



Leeds
CITY COUNCIL

Report author:
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Report of Head of Council Housing Growth

Report to Director of Resources and Housing

Date: 15th January 2019

Subject: Request for approval for the creation of additional staff positions to deliver the Council housing growth programme

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 checked="" type="checkbox"/> Yes	<input 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

Summary of main issues

- Following Executive Board's approval of a new programme of Council housing delivery on 21st November 2018, this report proposes the creation of additional staff resources to provide the necessary capacity in a multi-disciplinary team to deliver the Council's Housing Growth programme of 1,500 new homes over the next five years. The new staff team under the leadership of the Head of Council Housing Growth will report to the Director as part of the Resources and Housing Directorate.
- In order to move forward at the pace required, the Council needs to increase its capacity to deliver and the existing staff team now needs to be supplemented by additional staff to ensure that the most significant programme of new Council Housing for generations can be delivered over the next 5 years.
- The delivery of these new homes will directly support the Council's Best Council Plan priority for Housing, and also support its aims around inclusive growth and safer, stronger communities.
- There is insufficient capacity within the existing team to deliver these requirements and a budget of up to £428k per year is required, funded from the Housing Revenue Account in order to deliver this activity. The delivery of the Council Housing Growth programme is dependent on the recruitment of the additional posts identified in this report.

Recommendations

1. That the Director of Resources and Housing approves the creation of the 11 permanent new staff positions identified in this report onto the Resources and Housing structure in order that the Council's target of delivering 1,500 new homes at a cost of £247.5 million of capital investment can be delivered over the next 5 years.

Purpose of this report

- 1.1 To secure approval for additional resources to support delivery of the Council housing growth programme to the value of £247.5 million over the next five years.

2 Background information

- 2.1 The Housing Growth team was established around 4 years ago utilising staff and resources across City Development and Housing as a multi-disciplinary team to drive forward delivery of the cross-tenure housing needs for the city, as one of the Council's Breakthrough Projects.
- 2.2 The team has made significant progress over this time, working flexibly and bringing key skills together in a way that is focused on the need for detailed cross-service collaboration. The team was supplemented with staff from PPPU to enhance this approach in June 2017 and revised leadership and management arrangements were introduced at that time.
- 2.3 Members of the Council Housing Growth team are deployed in a joined up way in recognition of the need to work in new and innovative ways to deliver the required breakthrough in housing growth. There are a range of activities undertaken within the overall housing growth programme and these have expanded over time and are about to see a further increase from 2018-19, as a result of the increased freedoms for Councils to develop new social housing as a result of the removal of the cap on HRA headroom announced by the Government at the end of October 2018.
- 2.4 As a result of these changes, Executive Board agreed on 21st November 2018 that a significant new programme of housing growth delivery should commence. In order to move forward at the pace required, the Council needs to increase its capacity to deliver and the existing staff team now needs to be supplemented by additional staff to ensure that the most significant programme of new Council Housing for generations can be delivered over the next 5 years.

3 Main issues

- 3.1 In October 2018 Since June 2017, a number of staff moves and departures have taken place, and a greater understanding of the significant programme of work has now been developed such that it is apparent that additional resource is now needed to deliver all the work required for this critical and significant Council priority. The activity that needs to be undertaken is
 - A dedicated team to deliver the Council's extra care housing programme of over 420 new homes by December 2021 at a capital cost of approximately £60 million;
 - Three project delivery teams to ensure the delivery of the current programme of over 87 new homes, the first phase programme of 358 homes as part of the delivery of the Council's target of 1,500 additional homes over the next 5 years at a capital cost of around £187.5 million; and
 - A programme team to ensure overall delivery including land supply, site and property acquisitions, bids for grant funding and governance.
- 3.2 Due to the need to address an increased work programme of complex programme, project and procurement activity identified in this report, the Director of Resources and

Housing is asked to support the recruitment of additional 11 staff to provide enough capacity in a consolidated team of procurement and project management staff to deliver the Council's aspirations for new council housing over the next few years.

- 3.3 It has been identified that in order for the Council Housing growth team to undertake this work over the next 5 years will require additional resources as shown below at a total cost of £428k pa.

Job Title	Grade	Salary including on costs
Project Manager x 2	PO6	£106,222
Senior Project Officer x 1	PO4	£46,965
Project Officer x 2	PO2	£79,128
Project Support Officer x 3	SO2	£109,563
Procurement Projects Officer x 1	PO2	£39,564
Council Housing Growth Support Assistant x 2	B3	£46,623
Total	11 posts	£428,065

- 3.4 This will involve creating 9 'more of the same' posts already within the team with existing Job Descriptions and creating budget provision for 2 Support Assistant roles that will be secured through the Council's Business Support Centre service. All of the posts have previously been through job evaluation and have been evaluated at these grades.
- 3.5 The funding of staff to support the programme is being met from the Council's capital programme and from the Housing Revenue Account as all the staff activity contributes directly to the delivery of new council homes. There are related ICT charges of around £30k to ensure the team is equipped with the necessary equipment and software to deliver the programme requirements.
- 3.6 As the scale of the programme increases there are likely to be additional resource requirements in respect of staff across the Council that are currently recharged to the capital programme e.g. planning, design, highways, valuation, finance resource. These will be accounted for in the overall authority to spend report submitted for Council approval in early 2019/20. Consideration is also being given to the need for additional housing management staff to deal with the significant number of new homes being handed over, although the major activity commences in 2020 and beyond.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Local HR and the relevant Financial Management team have been consulted in relation to this requirement.
- 4.1.2 Staff and trade union representatives have been consulted on these proposals on 15th January 2019 in relation to this requirement and commented as follows

