

	<b>Employment Committee 27<sup>th</sup> January 2015</b>	<b>Agenda Item No.</b>
<b>Title</b>	Improvement Programme III - Re-shaping the Organisation	
<b>For further information about this report please contact</b>	Matt Jones	
<b>Wards of the District directly affected</b>	N/A	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	Yes	
<b>Date and meeting when issue was last considered and relevant minute number</b>	N/A	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality and Sustainability Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	15.01.15	Bill Hunt
Head of Service	15.01.15	Andy Thompson
CMT		
Section 151 Officer	15.01.15	Mike Snow
Monitoring Officer		Andrew Jones
Finance	15.01.15	Mark Smith
HR	15.01.15	Sue Firminger
Portfolio Holder(s)	15.01.15	Councillor Norman Vincett
<b>Consultation &amp; Community Engagement</b>		
Consultation has been undertaken with staff within Housing & Property Services and also with service areas that interact with the Asset Management Team		
<b>Final Decision?</b>	Yes	

<p><b>Suggested next steps (if not final decision please set out below)</b></p>
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**1. SUMMARY**

- 1.1 The report set out the proposals for the re-design of the Asset Management Team with the Housing & Property service area following a wholesale review of the functions provided by the team.

**2. RECOMMENDATION**

- 2.1 That the Employment Committee approves the proposed structure for the Asset Management Team as set out in this report subject to Executive approving the necessary funding of £36,900

- 2.2 That the Employment Committee approves the removal of the following eight posts from the establishment:

H30060 - Building Construction & Surveying Manager  
 Vacant - Building Surveyor  
 Vacant - Asbestos Officer  
 H30090 - Building Surveyor (Mechanical & Electrical)  
 H30080 - Clerk of Works (Mechanical & Electrical)  
 B60013 - Assistant Area Engineer x 3

- 2.3 That the Employment Committee approves ten new posts, as identified below to be added to establishment:

Building Surveying Manager  
 Commercial Property Surveyor  
 Contract Administrator x 5  
 Area Maintenance Officer x 2  
 Resident Liaison Officer

**3. REASONS FOR THE RECOMMENDATION**

- 3.1 In the past 24 months Housing and Property Services has completed the re-design of its management team and also the Sustaining Tenancies and Business Support & Strategic Housing Teams.

In April 2013, the Employment Committee approved the proposals for the re-design of tier 1 of the Housing & Property Services Structure.

On 18<sup>th</sup> June 2014, the Employment Committee approved the proposal for the re-design of the Sustaining Tenancies and Business Support & Strategic Housing Teams. Due to departure of the Asset Manager, the proposals for the redesign of this team were deferred to enable the appointment of a new Asset Manager to lead the re-design.

- 3.3 The current structure of the Asset Management Team, like the other tiers of the Housing & Property Service Area needed to be reviewed in order to ensure the team is appropriately structured and resourced. The re-design of the Asset

Management team is the final phase of the service area re-design and marks a key milestone as the service area prepares itself to meet present and future challenges. Such challenges include:

- The state of public finances has permanently reduced local authority funding and created significant pressures (on the General Fund) to deliver even greater value for money services.
- The squeeze of public finance has also transformed welfare policy for years to come. The Welfare Reform Act 2012, will put enormous revenue pressure on Registered Providers (including stock retained local authorities). This will require a fresh look at business processes and investment decisions. These reforms will encourage more choice, independence and empower customers to demand even greater transparency and value for money.
- Increased demand (with smaller households and customers living longer) matched with a shortage in supply has created a housing time bomb which needs to be diffused with a step change in the provision of more homes.
- Changing the focus of the organisation from short term maintenance management to strategic asset management in order to enable the council to plan its investment priorities and assess the long term viability of its housing and corporate built assets.
- Ensuring compliance with current and pending government policy, industry standards and legislation e.g. the Decent Homes Standards and the Gas Safety Regulations, working within the context of the Housing Revenue Account Reform (self-financing) and the Housing Business Plan to deliver efficient, effective planned and responsive maintenance services.
- Improving the energy performance of the councils built assets, reducing environmental impact, lowering fuel consumption and bills and securing a sustainable future.
- A highly competitive employment market has and will encourage staff to demand ever greater job certainty and positive career development opportunities.

