

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 12th JANUARY 2005

Report of Head of Housing

(This matter is the responsibility of Councillor Greg Garner)

HOUSING RESTRUCTURE

Executive Summary

The purpose of this report is to provide Members with details on the proposed restructure of the Housing Service. Attached to this report are four appendices:

- i) Appendix 1. October 2004 Housing Review Panel Report
- ii) Appendix 2. Proposed New Structure
- iii) Appendix 3. Existing Structure
- iv) Appendix 4. Personnel Summary Sheet Provided To Staff

1 Background

- 1.1 Members will be aware that at October's 2004 Housing Review Panel a restructure report was presented and discussed at length, with strong support shown from all Members in favour of all the suggestions. The Tenants Forum in October 2004 also discussed the proposals at length and provided equally strong support for all the suggestions. For information, that report is attached as Appendix 1 and Members are asked to acquaint themselves with this report.
- 1.2 It was agreed at both October's 2004 Housing Review Panel and Tenant's Forum to present a further report, primarily providing an update on the formal consultation work with staff, more detailed financial costings and to present the final proposed structure. This was undertaken when a report was presented to the Tenants Forum and Housing Review Panel on the 20th and 21st December 2004 respectively, where both tenants and Members unanimously supported and endorsed the contents of the report.

2 Service Issues

- 2.1 My October 2004 report advised Members that the Housing Service is perceived to deliver a good service but I believe it does so with great difficulty. My opinion has not changed since then and to recap, the key issues which I believe needs to be addressed are the:
 - i) Need to improve front line resources to deliver increased levels of service in accordance with our customers desires

- ii) Need for improved levels of cooperation, coordination and communication
- iii) Need to exercise greater control over all housing functions
- iv) Need to improve support information including the monitoring of performance indicators and revising / monitoring policies and procedures
- v) Need to be clear about the Strategic / Enabling and Landlord roles in accordance with Government Directives
- vi) Need to rationalise some areas of the service to maximise the available resources

3 **Proposed Restructure Changes**

3.1 ***Housing Operations:***

- 3.2 The structure suggested at both December 2004 Tenants Forum and Housing Review Panels is being recommended to this Executive with no changes. It is important to remind Members that this new structure does involve some rent functions transferring from the Revenues Section of the Council to Housing Operations, which will result in the deletion of two mobile cashier posts. However, it is believed the proposed changes to how the Housing Service will function, especially how Estate Officers operate, i.e. becoming more generic and holistic, they above any other officer will be able to provide a similar support mechanism to those tenants who may miss the service provided by the mobile cashiers.

4 ***Housing Supported Services (previously Elderly Services):***

- 4.1 As with Housing Operations, the same structure is being recommended. This area was also debated in great detail at November's 2004 Tenants Forum and Housing Review Panel, where it was agreed that this area should proceed and ultimately be discussed at January's 2005 Executive.

5 ***Housing Strategic Services (previously Private Sector & Development)***

- 5.1 The structure suggested at both December's 2004 Tenants Forum and Housing Review Panel is being recommended to this Executive.

6 ***Housing Asset Management (previously Property Services)***

- 6.1 The same structure as suggested at both December's 2004 Tenants Forum and Housing Review Panel is being recommended to this Executive. In regard to Deane Build Design Group (DBDG), work is ongoing and a further report will be presented later this year. It is however intended to move many of the functions that DBDG undertake on behalf of the Housing Service directly into Housing. It is anticipated that through these changes, it will result in the redistribution of some Housing Revenue Account money to offset any immediate increase in staffing expenditure in the first year of the restructure.

7 ***Housing Property Services (previously Deane Building DLO)***

- 7.1 The same structure as presented to December's 2004 Tenants Forum and Housing Review Panel is also being recommended. For clarity, the Stores area is showing as a temporary management arrangement whilst a review takes place in the early part of this year by the Head of Policy & Performance, Head of Corporate Services and myself on the entire area of purchasing within the Council.

8 ***Additional Points***

The reasons behind the recommended structure for each area are the same as those presented, discussed and agreed upon at both October and December's 2004 Tenants Forum and Housing Review Panel. It is important to stress however, that there will need to be a flexible approach adopted in the early stages of the new structure, to enable staff to become accustomed to their new roles, including the provision of appropriate training.

9 **Consultation Process with Staff**

- 9.1 A formal consultation process with staff commenced on the 28th September 2004 and ended on the 29th October 2004. During this period I attended team meetings to discuss the proposed restructure and sought their views. In addition to this, some staff took the opportunity to contact me directly, either by phone, "e" mail, letter or arranged to meet me in person to discuss the proposed restructure. Staff have continued to be kept updated after the formal consultation process ended. For information, attached as Appendix 4 is a summary paper produced by Personnel for staff on the key points that may affect staff when a restructure occurs.
- 9.2 The Housing Staff Consultation Group, which consists of a member of staff from each team within Housing have attended three Housing Service Management Team Meetings to express their views and shape the proposed restructure. I also attended the Council Staff Consultation Group to discuss the proposed Housing restructure.
- 9.3 Since October's 2004 Tenants Forum and Housing Review Panel, both Unison and Staff Side have continued to be informed and consulted about the proposals on almost a weekly basis. Neither Unison nor Staff Side have expressed a negative view on the proposals and have been supportive. Their main criticism has been that the process has been very lengthy and this has also been the view of staff.
- 9.4 There does appear to be support for the proposed restructure and a desire to move forward but with the cautionary note of ensuring that flexibility is allowed to enable the structure to become bedded in and staff to become accustomed to their new role.
- 9.5 Those staff whose job is being deleted and are being offered an alternative job by being slotted in, or for those staff being classed as being at risk of redundancy will again be spoken to and sent a further letter outlining the position.
- 9.6 If the Executive agree the proposed restructure, staff will have the opportunity to make further comment and challenge the salary scales.

10 **Financial**

- 10.1 At October's 2004 Tenants Forum and Housing Review Panel a general overview was provided with a further update provided at the December 2004 meetings. Detailed calculations have been undertaken with Finance and an in depth break down is available upon request. Provincial redundancy costs have also been undertaken with Personnel, which again are available upon request.
- 10.2 I believe it is important to advise Members that in comparison to other Housing Services Management Costs (using House Mark figures), Taunton Deane's rests in the top quartile (the cheapest!). A Chartered Institute of Public Finance and Accountancy (CIPFA) figure comparison based on the 2003 / 04 financial year undertaken by PricewaterhouseCoopers (PWC) during the Stock Options Appraisal also confirmed a similar picture. The proposed restructure will initially increase staff costs but only marginally. Overall, the provincial increase in costs are:
- i) Increase to the Housing Revenue Account of £146,982
 - ii) Increase to the General Fund of £24,393 in Year 1 which should be cost neutral within three years
 - iii) Increase to the Building DLO of £8,580
- 10.3 The reason these figures are provincial is that the evaluation of posts within Housing are still subject to further minor internal checks and of being challenged by staff through an appeal process. However, it is not estimated that the increase in costs will vary greatly.
- 10.4 The CIPFA figures that PWC used showed Taunton Deane's management costs to be £9.74 per week against an average cost of £12.90. The result of the restructure would mean an increase of approximately 50 pence per week.
- 10.5 It is believed important to advise Members that due to the nature of all jobs having to be shown at the top spinal column point when the financial calculation exercise is undertaken, the increase should be less when all the positions are filled as some staff will commence a position on the bottom spinal column point.
- 10.6 Two key issues to be answered are whether the increase in expenditure can be justified and afforded. In regard to the justification for the increase in costs, reference has been made to how cheaply the service is provided and if we wish to deliver on the targets set within the Best Value Improvement Plan and the desires of our customers we do need to increase our management costs. Additionally, Housing is seen as a key priority for the Authority and to achieve the priorities and targets we have set, we do need to increase our management costs and not rely on the goodwill of dedicated staff to keep soldiering on. Reference should also be made to Part 11 of this report on the risks of not restructuring. It is my opinion that we need to invest in our staff as much as we have previously invested in our stock.
- 10.7 On the question of can we afford it, the simple answer is yes. In regard to the Housing Revenue Account (HRA), the benefit of the Supported People Windfall that we

receive was underestimated in the previous financial year. It was originally estimated to be in the region of £200,000. A more accurate position has been identified due to the excellent work undertaken by the secondment of an officer from the Supported People Team, being close to £400,000 and therefore the increase in costs can be covered. The underestimation of the windfall has been a key reason why the Working Balance is close to £1.85 million. A concern has been raised on whether the Supporting People Allowances could reduce. Calculations have been undertaken on a number of scenarios and even taking account of a 7.5% reduction (a figure being quoted in a number of publications); which would reduce the windfall to £300,000, it would still be sufficient to cover the proposed increase in costs.

