

Hub Model

Ensuring Efficient & Effective
Housing Services for the Future

August 2011

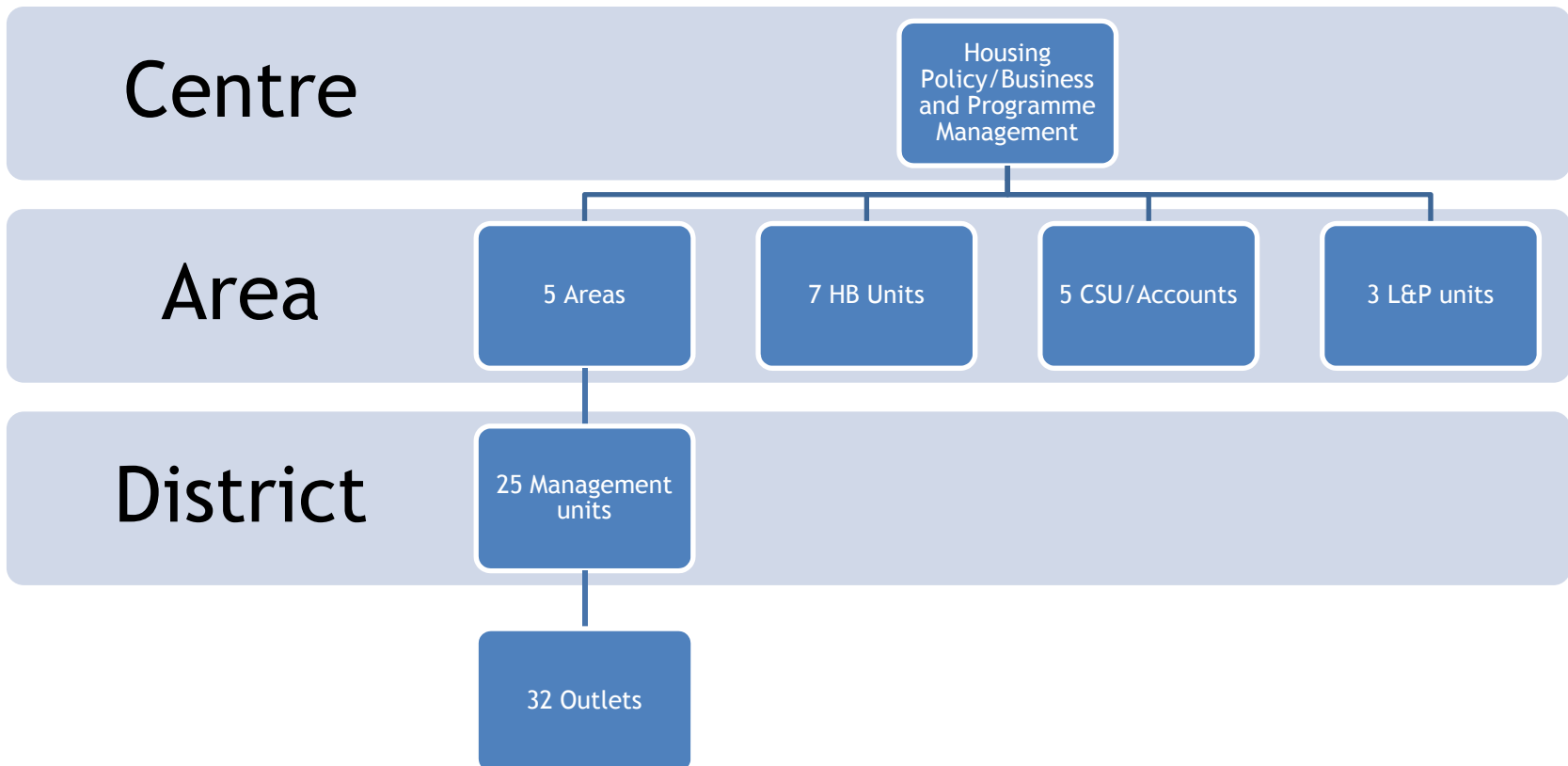
Hub - Need for a New Model

- **Manpower efficiency pressures**
 - Budget 2010 - Minimum 5% per annum / 500+ posts over 4 years
- **Effectiveness pressures**
 - Need for stronger controls / assurance
 - Service improvement
 - Impact on individuals
- **Maintain customer/ community services**
- **Current structures not sustainable**