3.4 These challenges can be summarised into three objectives:

- Improving services for customers
- Delivering efficiencies
- Enabling positive culture change

The objectives are fully aligned to the Council's corporate "*Fit for the Future*" strategy.

### **The proposal for the Asset Management Team**

3.5 The redesign proposal for the Asset Management Team has been produced following consultation with staff across Housing & Property Services and client service areas. The proposal aims to clarify the principle functions of the Asset Management Team, creating clear direction and accountabilities throughout the

team, distributing work within the structure in a logical way which supports effective service delivery and teamwork.

There are a number of principles that have been applied to ensure that the service is fit for purpose and able to support the delivery of the organisations objectives:

- Ensuring that as far as possible contracts and processes are managed end to end by the same team to ensure continuity, ownership and accountability.
- Reducing waste by ensuring that tasks are handled at the first point of entry by the most appropriate person without duplication and double handling.
- Adopting automated processes as far as practicably possible.
- Creating an agenda for effective communication with colleagues and customers.

3.6 In general the current structure of the team is considered to be fit for purpose however the following changes have been devised in support of the above aims and principles:

- The Engineering team will be united with the Building Surveying team to complete their adoption into the service area. This will create clear line management arrangements and bring together the corporate building and open spaces planned preventative maintenance programmes, assisting the future co-ordination, management and reporting of the programme.
- The Housing repairs team will be expanded and will assume responsibility for the management of several housing repairs contracts which are currently managed by either the Building Surveying & Construction team or the Energy Management team. This will facilitate a more consistent, co-ordinated and understandable process for the reporting and delivery of housing repairs. While technical support will still be available from the Building Surveying & Construction and Energy Management teams, the centralisation of the housing repairs contracts will also enable the re-focusing of these teams for the benefit of WDC.
- The creation of a commercial property surveyor post. This post will be dedicated to the development of the systems, processes and tools that are required to effectively manage the council's non-operational buildings and will reinstate professional commercial surveying services that had previously been commissioned from the District Valuation Office until approximately 2010, in a more cost effective way, that better supports business needs of the organisation.
- The Senior Estate Supervisor and the Estates Supervisors will be transferred into the Sustaining Tenancies team; this will amalgamate all posts that are

primarily concerned with housing management into one team. In order to aid the understanding of this proposal a small organogram illustrating the proposed changes are provided separately from the Asset Management team organograms

### 3.7 Building Surveying & Construction Team

The building construction and surveying team will provide a full spectrum of professional building surveying services to the HRA and general fund accounts and will expand to incorporate the new Area Maintenance Officer posts which replace the existing Area and Assistant Area Engineer posts. The Building Surveying team is reduced from 6 to 5 in order to support the creation of a Commercial Property Surveyor Post.

The principle functions of the team are set out in the table below:

Building Surveying Team	
Proposed Resource: 1 x Manager, 5 x Building Surveyors, 2 x Clerks of Work, 1 x Area Maintenance Supervisor, 2 x Area Maintenance Officers	
<ul style="list-style-type: none"> <li>Planned and reactive building maintenance and repairs for corporate property</li> </ul>	<ul style="list-style-type: none"> <li>Parks and open spaces footpath repair, maintenance and inspection</li> </ul>
<ul style="list-style-type: none"> <li>Maintenance and collection of housing stock condition data and production, monitoring and delivery of the housing improvement programme</li> </ul>	<ul style="list-style-type: none"> <li>Housing communal land repair, maintenance and inspection</li> </ul>
<ul style="list-style-type: none"> <li>Maintenance and collection of corporate property stock condition survey data and production, monitoring and delivery of the planned preventative maintenance programme</li> </ul>	<ul style="list-style-type: none"> <li>High rise and surface car park repair, maintenance and inspection</li> </ul>
<ul style="list-style-type: none"> <li>Fire fighting equipment and man-safe line service and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Improvements</li> </ul>
<ul style="list-style-type: none"> <li>Professional services including:                             <ul style="list-style-type: none"> <li>Project Management</li> <li>Contract Administration</li> <li>Clients Agent &amp; Technical Support</li> <li>Design, Specification &amp;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Finger Post Maintenance</li> <li>Street Seat Maintenance</li> <li>Street Name Plate Maintenance</li> <li>Bus Shelter Maintenance</li> <li>White Lining</li> </ul>