- 10.8 For complete transparency, the Supporting People funding that is received is guaranteed to March 2006 when there will be a need to re-tender for the contracts. There is no guarantee that we would be successful. However, based on our performance to date the Housing Service would be in a strong position and with the implementation of the restructure an even stronger position, to not only win the contract again but also be pro-active in competing and potentially winning other contracts.
- 10.9 It is also anticipated that the restructure will enable improved performance to be achieved in key areas such as rent arrears and void turnaround, which would result in additional income and therefore offset the increase in costs. Lastly, reference has been made to the ongoing work of reviewing the service provision arrangements with DBDG, where it is anticipated savings will be identified.
- 10.10 In regard to the General Fund element, it is important to stress to Members that key targets for this Authority are to increase the provision of affordable housing and to tackle homelessness. It is believed the figure quoted of a deficit of £24,393 (which is believed to be prudent) in the first year will reduce and eventually be cost neutral over a three-year period by adopting in some areas a “Spend to Save” approach. For example, it is believed the Bed & Breakfast Budget will decrease by at least £5,000 per year through more preventative work. Additionally, it is believed the formation of a Home Improvement Agency will bring in an additional income of at least £10,000 in the first year of operation.
- 10.11 If the restructure does not proceed it is my opinion that we will struggle to achieve the important targets set and in regard to homelessness, costs will increase, as has been the case during this financial year.
- 10.12 Lastly, I believe it is important to note the principles agreed at October’s 2004 Housing Review Panel in regard to the restructure costs, being:
 - i) The final position is cost neutral or
 - ii) Is cost neutral over a three year period by adopting a Spend to Save Approach or
 - iii) A decision taken to use some of the Supporting People Windfall to cover any shortfall

10.13 In regard to the redundancy costs, a probable figure will be in the region of £150,000 and may involve five staff. Approximately £45,000 of this amount will be attributable to the General Fund. This figure can be met from the Housing Revenue Account Working Balance and the General Fund Reserves; the principle of which was agreed to in last year's budget setting but does need to be formally approved by the Executive.

11 **Risks of not Restructuring**

11.1 The Housing Service is I believe starting to show signs of failing in some areas, with some staff showing signs of stress and it is my opinion that the service will go backwards if a restructure does not take place shortly.

11.2 In addition to this, the work being undertaken, which I believe will increase by the Head of Policy & Performance, does have an impact on the operational side of the Council. The advantage of the proposed restructure in Housing is that staff will be able to fully comply with all corporate initiatives. Presently, staff do struggle to juggle the pressures of their day job and new corporate initiatives. This is why a new Information, Performance & Compliance Team has been proposed in housing to enable front line staff to concentrate on their day job.

11.3 Lastly, the benefits of restructuring now is that if a stock transfer did take place, the Housing Service and the Council will in my opinion be in a stronger position to manage that change, as the restructure will have had time to settle down. However, it is important to stress that the proposed restructure would work effectively regardless of the outcome of the consultation with tenants over a potential stock transfer.

12 **Timetable**

12.1 In terms of implementing the proposed changes, it is recommended to commence the proposed new structure from the 1st April 2005. The exception to this will be in regard to DBDG where a detailed timetable still needs to be developed. It is anticipated though this will occur no later than the summer of 2005.

12.2 As already been recorded in this report, there will be a need to have flexibility in the early stages to enable staff to become accustomed to their new roles and ensure all positions are filled.

13 **Summary**

13.1 As recorded in October's 2004 Housing Review Panel report, I do believe that the proposed restructure will enable the Housing Service to move forward from what is already a strong position. As part of the restructure, there will be an emphasis on empowering staff and enabling them to take ownership for their area of work, with support, guidance and encouragement from their line managers. It is also my aim that senior managers become more strategic and for managers and staff alike, to work in a "No Blame Culture", adopting a "Business Like Approach" in order to achieve an "Excellent Service Delivery". What is equally important is that through this period of change we adopt a compassionate approach in dealing with staff and any concerns raised.

14 **Recommendation**

- 14.1 Members are asked to endorse the contents of this report, attached appendices and the proposed new structure.

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APPENDIX 1

TAUNTON DEANE BOROUGH COUNCIL

HOUSING REVIEW PANEL – 6th OCTOBER 2004

Report of Head of Housing

(This matter is the responsibility of Carl Brazier)

HOUSING RESTRUCTURE

Executive Summary

The purpose of this report is to provide Members with an overview on the proposed restructure of the Housing Service. Attached to this report are two appendices, Appendix 1 being the proposed new structure and Appendix 2 being the existing structure.

1 Background

- 1.1 Members will recall that at July's Housing Review Panel an Annual Stewardship Report was presented, providing information on the existing performance of the Service and the direction that as the Head of Service I believed the Service should take. In addition to this, at a number of meetings reference has also been made to a proposed restructure. This report provides Members with an outline of the work undertaken to date, an indication of the proposed restructure and an opportunity to comment and make suggestions.
- 1.2 During June and July, I attended team meetings for all the sections within housing to informally consult with staff to discuss my views on how the service should be shaped in the future and importantly, listen to how staff believe housing should be run. The proposed new structure takes into consideration the views expressed from that informal consultation period from staff and managers within housing. In addition to this, the Corporate Management Team have also discussed the proposed new structure and have played a part in producing the proposed structure being presented.
- 1.3 For clarity and further background, as a newly appointed Head of Housing in July 2003, one of my main objectives was to review the service in my first six months of employment, provide an interim report which would then be used as a basis to restructure the service after twelve months. During my employment at Taunton I have job shadowed a number of staff to gain an understanding of what their job entails and seek their views as to how the service should be shaped. This combined with attending team meetings and informally seeking staff views throughout my employment has I hope, enabled me to gain a better understanding of how the Housing Service should move forward.
- 1.4 I have also sought the views of tenants through meeting with the Tenants Forum, attending Resident Meetings and taking into consideration the results of the last years Tenant Satisfaction Survey. All of this has shaped the proposed restructure.

1.5 Lastly, the work undertaken through the Best Value Review has also played a part in shaping the proposed structure being presented to you.

2 **Service Issues**

2.1 The Housing Service is perceived to deliver a good service but I believe it does so with great difficulty. Key issues which I believe needs to be addressed are the:

- i) Need to improve front line resources to deliver increased levels of service in accordance with our customers desires
- ii) Need for improved levels of cooperation, coordination and communication
- iii) Need to exercise greater control over all housing functions
- iv) Need to improve support information including the monitoring of performance indicators and revising / monitoring policies and procedures
- v) Need to be clear about the Strategic / Enabling and Landlord roles in accordance with Government Directives
- vi) Need to rationalise some areas of the service to maximise the available resources

3 **Proposed Restructure Changes**

3.1 ***Housing Operations:***

3.2 It is being proposed to quite radically change this service. In the first instance, it is being proposed to increase the numbers of Estate Officers from 4 to 10, reducing patch sizes from approximately 1,600 to 600 units, enabling a more generic approach to be adopted. This will enable staff to have contact at an early stage of the tenancy, be more visible on estates and to move away from purely dealing with rent arrears and nuisance.

3.3 To recruit initially on a twelve-month contract an additional Tenant Resident and Involvement Officer to enable this team to seek out and draw in more residents who wish to become involved in shaping the Housing Service.

3.4 To create a Rents, Recovery and Voids Team, which will result in changes in the Revenues Section of the Head of Resources Service. This new team will deal with creating new tenancies, posting rent accounts, dealing with the initial stages of the void process and controlling the entire process, former tenant arrears and sundry debts and lastly debt and benefit advice.

3.5 Lastly, it is intended that the existing remaining functions of Allocations would move into Housing Options and that the Elderly Services Manager would report directly to the Head of Housing.

4 ***Housing Supported Services (previously Elderly Services):***

- 4.1 It is proposed to make three fundamental changes to this service. The first is to ultimately have the existing Elderly Services Manager report directly to the Head of Housing.
- 4.2 To recruit to a new post of Control Centre Manager, who will manage the Help Line side of this service.
- 4.3 To move away from the approach of Residential Scheme Managers and tailor the service to the particular desires of our clients, which will result in increasing the numbers of Mobile Support Workers.

5 ***Housing Strategic Services (previously Private Sector & Development)***

- 5.1 It is proposed to move many of the existing Allocation functions into the existing Homelessness Team, which will be called the Housing Options Team. A key issue for Housing is to tackle the problem of single homelessness by adopting more preventative practices, which it is believed by bringing these two teams together can be achieved.
- 5.2 It is proposed to increase the size of the Strategy Team, to enable the Service and Authority to be a “Big Player” in the Region, allowing us to be more proactive in discovering and introducing best practice. An increase in this team will also enable this team to tackle the weakness raised by the recent CPA Inspection of delivering on our affordable housing targets.
- 5.3 Housing Standards has already moved into the Private Sector Team and it is anticipated that greater joined up working due to this move will increase efficiency within the next twelve months. This should especially be the case as the Service moves forward with the introduction of a Home Improvement Agency.

