

**REPORT TO: PERSONNEL AND MANAGEMENT SERVICES COMMITTEE – 10TH DECEMBER 2001  
HOUSING COMMITTEE – 10TH DECEMBER 2001**

**REPORT ON: AREA HOUSING OFFICE RESTRUCTURE**

**REPORT BY: DIRECTOR OF PERSONNEL AND MANAGEMENT SERVICES AND  
DIRECTOR OF HOUSING**

**REPORT NO.: 760-2001**

**1. PURPOSE OF REPORT**

1.1. To advise Committee of a revised Area Housing Office staffing structure for the Housing Department.

**2. RECOMMENDATIONS**

2.1. Committee approves the revised Area Housing Office and Anti Social Behaviour Team staffing structures as outlined in Appendix 1.

**3. FINANCIAL IMPLICATIONS**

3.1. The restructure from four to three Area Housing Offices, the introduction of the Anti Social Behaviour Team and the creation of six Estate Supervision Officers provides a saving of £226,298 per annum on the current Housing Department staffing costs.

**4. LOCAL AGENDA 21 IMPLICATIONS**

4.1. None.

**5. EQUAL OPPORTUNITIES IMPLICATIONS**

5.1. None.

**6. BACKGROUND**

6.1. Housing Committee and Personnel and Management Services Committees on 18th June 2001 approved reports 260-2001 (Estate Supervision Officers) and 261-2001 (Anti Social Behaviour Specialist Team).

6.2. The Estate Supervision Officer report (260-2001) authorised the deletion of six Housing Officer posts from the existing staffing structure and the creation of six Estate Supervision Officer posts at no additional cost.

6.3. The Anti Social Behaviour Team report (261-2001) authorised the creation of a specialist Anti Social Behaviour Team from existing resources, comprising a Team Leader (PO1-4), three Investigation Officers (AP2), one Temporary Investigation Officer (AP2) and one Housing Assistant (GS3).

In addition Committee approved the restructure of the Area Housing Offices from four management areas to three.

7. **MAIN TEXT**

- 7.1. Appendix 1 outlines the new Area Housing Office staffing complement and the change from current to proposed.
- 7.2. The restructure of the Area Housing offices is now complete and the briefing note previously circulated to all elected members is attached for information as Appendix 2.
- 7.3. Given the timescale for the transfer of the Council housing stock in Ardler the Area Office restructure has been implemented with effect from 3rd December 2001 in order to co-ordinate the changes to service delivery and for staff involved in managing the process.

This report is therefore brought to Committee for information.

- 7.4. The Trade Unions have been fully consulted in the restructure proposals and are in agreement with the proposal.

8. **CONSULTATION**

- 8.1. All Chief Officers, DFTA and the Trade Unions have been consulted on the contents of this report.

9. **BACKGROUND PAPERS**

- 9.1. Reports 260-2001 and 261-2001 to Personnel and Management Services Committee and Housing Committee 18th June 2001.

Elaine Zwirlein  
**DIRECTOR OF HOUSING**

Signed \_\_\_\_\_

Date \_\_\_\_\_

Jim Petrie  
**DIRECTOR OF PERSONNEL AND  
MANAGEMENT SERVICES**

Signed \_\_\_\_\_

Date \_\_\_\_\_

**APPENDIX 1****Salary Estimates 2001/02**  
**Existing Structure****Central Area Office**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,215
Asst. Housing Manager	PO1/4	38	1	£25,470
Team Leader	AP5	34	1	£22,953
Team Leader	AP4	30	2	£40,788
Housing Officer	AP2	22	13	£204,270
Housing Officer	AP2 **	26	2	£35,583
Housing Officer	AP2 **	28	1	£18,981
Asst.Housing Officer	GS3	15	10.22	£134,496
Asst.Housing Officer	GS3 **	18	1	£14,115
Asst.Housing Officer	GS1/2	12	4	£49,587
<b>Totals for Central Area Office</b>			<b>36.22</b>	<b>£577,458</b>

**Lochee Area Office**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,215
Asst. Housing Manager	PO1/4	38	1	£25,470
Team Leader	AP4	30	2	£40,788
Caretaking Supervisor	AP4	30	1	£20,394
Housing Officer	AP2 **	26	1	£17,793
Housing Officer	AP2	22	11	£172,842
Asst.Housing Officer	GS3	15	8.29	£108,831
Asst.Housing Officer	GS1/2	12	3	£37,191
<b>Totals for Lochee Area Office</b>			<b>28.29</b>	<b>£454,524</b>

**Ardler/Kirkton Area Office**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,215
Asst. Housing Manager	PO1/4	38	1	£25,470
Team Leader	AP5	34	1	£22,953
Team Leader	AP4	30	2	£40,788
Housing Officer	AP2 **	26	2	£35,583
Housing Officer	AP2	22	8	£125,704
Asst.Housing Officer	GS3 **	18	1	£14,115
Asst.Housing Officer	GS3	15	8	£105,280
Asst.Housing Officer	GS1/2	12	2	£24,795
<b>Totals for Ardler/Kirkton Area Office</b>			<b>26</b>	<b>£425,904</b>

**Happyhillock/Whitfield Area Office**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,215
Asst. Housing Manager	PO1/4	38	1	£25,470
Team Leader	AP5	34	1	£22,953
Team Leader	AP4	30	1	£20,394
Team Leader	AP4	29	1	£19,734
Housing Officer	AP2 **	26	2	£35,583
Housing Officer	AP2	22	16	£251,409
Asst.Housing Officer	GS3	15	9.86	£129,360
Asst.Housing Officer	GS1/2	12	3	£37,191
<b>Totals for Happyhillock/Whit. Area Office</b>			<b>35.86</b>	<b>£573,309</b>

**APPENDIX 1**  
**Salary Estimates 2001/02**  
**Proposed Structure**

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<b><u>Central Area Office</u></b>				<u>Salary Costs</u>
<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,221
Asst. Housing Manager	PO1/4	38	1	£25,476
Team Leader	AP5	34	1	£22,959
Team Leader	AP5	33	1	£21,666
Team Leader	AP4	30	2	£40,794
Housing Officer	AP2 **	28	1	£18,984
Housing Officer	AP2 **	26	2	£35,592
Housing Officer	AP2	22	13	£204,321
Housing Officer	AP2	20	2	£29,778
Asst.Housing Officer	GS3	15	10	£131,910
Asst.Housing Officer	GS3	14	5.5	£70,737
Asst.Housing Officer	GS1/2	12	2	£24,798
Asst.Housing Officer	GS1/2	4	2	£19,020
<b>Totals for Central Area Office</b>			<b>43.5</b>	<b>£677,256</b>

<b><u>West Area Office</u></b>				<u>Salary Costs</u>
<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,221
Asst. Housing Manager	PO1/4	38	1	£25,476
Team Leader	AP4	30	2	£40,797
Caretaking Supervisor	AP4	30	1	£20,397
Housing Officer	AP2 **	26	2	£35,592
Housing Officer	AP2	22	12	£188,604
Asst.Housing Officer	GS3	15	8.5	£110,844
Asst.Housing Officer	GS3	14	1	£12,861
Asst.Housing Officer	GS3	13	1	£12,624
Asst.Housing Officer	GS1/2	12	1	£12,396
Asst.Housing Officer	GS1/2	4	2	£19,020
<b>Totals for West Area Office</b>			<b>32.5</b>	<b>£509,832</b>

<b><u>East Area Office</u></b>				<u>Salary Costs</u>
<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Full Year</u>
Housing Manager	PO9/12	46	1	£31,221
Asst. Housing Manager	PO1/4	38	1	£25,476
Team Leader	AP5	34	1	£22,959
Team Leader	AP4	30	1	£20,397
Team Leader	AP4	29	1	£19,737
Housing Officer	AP2 **	26	2	£35,592
Housing Officer	AP2	22	12	£188,604
Asst.Housing Officer	GS3	15	8.5	£111,894
Asst.Housing Officer	GS3	14	2	£25,722
Asst.Housing Officer	GS1/2	12	2	£24,798
Asst.Housing Officer	GS1/2	4	1	£9,510
<b>Totals for East Area Office</b>			<b>32.5</b>	<b>£515,910</b>

<b><u>A.S.B.U.</u></b>				<u>Salary Costs</u>
<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Full Year</u>
ASBU Team Leader	PO1/4	38	1	£25,476
Investigation Officer	AP2	22	2	£31,434
Investigation Officer	AP2	19	2	£28,968
Asst.Housing Officer	GS3	13	1	£12,624
<b>Totals for A.S.B.U.</b>			<b>6</b>	<b>£98,502</b>

Retiral - Efficiency of Service **£3,400**

**APPENDIX 1****Salary Estimates 2001/02**  
**Existing Structure**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	4	£124,860
Asst. Housing Manager	PO1/4	38	4	£101,880
Team Leader	AP5	34	3	£68,859
Team Leader	AP4	30	8	£142,758
Team Leader	AP4	29	1	£19,734
Caretaking Supervisor	AP4	30	1	£20,394
Housing Officer	AP2 **	28	1	£18,981
Housing Officer	AP2 **	26	7	£124,542
Housing Officer	AP2	22	48	£754,230
Asst.Housing Officer	GS3 **	18	2	£28,230
Asst.Housing Officer	GS3	15	36.37	£477,966
Asst.Housing Officer	GS1/2	12	12	£148,764
<b>Total Cost</b>			<b>127.37</b>	<b>£2,031,198</b>

**Proposed Structure**

<u>Job Title</u>	<u>Grade</u>	<u>SCP</u>	<u>No. of Posts</u>	<u>Salary Costs</u>
				<u>Full Year</u>
Housing Manager	PO9/12	46	3	£93,663
Asst. Housing Manager	PO1/4	38	3	£76,428
ASBU Team Leader	PO1/4	38	1	£25,476
Team Leader	AP5	34	2	£45,918
Team Leader	AP5	33	1	£21,666
Team Leader	AP4	30	6	£101,985
Team Leader	AP4	29	1	£19,737
Caretaking Supervisor	AP4	30	1	£20,397
Housing Officer	AP2 **	28	1	£18,984
Housing Officer	AP2 **	26	6	£106,776
Housing Officer	AP2	22	37	£581,529
Investigation Officer	AP2	22	2	£31,434
Housing Officer	AP2	20	2	£29,778
Investigation Officer	AP2	19	2	£28,968
Asst.Housing Officer	GS3	15	27	£354,651
Asst.Housing Officer	GS3	14	8.5	£109,320
Asst.Housing Officer	GS3	13	2	£25,248
Asst.Housing Officer	GS1/2	12	5	£61,992
Asst.Housing Officer	GS1/2	4	5	£47,550
Retiral - Efficiency of Service				£3,400
<b>Total Costs</b>			<b>115.5</b>	<b>£1,804,900</b>

Total savings on implementation  
of new structure**11.87 Posts**      **£226,298****\*\* Protected salaries**

**APPENDIX 2****HOUSING DEPARTMENT****AREA OFFICE RESTRUCTURE****BRIEFING NOTE****1. WHY RESTRUCTURE?****1.1. Stock Changes**

For the following reasons:

- Surplus Stock/At Risk Stock (the concentration of Surplus/At Risk Stock in the north east of the City predominantly);
- Stock Transfer in Ardler (the imminent loss of approximately 1,600 properties);

the geographical spread of Council housing in the City has been changing over the last few years.

**1.2. Specific Challenges**

In addition it is clear that a number of particular issues are of increased importance to elected members and tenants:

- Responses to Anti Social Behaviour;
- Environmental issues – the quality of life issues in our estates.

For these reasons it was decided to review our current Area Office structures to make them more relevant to the changing shape of our stock and to allow us to focus resources on specific service issues which have become a priority.

**2. RESTRUCTURE PROPOSALS**

- 2.1. We intend to move to an Area Office structure of three management areas when the stock in Ardler transfers to Sanctuary Scotland Housing Association.

There will be three new housing management areas:

West : based in Lochee Area Office (Area Housing Manager – Robert Moodie - Ext. 2601);

Central : based in Central Office with Sub Offices in Maxwelltown and Kirkton (Area Housing Manager – Alan Hosie – Ext. 4229);

and

East : based in Happyhillock Office with a Sub Office in Whitfield (Area Housing Manager – Jim Fenton – Ext. 2401).

The management areas will be broadly equal in size and this is achieved by adjusting the current area boundaries:

- West will take on Logie, Blackness and Dudhope lettings areas from Central Office;
- Central will take on St. Marys, Brackens and Kirkton lettings areas;
- and East will take on Barnhill, Forthill, Broughty Ferry, Taybank, Craigiebank, and Craigie Drive lettings areas from Central Office.

A wide range of issues have been progressed to facilitate the proposed boundary changes, e.g. IT, staffing issues.

- 2.2. To deliver our objectives regarding Anti Social Behaviour we will introduce a specialist Anti Social Behaviour Team which will be responsible for responding to all complaints of anti social behaviour. The Team will allow us to specialise in this difficult and time consuming area and the main thrust of our response will be more consistent and more supportive to the victims of anti social behaviour.

The Team has been recruited and will consist of a Team Leader, four Investigation Officers and a Clerical Assistant and will become operational from 12th November 2001.

The Team will be based in Kirkton Office but will deal with complaints from anywhere in the City.

The service will be accessed via Area Offices as at present with standardised information collected locally and forwarded to the Anti Social Behaviour Team for investigation and action.

- 2.3. Finally we are introducing an Estate Supervision service to focus on the environmental issues in our stock. There will be two Estate Supervision Officers per new Area Office and their role will be to assess environmental issues, identify action required, and plan strategies to address specific concerns, e.g. stair cleaning.

Our intention is to facilitate a more co-ordinated service delivery and obviously this will require close working with other Housing staff and other Council Departments, e.g. ECPD, Leisure and Parks.

We are currently developing the necessary links between the Estate Supervision Officers, Anti Social Behaviour Officers and Area Housing Officers and are adding to the outline job remit for the Estate Supervision Officers which was submitted to Committee on 18th June 2001.

It is planned to restructure the Area Offices and introduce the Estate Supervision Officers from the date of the Ardler stock transfer, provisionally set for 3rd December 2001.

If you would like any more information on area boundary changes or Estate Supervision Officers please contact the appropriate Area Housing Manager who will be pleased to assist.

If you would like any more information on the Anti Social Behaviour Team please contact Bob Sutherland on Ext. 2829.

If you would like more general information about any of the above I will be happy to assist and can be contacted on Ext. 4342.

David Simpson  
**CITY HOUSING MANAGER**

November 2001