost of £6556k including on-costs. Deletion of the PO6 post and insertion of a new PO4 compliance post will reduce the overall budget sum by £5,724. The 12 month temp Disrepair Manager will be an additional one off cost of £44,452.

7.5 Legal Implications, Access to Information and Call In

Is this a SOD?

The decision being requested in this Report is a Significant Operational Decision and as such is not eligible for call in. Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution.

There are no significant legal implications associated with this decision. The report contains no information which is considered confidential or exempt as determined by the Access to information Procedure Rules within part 4 of the Constitution.

7.6 Risk Management

7.6.1 Failure to implement the new structure will perpetuate a lack of leadership within the Compliance Service of P&C and will impair the ability of the Disrepair Team to fully integrate the revised processes and procedures that are essential if the case load is to be reduced. The Compliance Service supports many of the operational services therefore a wider implication will be felt across the division.

8.0 Conclusions

This proposed structure, is a viable alternative to the proposals previously agreed by the Director and will allow the Division to move forward in confidence whilst reducing the need to recruit externally to service manager positions.

9.0 Recommendations

The Director of Environment and Housing is asked to approve the proposed second phase of the service restructure (below PO4) for Property and Contracts (Housing Leeds).