6 ***Housing Asset Management (previously Property Services)***

- 6.1 It is proposed to change this team quite dramatically. Firstly, in light of the partnering arrangement with the Building DLO, it is being proposed to move the repairs team into the Building DLO to enable a greater link up between the workforce and the repairs team who raise repairs.
- 6.2 Secondly, it is proposed to focus the new Property Management Team on delivering Decent Homes and having a dedicated officer for RTB and Leasehold matters (an area which is becoming more complex).
- 6.3 Thirdly, it is proposed to form a new team, called the Information, Performance and Compliance Team, which in summary will focus on the following key areas:
 - i) Managing contracts and contractor performance on a regular basis including the DLO relating to responsive repairs, cleaning and estate maintenance

- ii) Performance information being properly collected and utilised to improve services
- iii) Ensuring that policy and procedure documentation is reviewed and updated
- iv) Working with the Tenant & Resident Involvement Team to ensure tenant information is appropriate and up to date
- v) Developing good practice initiatives
- vi) Reviewing IT needs
- vii) Assisting with complaints

6.4 Lastly, it has been agreed to propose to work closely with Deane Design Building Group over the next six to twelve months to review the nature of the work this team undertakes for Housing. The aim is to move some functions such as the management of the gas contracts into Housing from April to June 2005.

7 ***Housing Property Services (previously Deane Building DLO)***

7.1 The main change proposed to this service is the movement of the Repairs Team from the Asset management Team. Linked into this new team will be the Stores at the Depot, allowing a greater tie in to develop between the repairs being reported and the type of stores the Depot holds. This will ultimately lead into a review of the Stores itself and the Depot once the structure has had time to settle. Lastly in regard to this team, will be the creation of a new post to manage the invoice processing side of the business more effectively.

7.2 It is proposed on the workforce side to introduce a flatter structure of six supervisors linked to specialist trades and for more direct management from the Building Manager rather than the Housing Property Services Manager (previously Building Works Manager).

7.3 Lastly, it is proposed to provide administrative support, which this service has not had before, to enable more senior staff to concentrate on the running and development of the business.

8 **Consultation Process with Staff**

8.1 It is intended for the formal consultation process to last four weeks, starting from the 27th September and ending on the 22nd October. During this period it is my intention to attend team meetings to discuss the proposed restructure and seek their views. In addition to this, staff will have the opportunity to contact me directly, either by phone, "e" mail, letter or arrange to meet me in person to discuss the proposed restructure.

8.2 Staff will also be able to discuss the proposals with their Service Manager.

8.3 Both Unison and Staff Side have been consulted about these proposals.

8.4 All information concerning this proposed restructure is on the Intranet, being:

- i) Report to staff

- ii) Proposed Restructure Charts, including indicative salary levels. Please note that the job evaluation exercise has not yet been undertaken and this is why the salaries are indicative at this stage
- iii) Draft Job Descriptions or Job Summary. Please note that the Job Descriptions and Job Summaries will be finalised at the end of this consultation process to take on board staff comments

8.5 Those staff whose job is being deleted and are being offered an alternative job, or for those staff being classed as being at risk, have also be sent a personal letter outlining the position.

9 **Financial**

9.1 To date a number of accountants have played a part in producing financial information and further work is still required which can only take place during and after the formal consultation period with staff.

9.2 In comparison to other Housing Services Management Costs (using House Mark figures), Taunton Deane's rests in the top quartile (the cheapest!). A CIPFA figure comparison undertaken by PricewaterhouseCoopers during the Stock Options Appraisal also confirmed a similar picture. However, it is the intention that the proposed restructure will result in management expenditure being either cost neutral or a slight increase, resulting in costs being on the margin of top and median quartile expenditure.

9.3 Overall, at this stage of the process there does appear to be an increase in staff costs across both the HRA and General Fund. It is however believed that due to the nature of all jobs having to be shown at the top spinal column point, the deficit should reduce and further work is being undertaken to ensure that:

- i) The final position is cost neutral or
- ii) Is cost neutral over a three year period by adopting a Spend to Save Approach or
- iii) A decision taken to use some of the Supporting People Windfall to cover any shortfall

9.4 As recorded in this report, further financial work is still to be undertaken and detailed costings will be made available to Members at a subsequent Housing Review Panel.

10 **Risks of not Restructuring**

10.1 The Housing Service is I believe starting to show signs of failing in some areas, with staff showing signs of stress and it is my opinion that the service will go backwards if a restructure does not take place shortly.

10.2 In addition to this, the work being undertaken, which I believe will increase by the Head of Policy & Performance, does have an impact on the operational side of the Council. The advantage of the proposed restructure in Housing is that staff will be

able to fully comply with all corporate initiatives. Presently, staff do struggle to juggle the pressures of their day job and new corporate initiatives. This is why, a new Information, Performance & Compliance Team has been proposed in housing to enable front line staff to concentrate on their day job.

- 10.3 Lastly, the benefits of restructuring now is that if a stock transfer did take place, the Housing Service and the Council will in my opinion be in a stronger position to manage that change, as the restructure will have had time to settle down. However, it is important to stress that the proposed restructure would work effectively regardless of the outcome of the consultation with tenants over a potential stock transfer.

11 **Summary.**

- 11.1 I do believe that the proposed restructure will enable the Housing Service to move forward from what is already a strong position. As part of the restructure, there will be an emphasis on empowering staff and enabling them to take ownership for their area of work, with support, guidance and encouragement from their line managers. It is also my aim that senior managers become more strategic and for managers and staff alike, to work in a “No Blame Culture”, adopting a “Business Like Approach” in order to achieve an “”Excellent Service Delivery””.

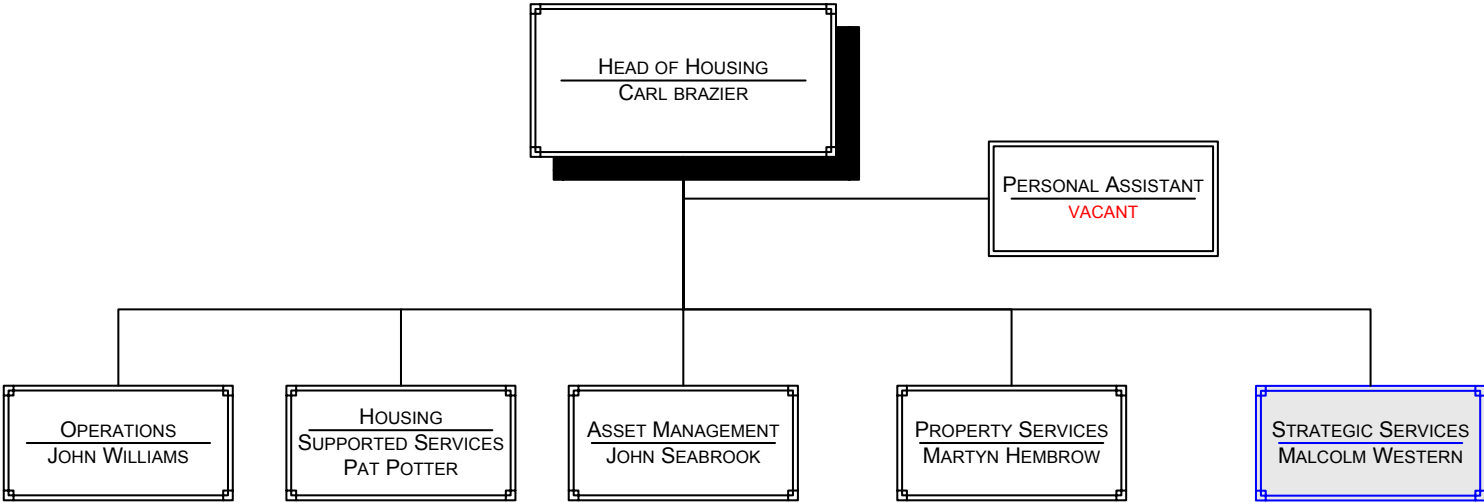
- 11.2 It is my intention to return to a subsequent Housing Review Panel with more detail on the proposed restructure and to provide feedback on the outcome of the formal staff consultation.

12 **Recommendation**




- 12.1 Members are asked to note and make comments on the contents of this report and appendices.

