

SUBJECT:	Re-Structure of Housing & Communities
MEETING:	Single Cabinet Member Decision
DATE:	13th June 2018
DIVISION/WARDS AFFECTED:	All

1.0 PURPOSE

- 1.1 At the end of June 2018, the current Housing Renewal Manager will be retiring. This provides an opportunity to review the staffing re-structure. This report proposes a change to the structure, which essentially seeks to strengthen a number of functions and aims to increase resilience and flexibility.

2. RECOMMENDATIONS

- 2.1 To consider the issues and risks relating to the current structure.
- 2.2 To agree the proposed structure as detailed and to be implemented from 1st July 2018.

3. KEY ISSUES

- 3.1 The existing structure is well-established and broadly hasn't changed significantly over the last ten years. The majority of structural changes previously have been either 'tweaks' due to the need to make financial savings or in response to ring-fenced funding opportunities. Ring-fenced funding has and continues to influence the staff structure and impacts on the opportunities for change
- 3.2 The management and structure of the team is no longer considered fit for purpose and the pending retirement of the Housing Renewals Manager 0.5 creates an opportunity to review the structure. Key reasons and risks for proposing an alternative structure are listed in **Appendix 1**.
- 3.3 In addition the Senior Strategy & Policy Officer has also indicated the intention to retire in the relative near future. It is considered in principle that there is a need to train somebody up in respect of the strategic affordable housing function, due to the importance of this function to the Council.
- 3.4 Changes to the existing structure are, therefore, proposed. **See Appendix 2** for an overview of the proposed changes.

4. OPTIONS APPRAISAL

- 4.1 The following options, which are further evaluated in **Appendix 3**, are available:
- **Option 1** – Continue with the existing structure. This is considered a risk, particularly in the event of staffing problems. For example, in the event of sickness.
 - **Option 2** – Implement the proposed structure detailed in **Appendix 2**
 - **Option 3** - Over and above the proposal, further streamline the structure and management of the team by merging the Housing Options Team and the Housing Support Gateway. This option has been disregarded at this moment in time because such a merger would not only create a disproportionately large team but the multi-functional and diverse nature of the operation is considered complex to manage.

5. EVALUATION CRITERIA

- 5.1 Additional evaluation over and above that listed above is detailed in **Appendix 3**.

- 6. REASONS:**
- 6.1 The report seeks to minimise risk to the Council in terms of reductions or continuity of service provision, particularly in respect of functions that are statutory (such as disable facilities grants) and services that support safeguarding such as Careline.
- 7. RESOURCE IMPLICATIONS:**
- 7.1 The re-structure itself does not create resource implications. However, the proposal includes and reflects a Single Cabinet Member decision on 14th March 2018 to transfer the Melin Private Leasing Scheme back to the Council due to the ending of the contract on 7th June 2018. The transfer creates TUPE obligations for the Council and the need to TUPE transfer 1.6 staff to the Council. The costs associated with this are approximately £46,000. The Council would have incurred these costs regardless of this restructure proposal, but nevertheless it is relevant to reflect these costs in this report. These are known costs and will be covered by Welsh Government homeless grant.
- 8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**
- 8.1 It is considered that the proposed changes will impact positively on the Monmouthshire community through maintaining levels of service and reducing the risk of delays in the delivery of changes and improvements, including those with protected characteristics. **See Appendix 4.**
- 8.21 The proposed changes impacts positively on both safeguarding and corporate parenting through the additional resilience and flexibility that the new
- 9. CONSULTEES:** Chief Officer Enterprise; Cabinet Member for Enterprise; Head of Planning, Housing & Place-Shaping; Housing & Communities Accountant; Human Resources Advisor; Housing & Communities staff; Unison
- 9.1 Feedback received is reflected in **Appendix 5**
- 10. BACKGROUND PAPERS:** None
- 11. AUTHOR:** Ian Bakewell, Housing & Communities Manager
- 12. CONTACT DETAILS:** E-mail: ianbakewell@monmouthshire.gov.uk Telephone: 01633 644479

Appendix 1

Issues and Risks with Current Housing & Communities Structure

- There isn't a business support resource formally available across the team as a whole. There would be advantages of having an arrangement that offered a flexible resource across the whole service.
- The loss of Housing Renewal Manager reduces the teams technical capacity from 1.1 wte to 0.6 wte. This will reduce the capacity and resilience of technical know-how, particularly in the event of sickness and/or leave and in relation to the delivery of statutory DFG's and minimising DFG completion times.
- It is considered that the strategic capacity of the team is limited and there is scope for the strategic support to the operational teams to be strengthened.
- The Housing Options Team, responsible for a number of statutory functions, is the largest team with the largest range of functions, but doesn't have a full-time manager.
- The Careline Team is currently made up of 3 part-time posts. The existing staffing may not offer sufficient resilience, particularly in the event of needing to respond to emergencies and the implications periods of sickness and/or leave.
- The Housing Renewal Team is currently made up of 3 part-time posts. The existing staffing does not offer sufficient resilience, particularly in the event of needing to respond to emergencies and the implications of periods of sickness and/or leave.
- There is a need to strengthen succession planning.
- 1.6 wte staff are due to transfer under TUPE to the Council from Melin Homes in respect of the transfer private leasing scheme. These two new staff will become part of the Housing Options Team.
- There is scope for the existing members of the team to learn about other activities and new skills, which could mutually support personal development and contribute to succession planning.
- Due to the size and nature of the functions of the Housing Support Gateway, together with the expectations from Welsh Government and Supporting People Commissioning, there is a need for this team to have a dedicated manager, rather than rely on the current team leader type arrangement.

Appendix 3

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Re-Structure of Housing & Communities
Date decision was made:	
Report Author:	Ian Bakewell

What will happen as a result of this decision being approved by Cabinet or Council?

The proposed outcome is that the Council agrees to the number of teams within Housing & Communities being reduced through the merger of Strategy & Policy; Careline and Housing Renewals Team. The current Housing Renewals Manager 0.5 wte and the Careline Manager 0.75 wte will be deleted. The new merged team will be the Strategy & Sustainable Living Team and will be managed by a full-time Strategy & Sustainable Living Manager

12 month appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The following benchmarks will be used to assess whether the decision has had a positive or negative effect:

- Continuity of service provision eg delays being minimised or eliminated
- Deadlines being met
- Complaints
- Staff feedback
- The level of emerging risks relating to staffing

12 month appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

The proposed structure reflects the Single Member Decision on 14th March 2018 to transfer the private leased stock back to the Council from Melin Homes due to the end of the contract on 7th June 2018. This creates a TUPE requirement for the Council and 1.6 wte staff will be transferred to the Council. This will increase staffing expenditure by approximately £46,000.

This increase in expenditure has been accounted for in the Council's Medium Term Financial Plan and the projection for 2018/19.

This impending TUPE transfer would have happened regardless of the proposed re-structure. The re-structure, however, provides a timely opportunity to build these new posts into a new structure.

12 month appraisal

Any other comments