<p>Procurement</p> <ul style="list-style-type: none"> <li>○ Budget and Cost Estimating</li> <li>○ Building Pathology, Surveys and Inspections</li> <li>○ Construction Health and Safety</li> <li>○ Report and Schedule Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision, Site Management and Quality Control.</li> </ul>
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### 3.8 **Commercial Property Surveyor**

This post will work closely with the Asset Manager and the Estates Manager and will play a key role in developing the fundamental systems, processes and working relationships that are needed to support the effective management of the corporate non-operational assets, ensuring the contribution these assets make to the Councils objectives is optimised. It will also have ownership of the non-operational property planned preventative maintenance programme.

The creation of this post provides a cost effective solution to reinstate the provision of professional commercial property services, previously commissioned from the District Valuers Office until approximately 2010, and is a formalisation of an experiment that has been tested within the existing Building Surveying and Construction team; the results of which have been positive and resulted in circa £150,000 of receipts being created by the current post-holder through following the correct protocol for dilapidations alone in a 12 month period.

It is proposed that this resource is created by way of a bid for funds from the Service Transformation Reserve on the basis of a two year fixed term contract. Subject to the approval of this bid, the two year period will allow sufficient time to design, implement and embed a comprehensive commercial property management service; during which time the need for the resource and the possible re-integration of the post back into the Building Surveying team and also the potential adoption of the Estates Manager into the Asset Management team can be reviewed.

### 3.9 **Housing and Void Property Repairs Team**

The Housing and Void property repairs team will expand to accommodate several housing repair contracts currently being managed by the Building Surveying and Construction and Energy Management teams. Centralising these contracts will enable greater co-ordination of housing and void repair works and consistent customer service.

In order to correctly administer the centralised contracts, three Contract Administrator posts will be created one of which will be on a two year fixed term contract basis to enable the service area to complete a thorough

evaluation of the resource needed for Contract Administration once all contracts are administered through the Active H ICT system.

The temporary Asbestos Officer post will be deleted, and is to be replaced by one of the three Contract Administrator posts.

The Property Maintenance Officer posts are retained all of which are to be full time posts and will resume pre and post inspections of housing and void repairs returning control of the diagnostic repair process from the repairs contractor to the housing repairs team.

The creation of a tenant liaison officer post will assist with the handling of customer and contractor queries, improving communication between the parties involved in the repairs process and the customer experience, this post will also co-ordinate housing repair service complaint responses.

The principle functions of this team are set out in the table below:

Housing Repairs Team	
Proposed Resource: 1 x Manager, 3 x Property Maintenance Officers, 3 x Contract Administrators, 1 x Resident Liaison Officer	
<ul style="list-style-type: none"> <li>Responsive housing repairs including pre and post repair inspection</li> </ul>	<ul style="list-style-type: none"> <li>Door entry, CCTV, security and fire alarm contract administration</li> </ul>
<ul style="list-style-type: none"> <li>Void housing repairs including pre and post void inspections</li> </ul>	<ul style="list-style-type: none"> <li>Domestic electrical contract administration</li> </ul>
<ul style="list-style-type: none"> <li>Asbestos contract administration</li> </ul>	<ul style="list-style-type: none"> <li>Domestic gas contract administration</li> </ul>

### 3.10 Energy and Plant Management Team

The energy and plant management team will relinquish responsibility for the domestic gas and electric contracts to the Housing and Void Repairs team in order to focus on the administration of communal and corporate plant maintenance and compliance contracts.

A key challenge for the council is developing solutions to reduce the energy consumption of its assets. The energy and plant management team will have a key role in developing the council’s sustainability policies and providing technical services to support the development of options to support the delivery of the council’s energy efficiency objectives, giving a new focus for the adapted Energy and Plant Manager post.

The current M&E Clerk of Works and M&E Building Surveyor posts will be deleted and replaced with two new Contract Administrator posts that will support the Energy and Plant Manager and be responsible for the administration of the compliance contracts identified in the table below.

Warwick Plant Maintenance will be retained with a focus on maximising the efficiency of the plant maintenance activities and the creation and maintenance of transparent auditable service schedules for all corporate and communal plant assets.

The principle functions of the Energy and Plant Management team are set out in the table below.