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**Taunton Deane Borough Council
Housing Services
Revised Top Level Structure**



KEY TO CHARTS

Boxes marked like this show structural elements which would remain with the Council if there was externalisation of the stock		Boxes marked like this show structural elements which are new to the organisation	
		Boxes marked like this show structural elements which are a result of transfer of staff or resources from other Departments	

HOUSING OPERATIONS
MANAGER
JOHN WILLIAMS

HOUSING ESTATES
MANAGER
CLAIRE TOUGH

HOUSING ESTATES
MANAGER
NORAH DAY

TENANT &
RESIDENT
INVOLVEMENT
MANAGER
JAYNE HARES

RENTS, RECOVERY
& VOIDS MANAGER

ESTATE OFFICER
DEREK MOUNTER
NICOLE WALKER
(+ 3 NEW VACANCIES)

ESTATE OFFICER
VAL HARVEY
JO LITTLEFORD
NICOLA WILLIAMS
(+ 2 NEW VACANCIES)

TENANT &
RESIDENT
INVOLVEMENT
OFFICER
VACANT

TENANT &
RESIDENT
INVOLVEMENT
OFFICER
DELYSE CARTER

RENTS/
RECOVERY/
VOIDS OFFICER

RENTS/
RECOVERY/
VOIDS OFFICER

RENTS/
RECOVERY/
VOIDS OFFICER

DEBT AND BENEFIT
ADVISOR
MICHELLE GARCIA

ESTATE ASSISTANTS
2 NEW VACANCIES

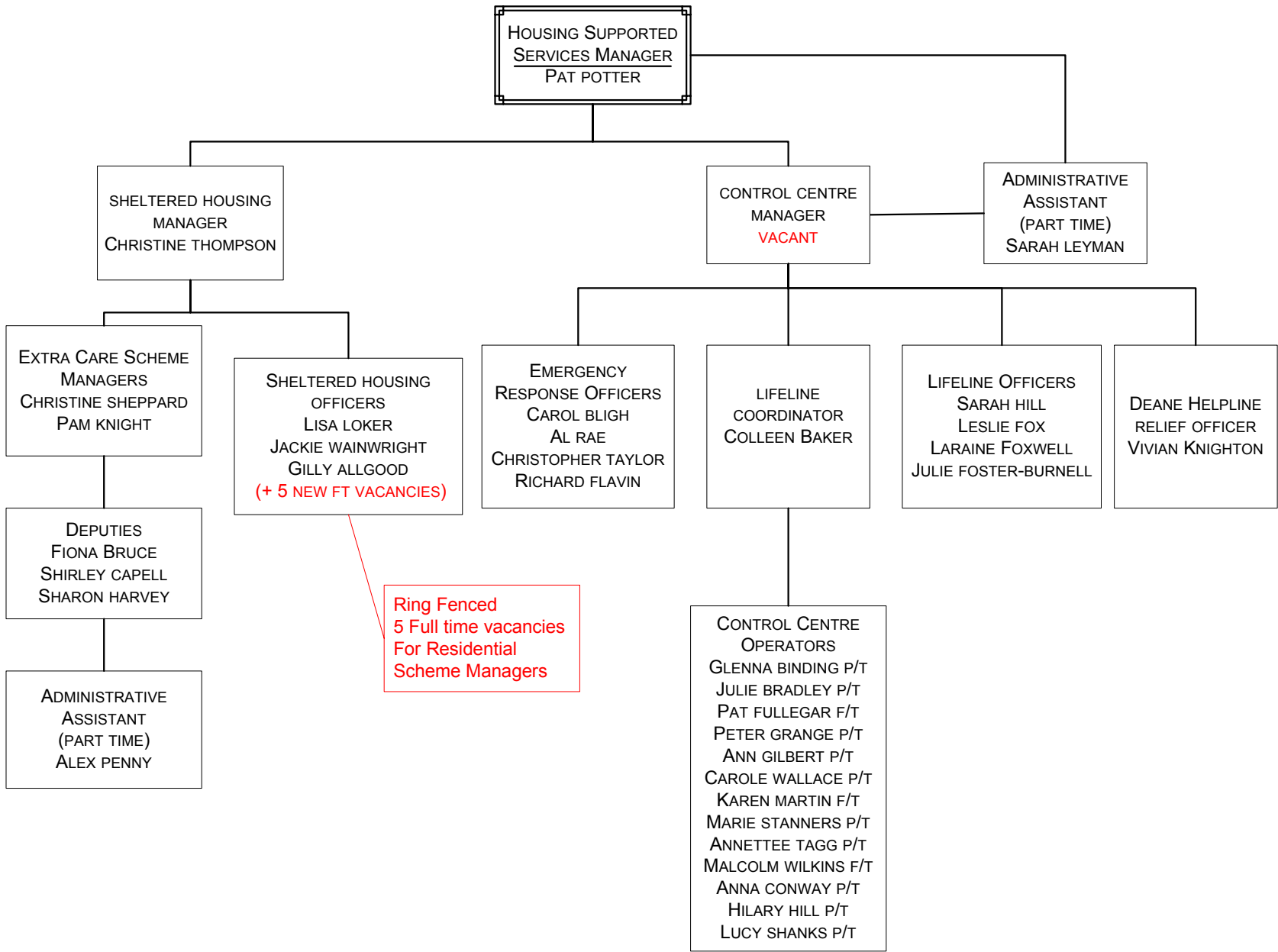
ESTATE ASSISTANTS
CHARLOTTE RAVENHILL
(+ 1 NEW VACANCY)

TENANT &
RESIDENT
INVOLVEMENT
ASSISTANT
KIRSTY GRINTER

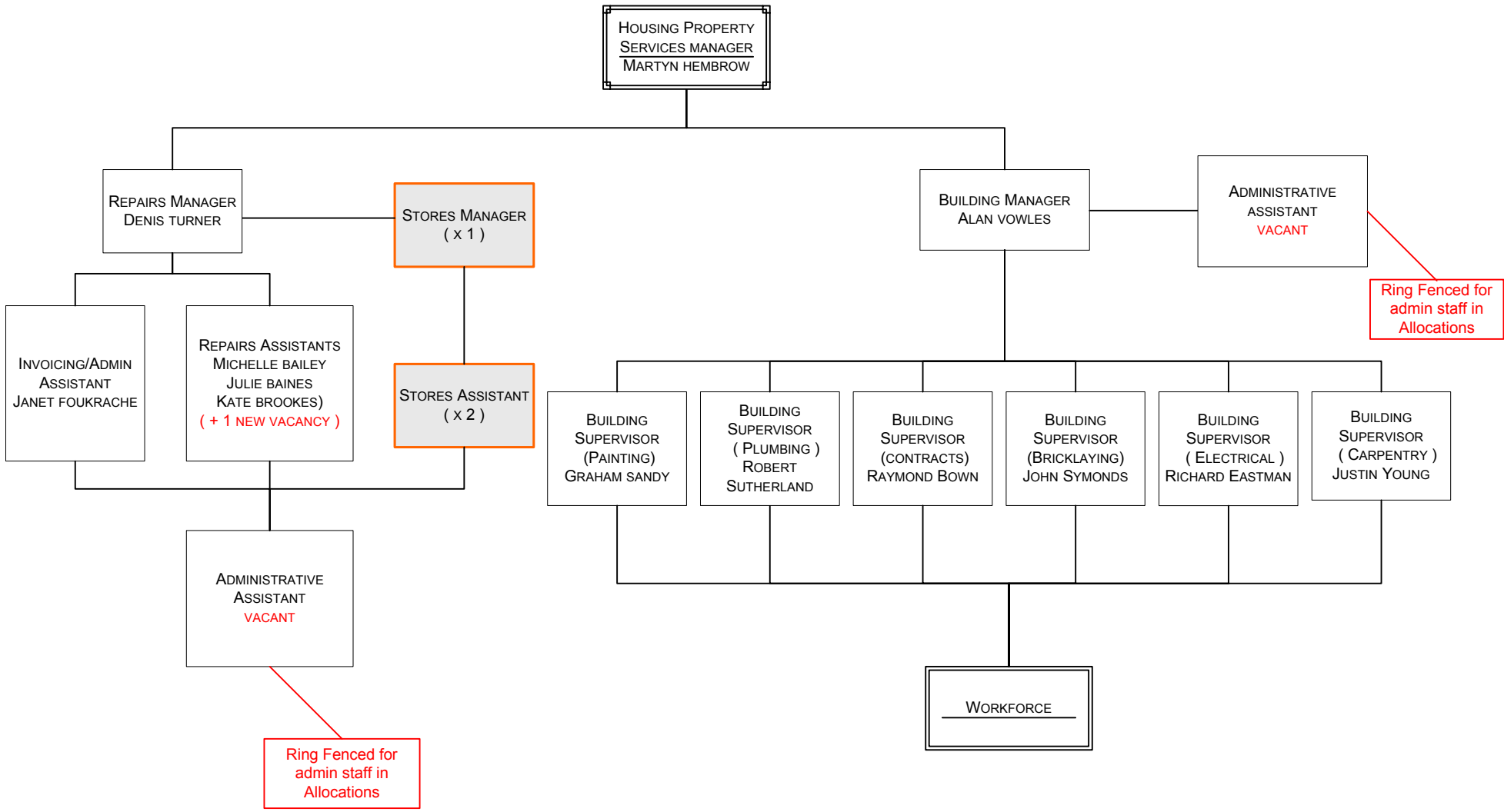
RENTS/RECOVERY
AND VOIDS
ASSISTANT

The positions above
in yellow are ring
fenced for the
following people:
Sue Larcombe
Robin Bainbridge
Lisa West
Rachel Pocock