- That the overall proposals were well received and supported following initial consultation and feedback from the team;
- That the proposed level of administrative support to cover the whole team should be kept under review as the programme develops to ensure this is adequate;
- That it was noted that an initial programme of 1,500 homes over the next 5 years was anticipated but that the expectation was for this to continue as a rolling programme of 300 additional homes p.a subject to land availability;
- That it was noted that recruitment would follow the normal Council procedures and in certain cases, it would be necessary to recruit externally where specific skills were not readily available within the Council or where recent internal recruitment exercises had been unable to secure suitable candidates;
- That it was noted that there would be other staff resources necessary to ensure the successful delivery of the programme and that the intention was to ensure sufficient capacity to ensure the success of the programme. These requirements included technical staff from City Development, urban design and planning, highways, legal and housing management. Some of these resources were needed immediately and others could be provided at a later stage when the new homes began to become available; and
- That the accommodation arrangements would be reviewed as part of the evaluation of arrangements in Merrion House, although it was noted that co-location here with other staff had proved very successful.

4.1.3 Recruitment to the posts would comply with council recruitment and selection policy and procedures including engagement with the Resourcing team and the talent pool.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Recruitment to these posts would comply with the council recruitment and selection policy and procedures.

4.2.2 An equality screening document is attached at **Appendix 1** relating to these proposals.

4.3 Council policies and City Priorities

4.3.1 The recruitment of the identified posts will enable Resources and Housing to deliver priority schemes which support the Best Council Plan.

4.3.2 The resulting contracts will contribute to the following Best Council Plan objectives:

- Supporting Communities and Tackling Poverty
- Promoting sustainable and inclusive economic growth
- Cutting carbon in Leeds

4.4 Resources and value for money

4.4.1 The additional procurement and project resource will secure delivery of 1,500 new homes and £247.5 million of additional capital investment over the next 5 years. These posts

contribute significantly to the Council's Best Council Plan objectives around place and people and therefore offer significant value for money for the council.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Due to the cost implications of this proposal, this is a key decision. It is not believed that there are any legal implications in relation to this decision. Due to its nature, this decision is open to Call In.

4.6 Risk Management

4.6.1 The additional resources will reduce the risk of failing to deliver the Council's housing growth programme. If these additional posts are not recruited, the ability to deliver the programme at the required pace will be significantly impaired.

5 Conclusions

5.1 Creation of the 11 posts on to the Resources and Housing staffing structure is critical to ensuring that the Council can deliver the council housing growth programme.

6 Recommendations

6.1 That the Director of Resources and Housing approves the creation of the 11 permanent new staff positions identified in this report onto the Resources and Housing structure in order that the Council's target of delivering 1,500 new homes at a cost of £247.5 million of capital investment can be delivered over the next 5 years.

Appendix 1 - Equality, Diversity, Cohesion and Integration Screening – Organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

- whether or not equality, diversity, cohesion and integration is being/has already been considered, and therefore
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources & Housing	Service area: Resources and Housing
Lead person: Mark Denton	Contact number: 07891 278062

1. Please provide a brief description of the organisational change arrangements that you are screening
Request for approval for the creation of 11 additional staffing positions on the Resources and Housing organisational structure

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	Yes	No
Have you already considered equality and diversity within your current and future planning	X	
Where you have made consideration does this relate to the range of equality characteristics	X	
Have you considered positive and negative impacts for different equality characteristics	X	
Have you considered any potential barriers for different groups	X	
Have you used equality information and consultation where appropriate to develop your proposals	X	
Is there a clear plan of how equality areas identified for improvement will be addressed	N/A	

If you have answered **no** to the questions above:

- there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4**

If you have answered **yes** to the questions above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3**.

3. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

This proposal will affect our workforce and result in organisational change in that it will increase the full time equivalent (FTE) staff numbers of Resources and Housing by 11 FTE.

Recruitment to the posts would be in line with the usual council recruitment and selection policy and procedures, and as such would include engagement with the resourcing team and the talent pool. Recruitment to the posts would be undertaken with due regard to equality, diversity, cohesion and integration considerations.

Local HR and the relevant Financial Management team will be consulted in relation to the proposal to create the required posts.

Staff and trade union representatives will be consulted in relation to the proposal to create the required posts.

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

This proposal will affect our workforce and result in organisational change in that it will increase the full time equivalent (FTE) staff numbers of Resources and Housing by 11 FTE.

Recruitment to the posts would be in line with the usual council recruitment and selection policy and procedures, and as such would include engagement with the resourcing team and the talent pool. Recruitment to the posts would be undertaken with due regard to equality, diversity, cohesion and integration considerations.

- **Actions** (think about how you will promote positive impact and remove/ reduce negative impact)

This proposal will affect our workforce and result in organisational change in that it will increase the full time equivalent (FTE) staff numbers of Resources and Housing by 11 FTE.

Recruitment to the posts would be in line with the usual council recruitment and selection policy and procedures, and as such would include engagement with the resourcing team and the talent pool. Recruitment to the posts would be undertaken with due regard to equality, diversity, cohesion and integration considerations.

4. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.

Date to scope and plan your impact assessment:

Date to complete your impact assessment

Lead person for your impact assessment
(Include name and job title)

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Mark Denton	Head of Council Housing Growth	
Date screening completed		

6. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: