

Decision under Delegated Powers

Officer Requesting Decision

Assistant Director of Housing

Officer Making the Decision

Chief Executive

Recommendations

1. That the vacant post M013 (Lettings and Income Team Leader) in the Housing Operations team is re-titled Income Management Team Leader
2. That the new person specification and job description for post number M013 Income Management Team Leader, appended to this report, is approved
3. That the grade for post M013 Income Management Team Leader is approved at SO2 (scp32-34) in line with its evaluation.
4. That posts of Housing Assistant (Lettings) M018 and Q051 in the Housing Operations team are moved to the Housing Needs Team, reporting in the first instance to the Housing Needs Manager (post H373) and subsequently to the new post of Senior Allocations and Lettings Officer, subject to the establishment of this proposed new post (to be covered in separate delegated decision).
5. That a virement of £7700 is made from budget code H015 A0101 to J009 A0101 to cover the transfer of salary costs for posts M018 and Q051.

Reasons

1. To strengthen management supervision of the Income Team, reflecting the new challenges to income collection following Welfare Reform changes scheduled from April 2013
2. To more accurately reflect the new role and responsibilities proposed
3. To reflect the outcome of the job evaluation process and provide a more coherent and tailored job role that will be more relevant to the skills and experience of potential applicants
4. To provide a seamless Choice Based Lettings service, incorporating both allocation and lettings staff within one service, with single reporting and accountability structures.

5. To provide the necessary salary budget requirements to implement the decision proposed in recommendation 4 and reflect a holistic Choice Based Lettings service.

Authority for Decision

The delegated function of the Chief Executive to agree changes to the establishment, within budget and without major service or policy implications, affecting no more than five posts in any single case has been sub-delegated to Heads of Service, subject to such decisions:

- Relating solely to staff within the Head of Service's responsibility
- Being within the existing budget for the service:
- Not resulting in the creation or deletion of posts, or potential redundancy situations;
- Only affecting officers graded at PO4 and below, and
- Only being taken after consultation with the Council's Human Resources service.

And

The scheme of delegation sets out the following:

Delegation to the Chief Executive, Strategic Directors and Heads of Service

Following consultation with the Council's Human Resources team and subject to the decision complying with the Council's existing policies:

2(xi) on p3-24: "Following consultation with the Council's Human Resources team and subject to the decision complying with the Council's existing policies, subject to the Officer Employment Procedure Rules and to any right of appeal which may be applicable, to undertake staff management, disciplinary and capability matters including dismissal within their Directorate or Service Area".

No sub-delegation is in place for the Landlord Service at this time, requiring this decision to be approved by the Chief Executive

Decision and Date

Background

The role of Lettings and Income Team Leader (M013) was created within the ALMO structure 18 months ago to reflect the inter-connected nature of effective new tenancy creations and sign ups, and improved income collection

rates, specifically in relation to the effective set up of new Housing Benefit claims. More recently, Welfare Reform changes, expected to roll out from April 2013 will create greater challenges in collecting rental income, with an estimated 8.3 million pounds, formerly paid directly to the landlord service via Housing benefit payments being paid to tenants as part of their Universal Credit allowance. On 5TH Jan 2013 the post of Lettings and Income Team Leader became vacant. It is therefore an opportune time to reconfigure and refocus the post.

A revised Job Description and Person Specification for post M013 were submitted for re-evaluation in January of this year to reflect the Income Management requirements. The post was evaluated at scale SO2.

The current reporting line for the Housing Assistant posts (M018 and Q051) is the Lettings and Income Team Leader (M013). In considering changes to post M013, the wider Choice Based Lettings service was a factor considered by the Head of Housing and Assistant Director of Housing.

Allocating properties is within the remit of the Housing Needs Team, situated within the wider Strategic Housing function. At present the lettings function which includes accompanied viewings and sign up of new tenancies is located in the Housing Operations team within the Landlord Services function. Joining up these two functions, with singular reporting and accountability structures will allow for holistic ongoing service improvements.

All officers reporting to the current Lettings and Income Team leader (3 posts), and the Housing Needs Manager have been consulted on, and understand the rationale about the proposed changes.

This view has been discussed with HR (Pet Rose) who advised that a delegated decision could authorise these changes.

Comments from HR

HR Adviser: Pet Rose

Summary of Comments from HR:

The job description and person specification for the new post of Information Management Team Leader MO13 was presented to a formal job evaluation panel and evaluated at SO2.

HR has seen recommendations, both draft and final.

Financial Implications

Within existing approved budgets

Risk Management

There is a risk that the division will be inadequately resourced to manage the impact on Welfare Reform if these proposals are not approved.

Key Decision: No

Background Papers: Post H013 Revised Job Description
Post H013 Revised Person Specification

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JOB DESCRIPTION

Job Details:

Post Title: Income Management Team Leader

Salary: SO2

Responsible to: Housing Services Manager

Responsible for: Income Officers and Financial Inclusion Officer

Purpose of the Job:

- To help ensure the Council achieves its vision and business objectives.
- On a day to day basis, manage the income team and Financial Inclusion Officer to maximise income and support the delivery of excellent services to all customers.
- To assist the Assistant Director of Housing and Housing Services Manager to maximise income (c.£19m per annum), through collection of current and former tenant debt, aspiring to achieve upper quartile performance and continuous service improvement.
- To ensure that tenants, leaseholders and customers are at the heart of all services and that all staff demonstrate a commitment to the development and implementation of the Council's involvement frameworks.