Ring Fenced for
admin staff from
Allocations

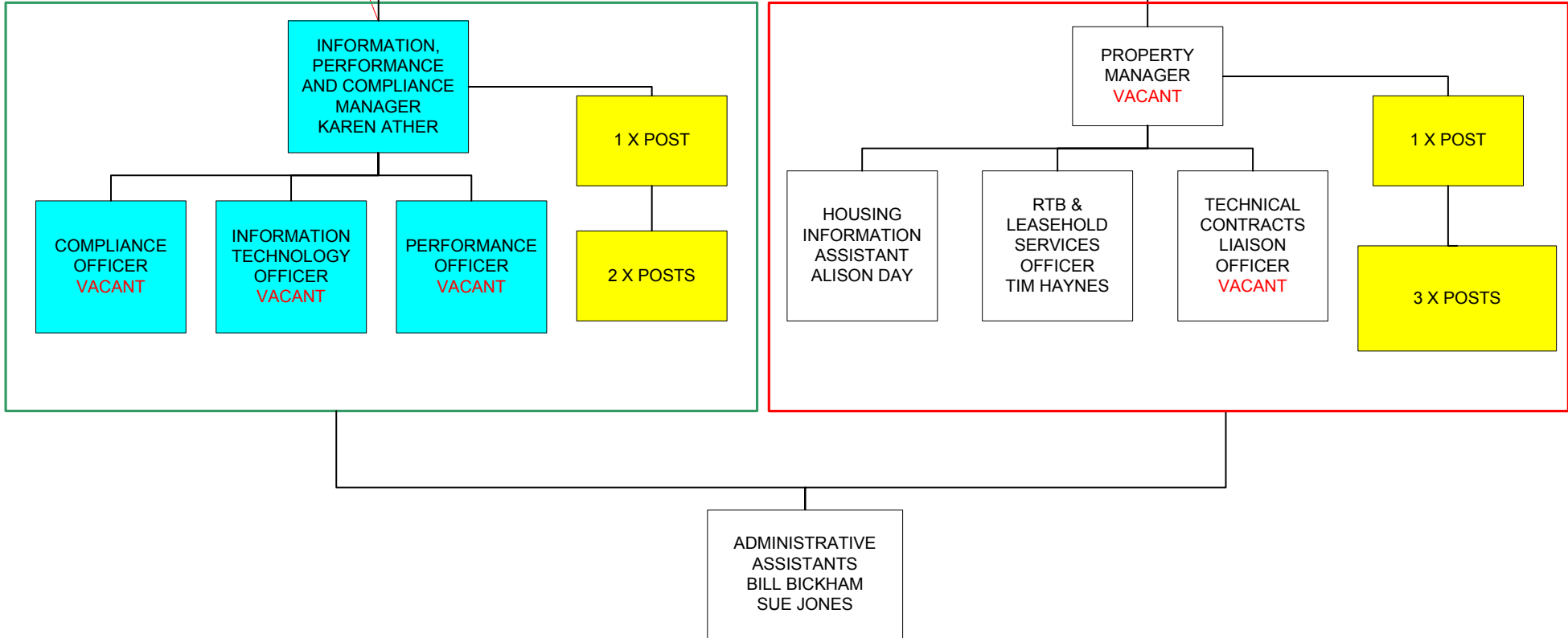


Ring Fenced
5 Full time vacancies
For Residential
Scheme Managers



New Section of the Department

HOUSING ASSET
MANAGER
JOHN SEABROOK



NEW POSTS

Posts potentially transferred from Deane Building Design.

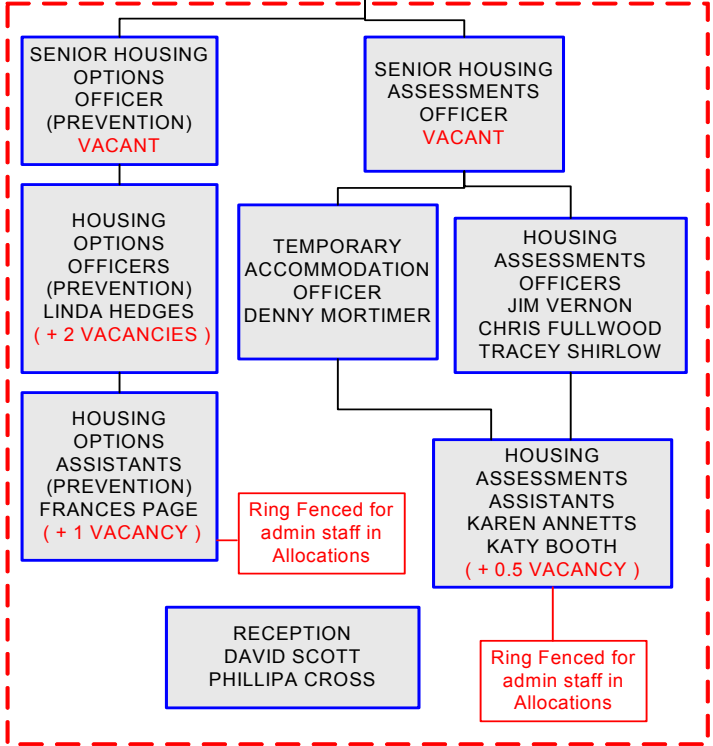
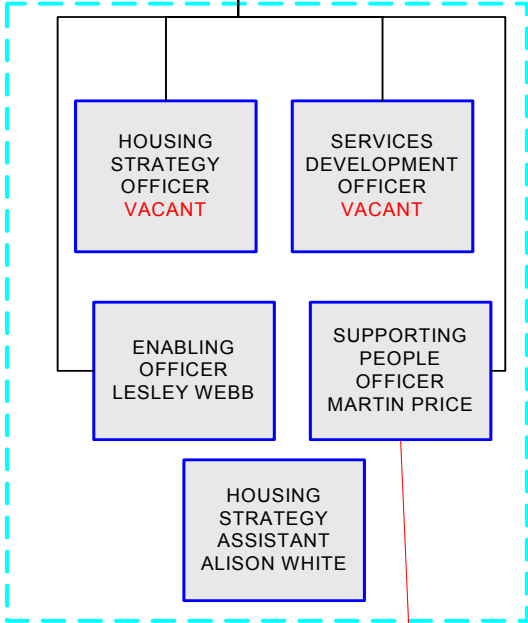
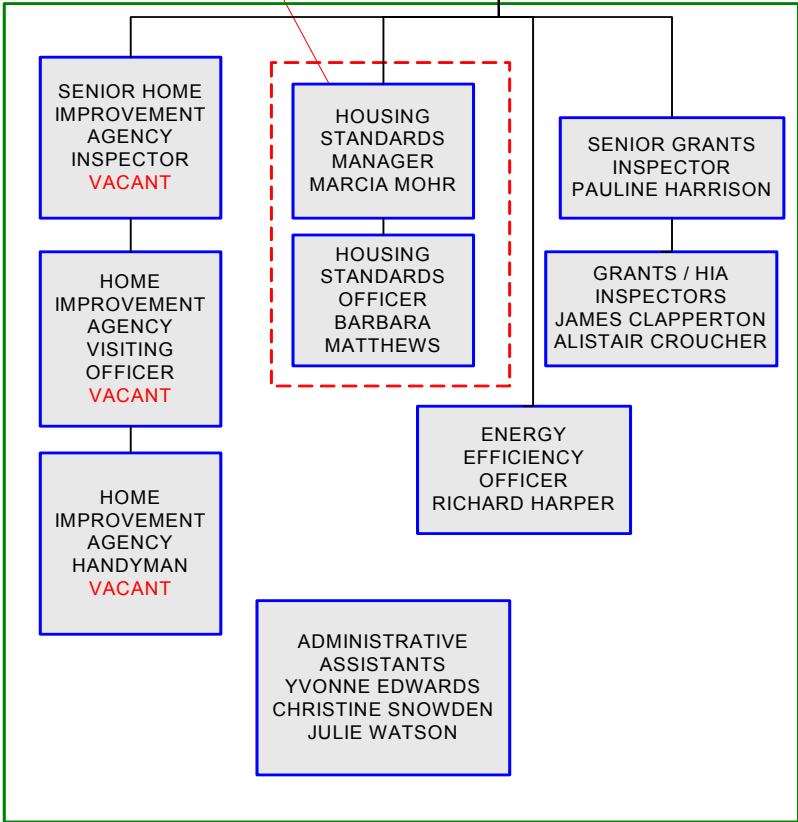
HOUSING STRATEGIC SERVICES MANGER
MALCOM WESTERN