Fundamental Review

- PWC commissioned by DSD - Autumn 2010
 - Housing Commission report
 - New sources of funding
- Recommendations
 - Housing Regulator / Strategic Housing Authority / Social Enterprise landlord / SSA
- Opportunities for the landlord (e.g. Gentoo/Places for People)
- Timescale (Consultation / Legislation)

Housing - Current



Interim Options

- **Centre**
 - Efficiency review of all central posts;
 - Relocation of operational posts
- **Area**
 - Options - 5, 4, 3 & 0 Areas explored
 - 3 Area management model preferred - Geography / accountability / efficiency
- **Districts?**

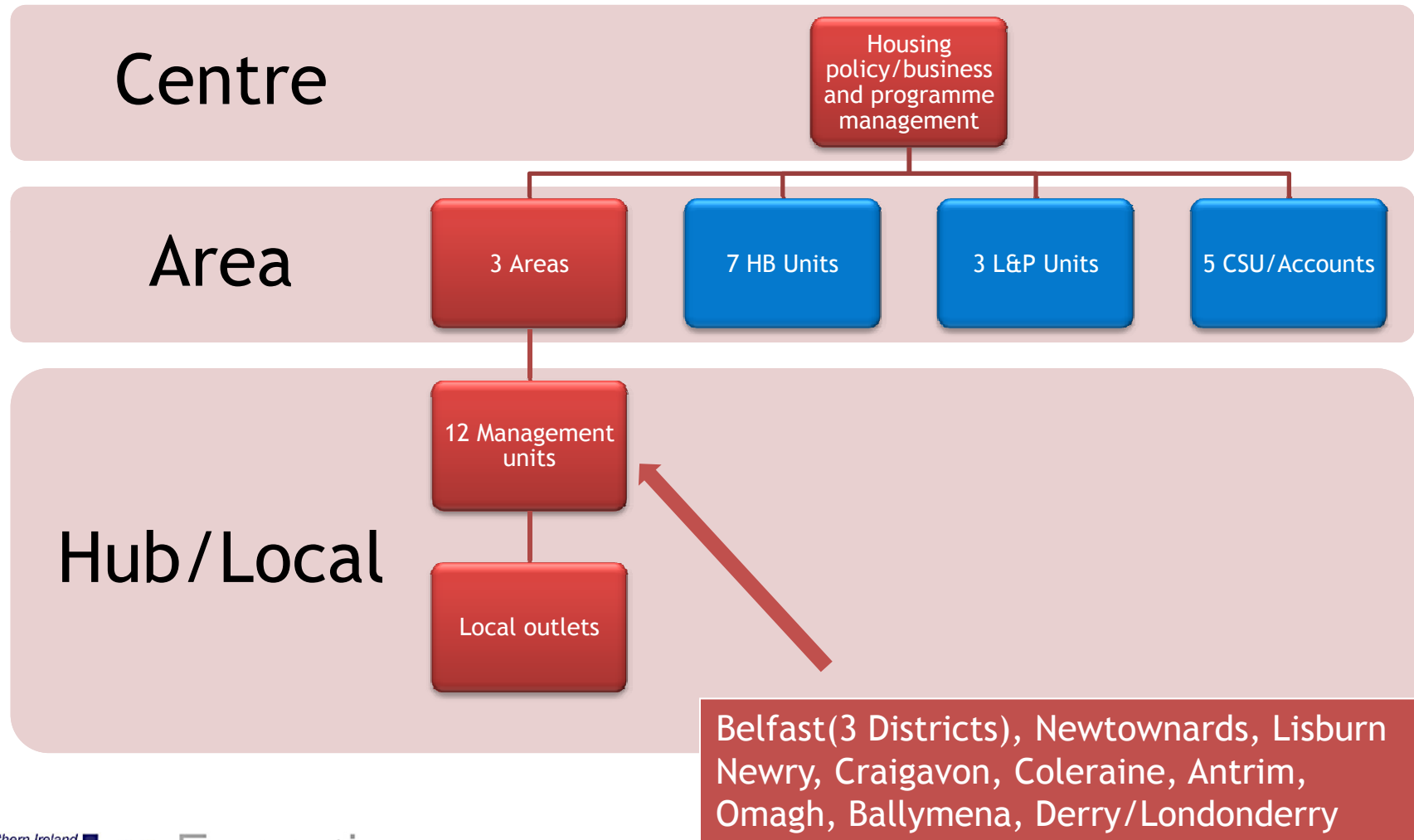
Interim Options - Districts

| Option | Advantages | Disadvantages |
|---------------------------------|---|---|
| Status Quo | <ul style="list-style-type: none"> •Least disruptive initially •No implementation costs | <ul style="list-style-type: none"> •Difficult to deliver efficiencies •Difficult to Enhance Controls |