Duties and Responsibilities:

Key Responsibilities (Corporate)

1. To support the Housing Services Manager, through partnership working, in the delivery of the Council's corporate plan,
2. To contribute to the development and implementation of the delivery of excellent services;
3. To deliver service improvements, through the application of the Council's Performance Management Framework, thereby ensuring that the organisation delivers excellent services to all customers;
4. To establish good working relationships with colleagues, partners and stakeholders;
5. To support the embedding of a value for money culture that delivers continuous improvement;
6. To act as an ambassador of the Council by displaying at all times a professional and

responsible attitude.

Key Responsibilities (Management)

7. To effectively manage a team of housing income officers (currently 4 FTEs) and a Financial Inclusion Officer
8. To demonstrate excellent management skills, leading by example and being a role model for others;
9. To ensure that there is performance accountability within the income service, and that there is a full commitment to the delivery of excellent customer focussed services;
10. To ensure that the income service has an awareness of the sector, and its challenges, and looks for ways to exceed customer expectations through a focus on continuous improvement and a proactive approach to all best practice;
11. To ensure that all staff are managed and that regular monitoring is undertaken as per the performance management framework;
12. To ensure that the team are aware of any comply with the organisation's health & safety, equality, diversity and inclusion policies;
13. To ensure risk management operates effectively throughout the service area;
14. To ensure that any allocated budgets are managed and that any potential issues are identified to the Housing Services Manager and that invoices are authorised in line with Standing Orders and Financial Regulations.

Key Responsibilities (Functional)

15. To be aware of all relevant legislative and regulatory frameworks within the income and lettings service;
16. To support the Assistant Director of Housing and Housing Services Manager in the management of an excellent customer focussed income management service;
16. To actively promote tenant involvement in reviews of the income service;
17. Assist the Assistant Director of Housing and the Housing Services Manager in reviewing all income and financial inclusion strategies, policies and procedures;
18. To work effectively within our agreed protocols with our partners agencies to ensure effective partnership working for our staff and residents;
19. To assist the Business Support Team Manager and Housing Services Manager to analyse, interpret and present performance information on all aspects of the income service;
20. To participate in the development, implementation and successful delivery of income and

financial inclusion projects including performance reviews and service improvement initiatives;

21. To ensure that the income service reflect the needs and aspirations of the local community;
22. To support and assist the income team with any prevention or enforcement action regarding breaches of tenancy;
23. Create and maintain effective working relationships within the Council to ensure an effective, holistic service to all customers.

The key tasks listed above are only an indication of the main tasks required to be performed. It is not exhaustive of duties and responsibilities and may be subject to amendment to take account of changed circumstances. Any changes will be made following discussion with the post holder. The post holder will remain co-operative and flexible in line with the needs of the post holder and the company.

Prepared by: Clare Holford, Assistant Director of Housing Operations
Charnwood Borough Council

Date: 15th January 2013

JOB DESCRIPTION

Job Details:

Post Title: Income Management Team Leader

Salary: SO2

Responsible to: Housing Services Manager

Responsible for: Income Officers and Financial Inclusion Officer

Purpose of the Job:

- To help ensure the Council achieves its vision and business objectives.
- On a day to day basis, manage the income team and Financial Inclusion Officer to maximise income and support the delivery of excellent services to all customers.
- To assist the Assistant Director of Housing and Housing Services Manager to maximise income (c.£19m per annum), through collection of current and former tenant debt, aspiring to achieve upper quartile performance and continuous service improvement.
- To ensure that tenants, leaseholders and customers are at the heart of all services and that all staff demonstrate a commitment to the development and implementation of the Council's involvement frameworks.

Duties and Responsibilities:

Key Responsibilities (Corporate)

17. To support the Housing Services Manager, through partnership working, in the delivery of the Council's corporate plan,
18. To contribute to the development and implementation of the delivery of excellent services;
19. To deliver service improvements, through the application of the Council's Performance Management Framework, thereby ensuring that the organisation delivers excellent services to all customers;
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22. To act as an ambassador of the Council by displaying at all times a professional and

responsible attitude.

Key Responsibilities (Management)

23. To effectively manage a team of housing income officers (currently 4 FTEs) and a Financial Inclusion Officer
24. To demonstrate excellent management skills, leading by example and being a role model for others;
25. To ensure that there is performance accountability within the income service, and that there is a full commitment to the delivery of excellent customer focussed services;
26. To ensure that the income service has an awareness of the sector, and its challenges, and looks for ways to exceed customer expectations through a focus on continuous improvement and a proactive approach to all best practice;
27. To ensure that all staff are managed and that regular monitoring is undertaken as per the performance management framework;
28. To ensure that the team are aware of any comply with the organisation's health & safety, equality, diversity and inclusion policies;
29. To ensure risk management operates effectively throughout the service area;
30. To ensure that any allocated budgets are managed and that any potential issues are identified to the Housing Services Manager and that invoices are authorised in line with Standing Orders and Financial Regulations.

Key Responsibilities (Functional)

31. To be aware of all relevant legislative and regulatory frameworks within the income and lettings service;
32. To support the Assistant Director of Housing and Housing Services Manager in the management of an excellent customer focussed income management service;
16. To actively promote tenant involvement in reviews of the income service;
17. Assist the Assistant Director of Housing and the Housing Services Manager in reviewing all income and financial inclusion strategies, policies and procedures;
18. To work effectively within our agreed protocols with our partners agencies to ensure effective partnership working for our staff and residents;
19. To assist the Business Support Team Manager and Housing Services Manager to analyse, interpret and present performance information on all aspects of the income service;
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Prepared by: Clare Holford, Assistant Director of Housing Operations
Charnwood Borough Council

Date: 10th December 2012