PRIVATE SECTOR HOUSING MANAGER
DAVID WHITEHEAD

HOUSING STRATEGY MANAGER
DAVID HARRISON

HOUSING OPTIONS MANAGER
DAVE JONES

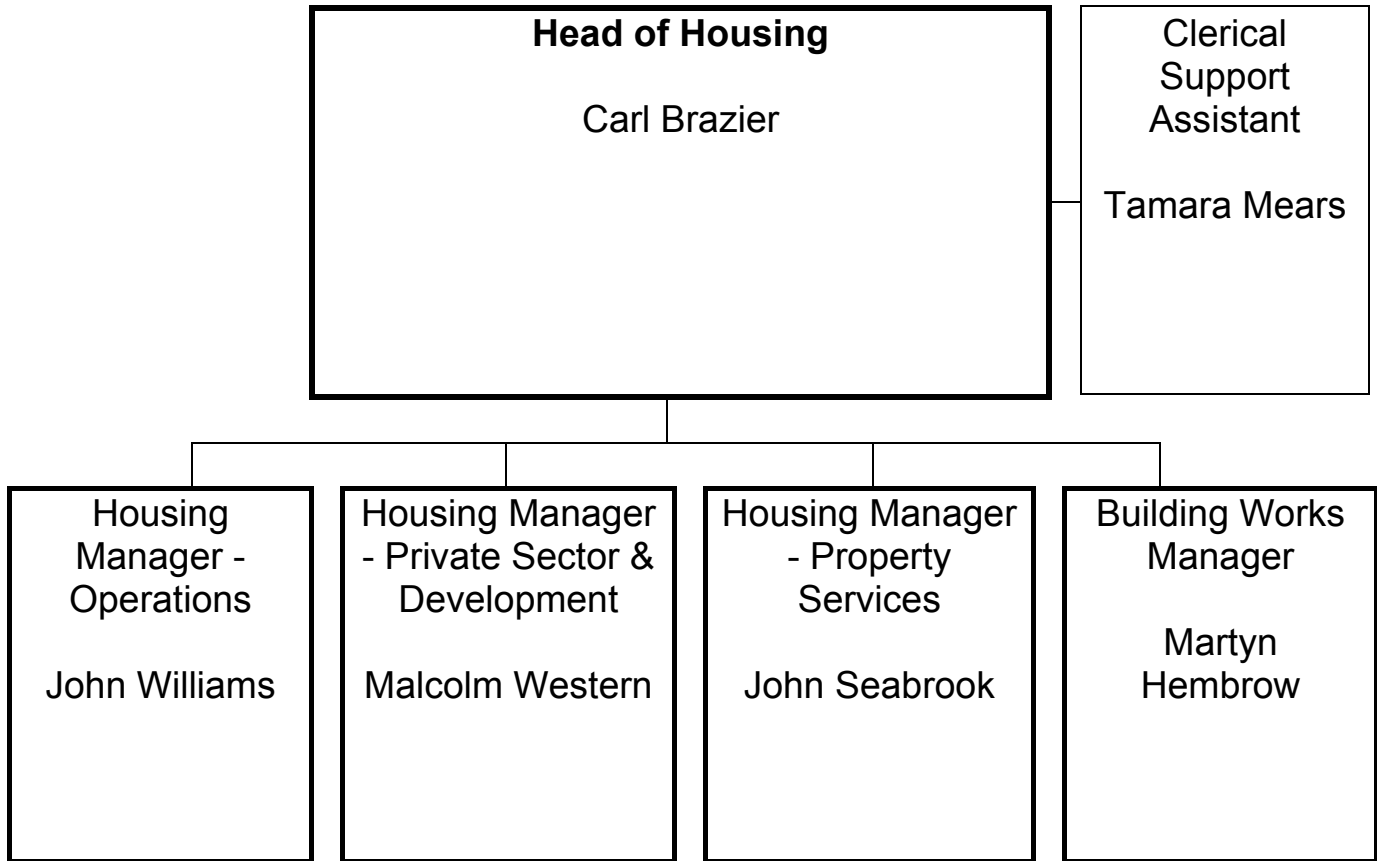
Posts transferred from Environmental Health



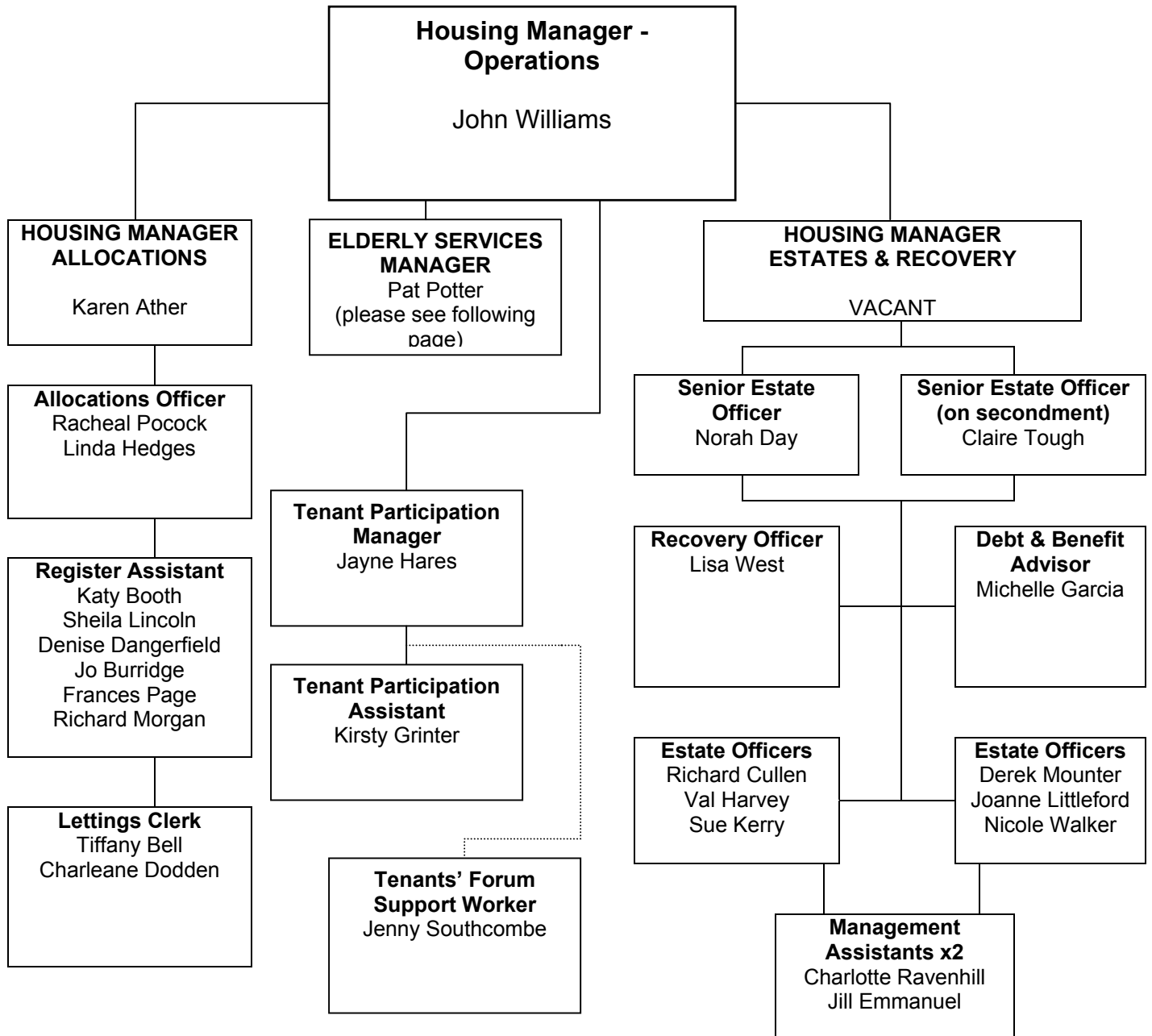
This is an existing post with a current funding contract for 12 months.