| Merged Management units | <ul style="list-style-type: none"> •Low Cost Implementation •Efficiencies •Customer Focus | <ul style="list-style-type: none"> •Difficult to Enhance Controls •Functions vulnerable to absence •Difficult to adapt |
| Amalgamations | <ul style="list-style-type: none"> •Enhance Controls •Efficiencies | <ul style="list-style-type: none"> •Not customer focused •Not Low Cost Implementation •Difficult to adapt |
| District/Local (aka Hub) Office | <ul style="list-style-type: none"> •Low Cost Implementation •Adaptable •Enhanced Controls •Efficiencies •Customer Focus •Future Proof | <ul style="list-style-type: none"> •Role of local office versus District |

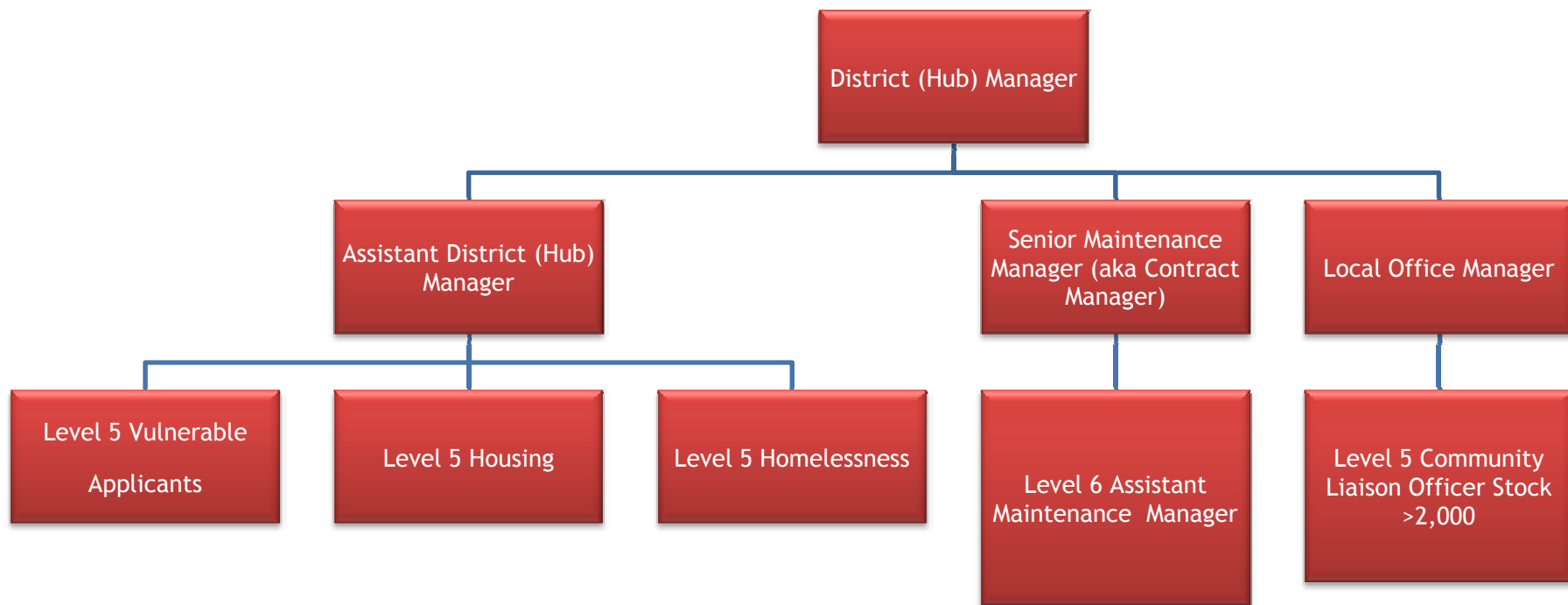
Need to Retain Local Office Services

- Complex interactions more suited to face-to-face interaction
- Vulnerable customers and digital exclusion
- Generally not a “one and done” service
- Value of proximity to local communities and long established relationships
- Value of local knowledge
- Local Office contribution to partnerships
- Success based on being large and being local