Energy & Plant Management Team	
Proposed Resource: 1 x Manager, 2 x Contract Administrators, 1 x Plant Maintenance Supervisor , 2 x Plant Maintenance Engineers	
<ul style="list-style-type: none"> <li>BMS and energy usage monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability and energy reduction planning/advice</li> </ul>
<ul style="list-style-type: none"> <li>Corporate and communal plant repair, servicing and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Corporate and communal gas and electrical service repair and maintenance</li> </ul>
<ul style="list-style-type: none"> <li>Corporate fire alarm repair, maintenance, servicing and improvement</li> </ul>	<ul style="list-style-type: none"> <li>Corporate intruder alarm repair, maintenance, servicing and improvement</li> </ul>
<ul style="list-style-type: none"> <li>Lightening protection servicing, maintenance and repair</li> </ul>	<ul style="list-style-type: none"> <li>Lift servicing, repair, maintenance and improvement</li> </ul>
<ul style="list-style-type: none"> <li>Lightning protection service, repair and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Air conditioning service, repair and maintenance</li> </ul>
<ul style="list-style-type: none"> <li>Street and amenity lighting, service, repair and maintenance</li> </ul>	

#### 4. **POLICY FRAMEWORK**

- 4.1 The services provided by Housing and Property contribute to the Council’s vision “Warwick District a great place to live work and visit, where we aspire to build sustainable, safe, stronger and healthier communities”.
- 4.2 For any staff impacted, the Council has agreed a process with the Unions (as mandated by Employment Committee on 15th June 2010) for dealing with this consequence. This mechanism is by means of job matching. The approach means that staff in the “old” system are matched against the posts in the “new” system. Any non-matched staff go into the redeployment pool to be hopefully matched against other Council vacancies. The job matching only takes place once Employment Committee has agreed a new staffing structure to ensure that the process is entirely transparent, easy for staff to understand, hopefully minimises the potential for redundancy and is nimble in terms of allowing new roles to start quickly.



## 5. BUDGETARY FRAMEWORK

- 5.1 In December 2014, while the re-design consultation was on-going, the Executive approved an increase in the staffing budget of £63,100 for each of the 2015/16 and 2016/17 financial years. The re-design consultation is now complete and a further annual increase of £12,400 over and above that approved in December 2014 is required to support the staffing structure of the re-design; the total annual increase required to support the staffing budget based on the re-design proposal in 2015/16 and 2016/17 is £75,500.
- 5.2 The proposed changes result in an £8,400 increase in the annual management cost of the general fund and a £28,500 increase in the annual management cost of the Housing Revenue Account. An overall, on-going annual increase of £36,900 for the staffing budget is needed from 2017/18 based on the proposed structure.
- 5.2 For any staff impacted, the Council has agreed a process with the Unions (as mandated by Employment Committee on 15th June 2010) for dealing with this consequence. This mechanism is by means of job matching. The approach means that staff in the "old" system are matched against the posts in the "new" system. Any non-matched staff go into the redeployment pool to be hopefully matched against other Council vacancies. The job matching only takes place once Employment Committee has agreed a new staffing structure to ensure that the process is entirely transparent, easy for staff to understand, hopefully minimises the potential for redundancy and is nimble in terms of allowing new roles to start quickly.

## 6. ALTERNATIVE OPTION(S) CONSIDERED

- 6.1 Alternative options were evaluated throughout the consultation process including retaining the existing team structure and staffing levels. Each alternative option was rejected in favour of the proposed.

### Appendix 1

The organisational chart of the proposed new service and the existing service are set out below. All posts on the chart are full time unless otherwise indicated.

The charts have been colour coded for ease of reference. The colour scheme is as follows:

Box Colour	Key
Blue	<b>Existing unchanged post</b> – these posts will stay as they are but may move to a different area to that which they currently are in. They will not require a new job description.
Red	<b>Deleted at risk post</b> – these posts will either no longer exist, or will be significantly amended with a new focus.
Orange	<b>Deleted vacant posts</b> – These posts will be deleted but are currently vacant
Green	<b>New Post</b> - these posts will be subject to internal matching from those staff put at risk. If matching is not achieved then these posts will be subject to a formal recruitment process.
Yellow	<b>Existing changed post</b> – these posts are existing posts which will mostly stay the same as they are. The Asset Manager will review whether new job descriptions are required for these posts.