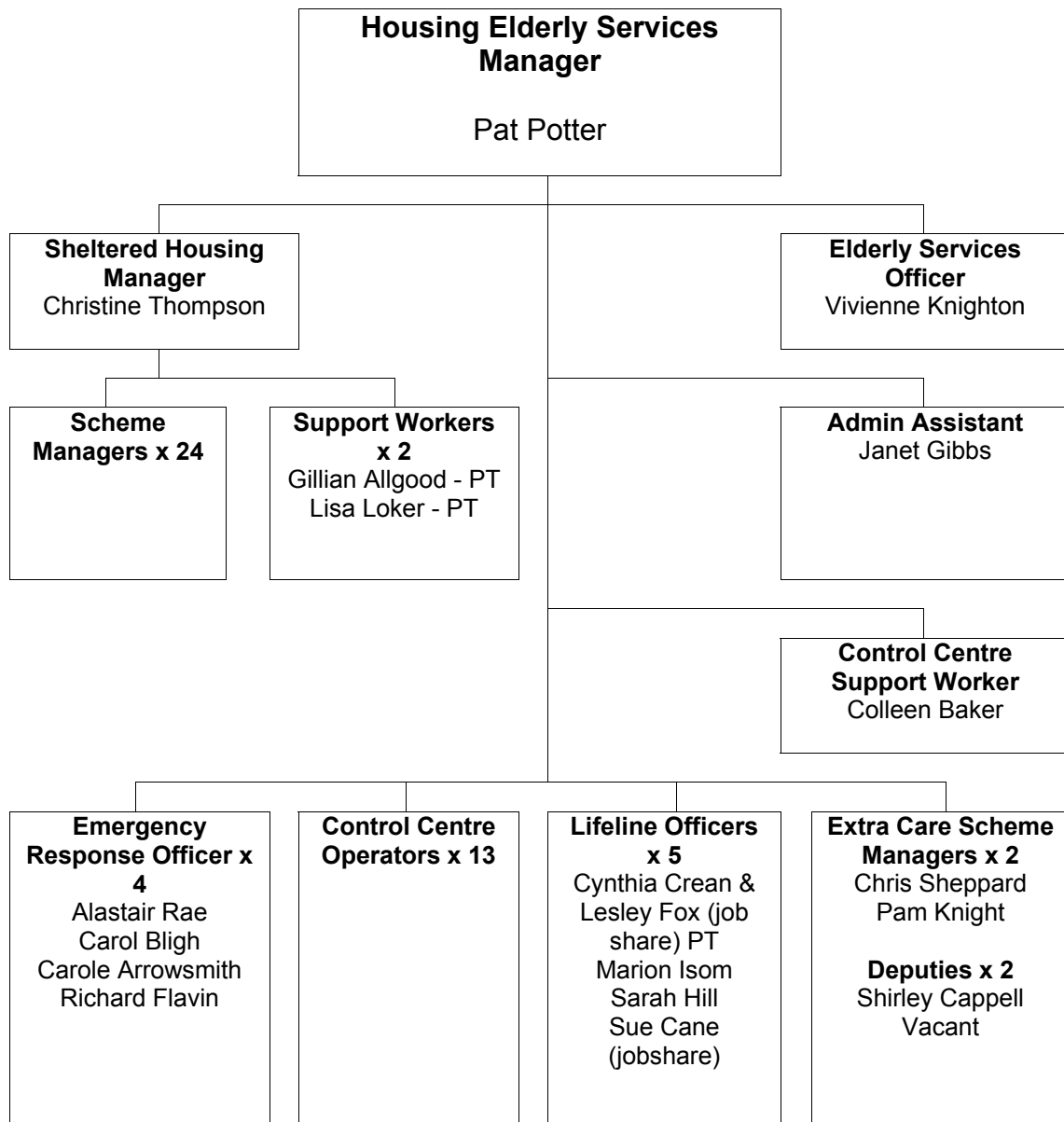
Appendix 4 – Existing Structure

Top Level:-



PLEASE SEE FOLOWING PAGES FOR STRUCTURES OF THE INDIVIDUAL SECTIONS OF HOUSING





Housing Manager - Private Sector and Development
Malcolm Western

PRIVATE SECTOR MANAGER
David Whitehead

HOUSING STRATEGY MANAGER
David Harrison

Enabling Officer
Lesley Webb

HOMELESS & ADVICE MANAGER
David Jones

Housing Strategy Admin Officer
Alison White

Senior Grants Officer
Pauline Harrison

Energy Efficiency Officer
Richard Harper

Homeless & Advice Officers
Chris Fullwood
Denny Mortimer
Jim Vernon
Tracy Shirlow
Neil Stanley

Grant Inspectors
Alistair Croucher
James Clapperton

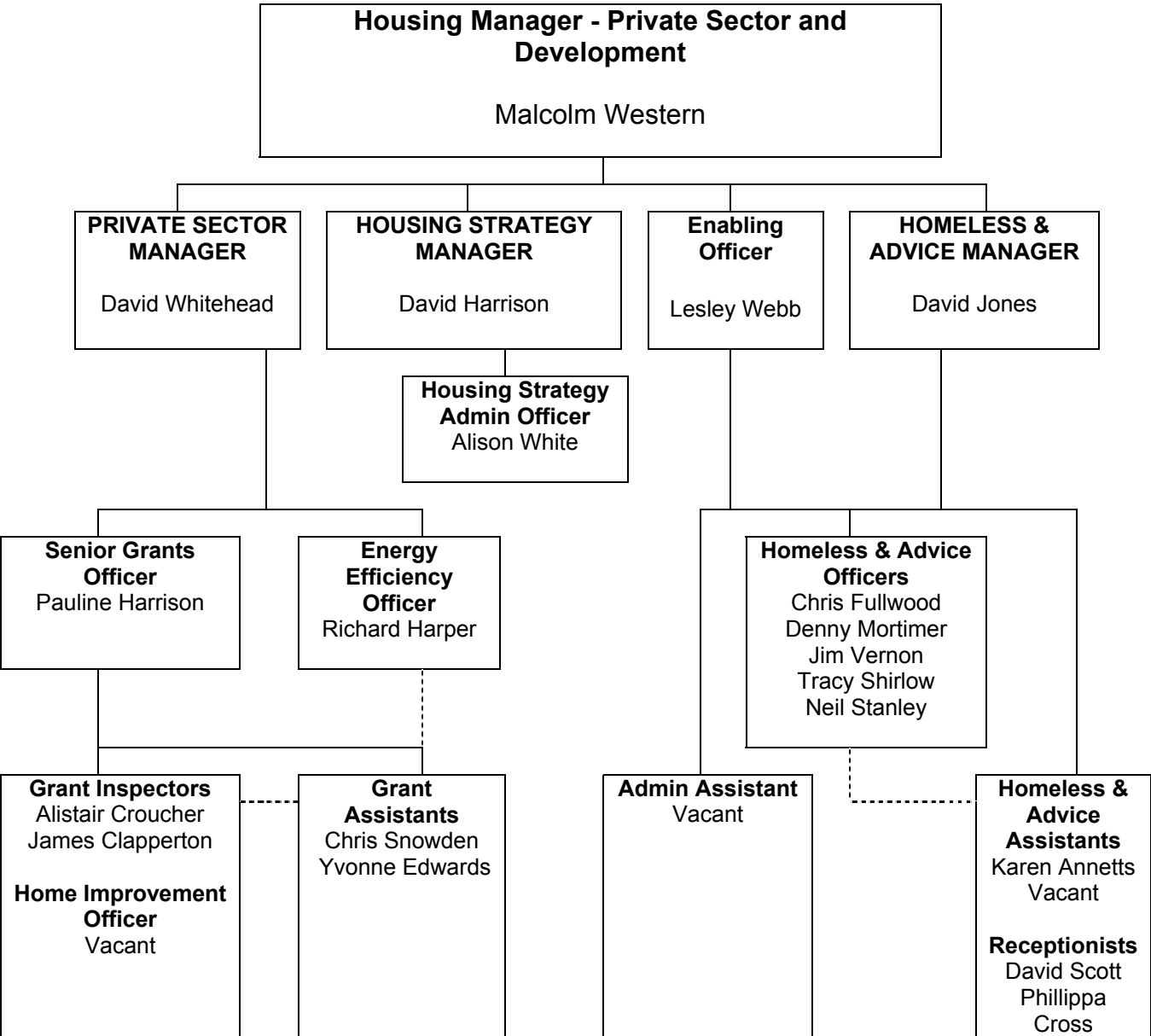
Home Improvement Officer
Vacant

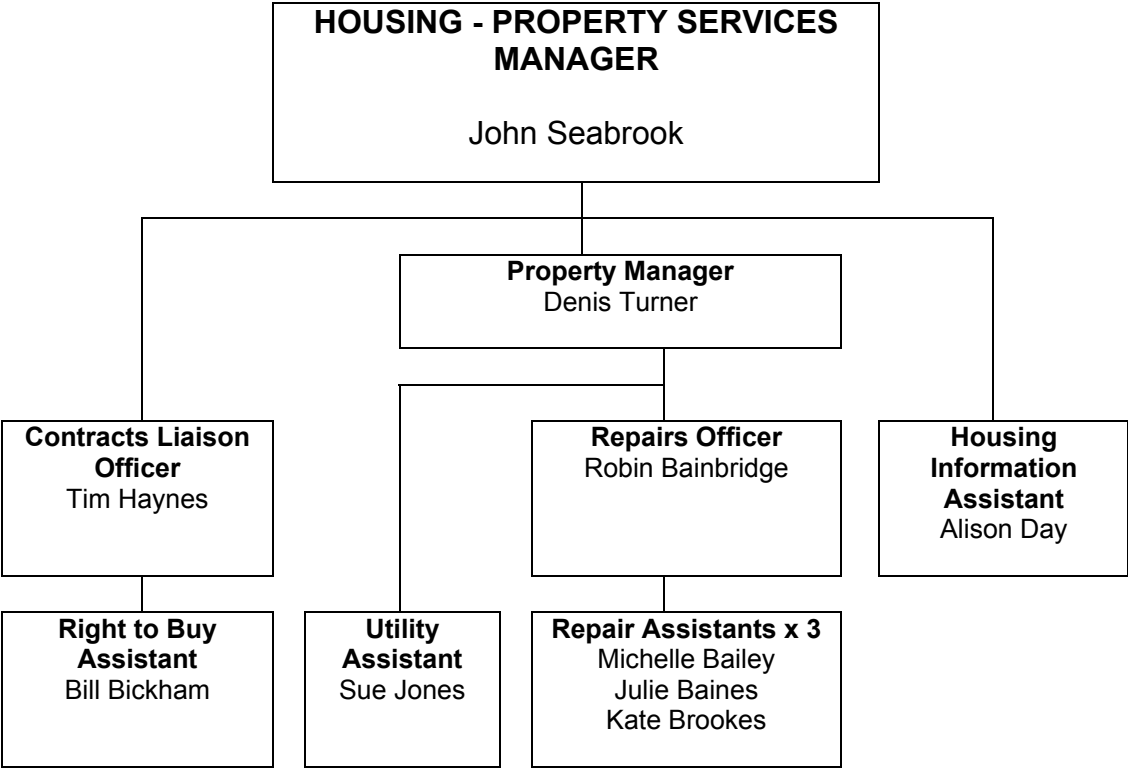
Grant Assistants
Chris Snowden
Yvonne Edwards

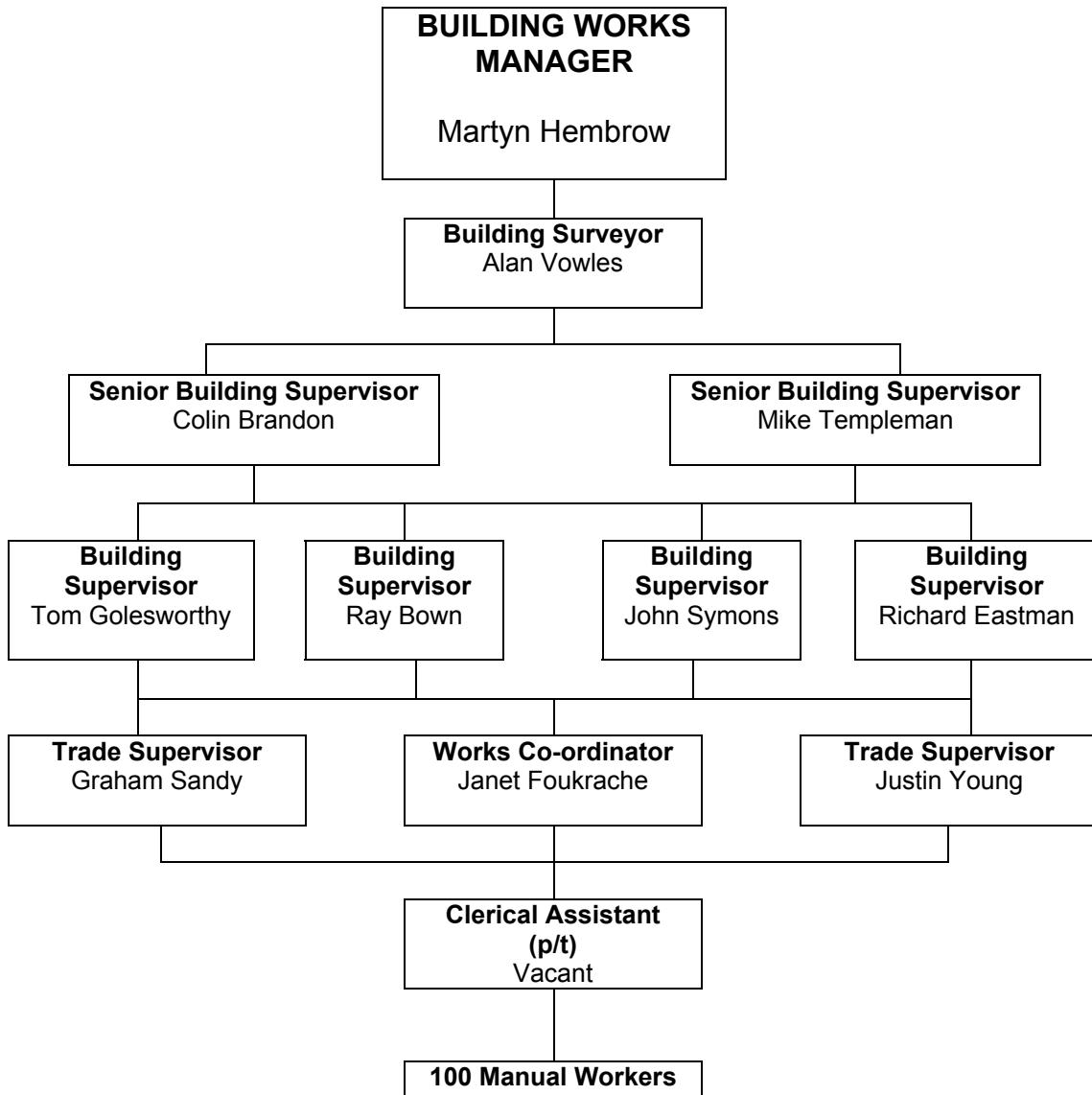
Admin Assistant
Vacant

Homeless & Advice Assistants
Karen Annetts
Vacant

Receptionists
David Scott
Phillippa Cross







APPENDIX 4

HOUSING RESTRUCTURE – APPOINTMENT PROCESS

Outline Principles

A key principle employers must observe in any situation involving organisational restructuring is that they safeguard security of employment for staff in a fair and equitable way.

The principle behind this reorganisation is that security of employment will take precedence over opportunity for promotion. Whilst TDBC's normal redundancy procedure applies to this restructure, the following additional principles will also apply.

1. Eligibility

Staff who are not affected by restructuring proposals (ie, when neither individual jobs, nor team structures are affected) will be outside of the scope of this process. Agency staff will not be eligible to apply for posts in the new structure.

2. Slotting In

- 2.1 Where there is little or no change to the general nature, level of responsibility, and place of work, and/or where "successor" jobs are clearly identified, existing permanent staff will be "slotted in", ie placed in these successor posts without the need to submit applications or be interviewed.
- 2.2 Where an individual is slotted in, and security of employment is therefore guaranteed that individual cannot, in the first instance, apply for other vacant posts in the new structure until priority consideration (ie at risk) employees have first been considered.
- 2.3 Where existing posts disappear and there is no obvious successor post earmarked for slotting in, staff will be deemed "at risk", and the council's normal at risk procedures will apply.

3. Ring fencing

Where new jobs in the structure are not earmarked for individuals as part of a "slotting in" process, they will be ring fenced to those individuals who have been notified they are at risk. If any new post remains unfilled after at risk candidates have been considered, it will be opened up for other candidates to apply.

4. Temporary staff

Temporary employees with less than 1 year's service by 1 January 2005 will not be eligible to be considered for jobs until /unless all eligible staff as per

paragraph (1) above have first been considered, at which point any remaining vacant posts will become available for application.

5. **Selection /Appointment Process**

The appointment process will be as follows:

a) **Advertisements**

Each person at risk will be notified individually of the structures and the jobs available.

b) **Applications**

Eligible staff will be asked to identify job preferences from the list of available jobs, and to complete relevant job preference forms.

c) **Shortlisting**

Shortlisting will be carried out by an appointment “team”. Where existing skill levels and competencies match those required in the person specification, applicants will be interviewed.

d) **Interviews**

As a general principle, as far as circumstances allow staff will be interviewed once only. There may be circumstances where more than one interview is necessary (ie for staff who list preferences for different job types, or displaced staff) but every effort will be made to minimise the number of interviews.

6. **Displaced staff**

Every measure will be taken to avoid redundancy to ensure that valuable skills and experience are not lost. If however any staff are displaced during the appointment process, they will have priority consideration for other vacant jobs in the Council, subject to meeting skills and competence requirements/specifications.

The criteria for appointing into alternative jobs will be based on whether the employee at risk possesses the necessary skills and competences (or could do so with reasonable retraining), **not** that they are the best candidate.

In the event that staff are placed in jobs where salaries do not match existing levels, existing salary protection agreements will apply.

FAQs

1)

Q. *I have been slotted in to a post. Can I apply for other vacancies in the structure?*

A. If you have been slotted in to a post, your employment is guaranteed and you will not need to compete against others for the post. Consequently, other vacant posts will be ring fenced, in the first instance, to those employees who have not been slotted in and who will be given priority to apply for the vacant posts. If any vacancies remain after this initial consideration of staff then they will be opened up to all staff.

2)

Q. *What if I don't want the post I've been slotted in to? Can I be redundant? Can I apply for other posts?*

A. You can only apply for other posts if you relinquish the post you have been slotted in to. You will not necessarily be redundant if you do not accept a post you have been slotted in to, as alternatives may be available. If you would like further advise, please contact Personnel.

3)

Q. *My salary is currently scp 24 – 28. The salary of my new post is 22 – 26. What will I be paid when the new structure takes effect?*

A. TDBC's normal salary protection policy will apply for 2 years. After that, the salary point will revert to scp 26.

4)

Q. *I have been ring fenced to a group of posts, but I don't wish to apply for one where do I stand?*

If you chose not to apply for one of the posts ring fenced for you, or another vacant post in the structure, you may not be entitled to a redundancy payment. If you do not intend applying, you will need to discuss this situation with your line manager and Personnel.

5)

Q. *I am not slotted into a post, but neither do I want to apply for any of the vacant posts in the new structure. Where do I stand? Will I be redundant?*

A. If you choose not to apply for any of the vacant posts, you may not be entitled to a redundancy payment. If you do not intend applying you will need to discuss this situation with your line manager and Personnel.