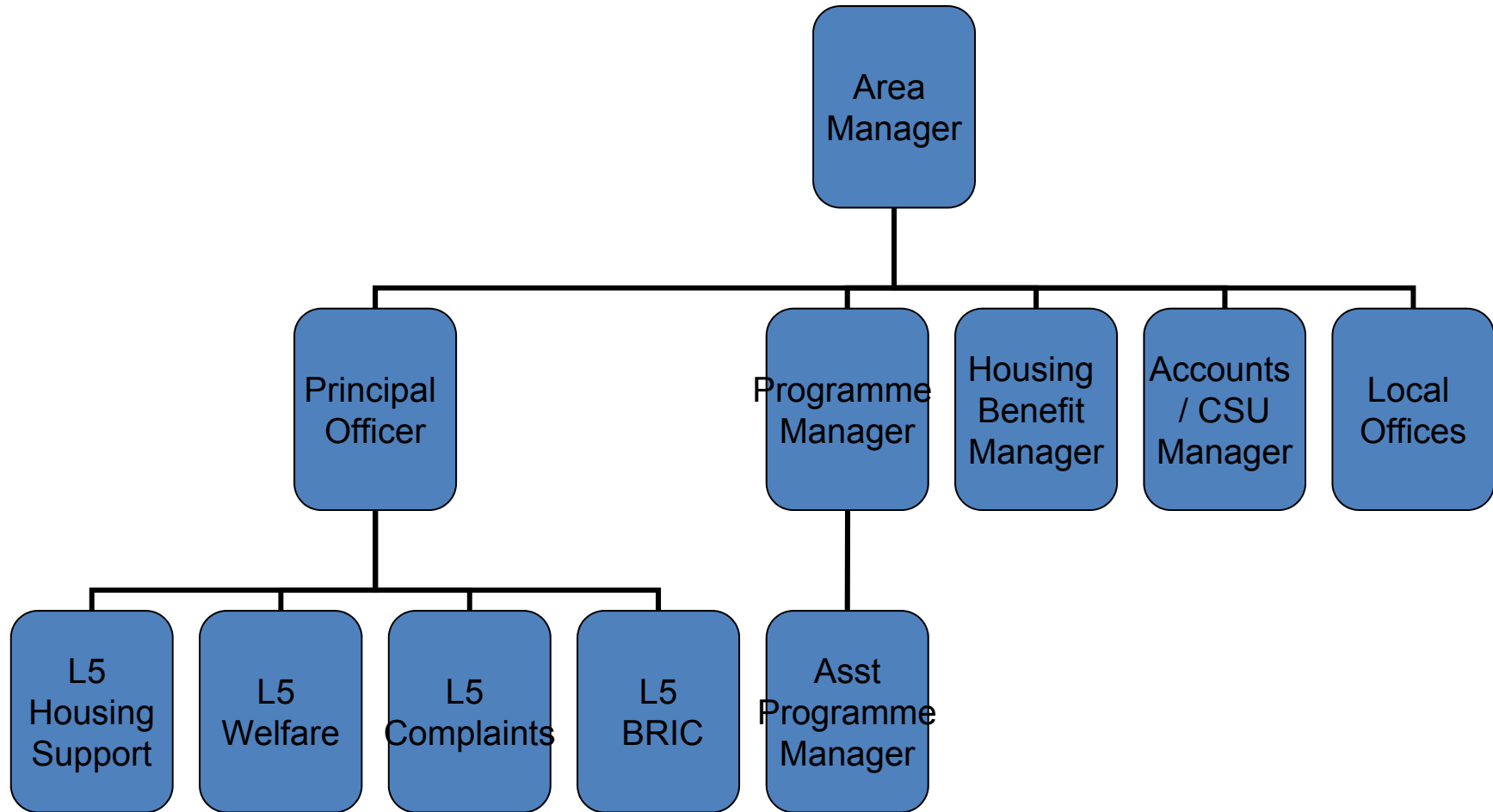
Housing Future



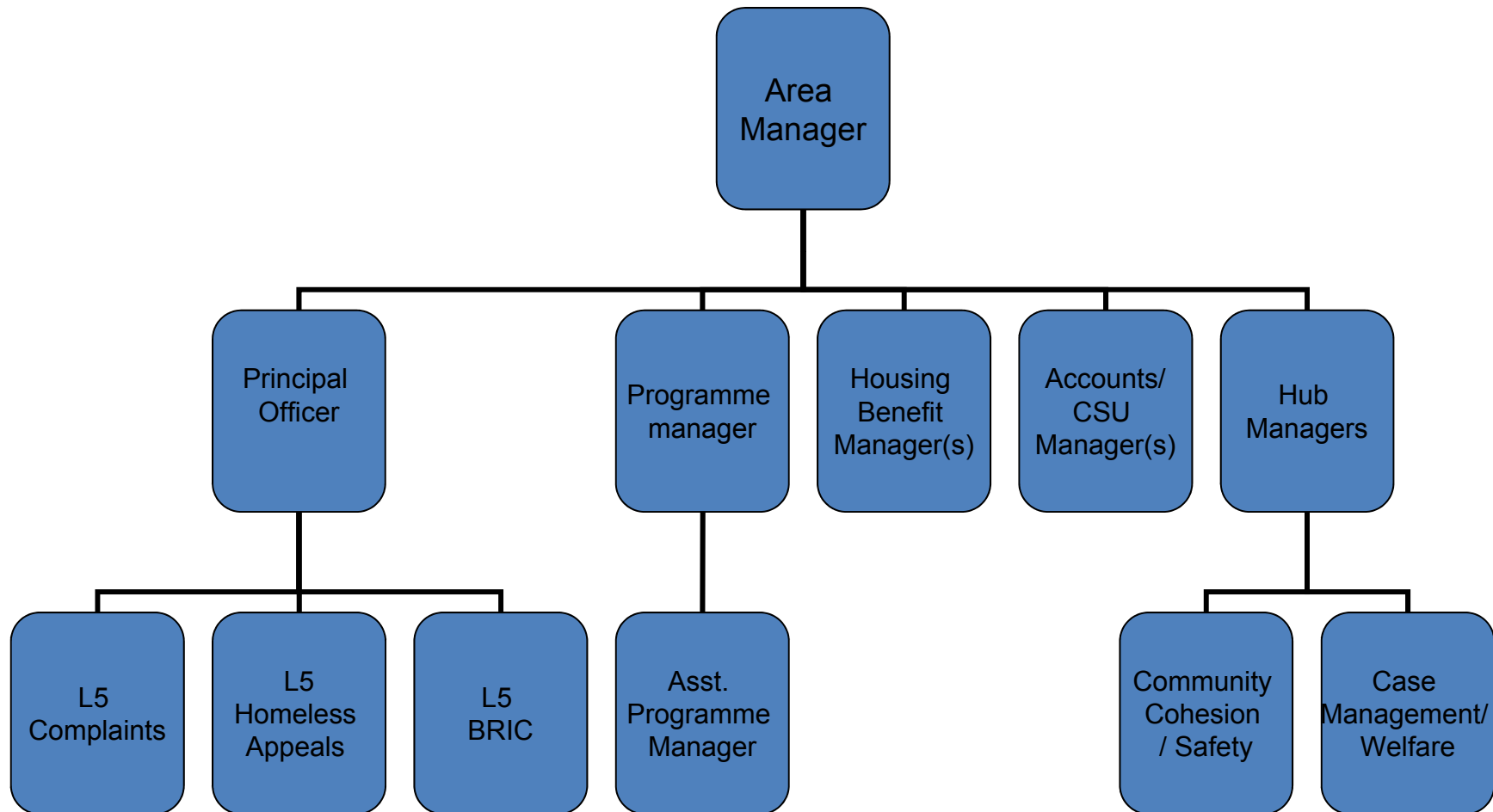
Indicative Structure “Hub”



Current Area Structure



Indicative Area Structure



Impact - Area Office

- **Main Changes**
 - 3 Management units
 - Case management to “Hub”
 - Community Cohesion & Safety to “Hub”
 - Temporary accommodation to “Hub”
 - Grounds / planned maintenance / support services - impact to be determined.
- **No Change**
 - Integration of services - Service Centre / District Offices & support services
 - No & location of service centres
 - Homeless appeals
 - Complaints / FOI
 - Programme Mgmt
 - Budget mgmt
 - BRIC

Impact - Local Offices

- **Services relocated to 12 “Hubs”**
 - Housing/Homeless management & administration
 - Response maintenance management & administration
 - Ancillary staff management
 - General administration
 - Complex ASB decisions
- **No Change**
 - Counter services
 - Housing/homeless assessment (visits)
 - Maintenance inspections
 - Scheme consultation / liaison
 - Community safety investigations
 - Warden service
 - Sustaining tenancies

Impact - “Hub” / District Office

- **Management of more than one outlet:**
 - Management of Housing / Homeless services for larger geographical area including case management
 - Asset management and Management of Response maintenance for larger geographical area
 - Management of Community Cohesion and Community Safety
 - Management of Ancillary staff & general administration for larger geographical area.

Hub Model - Next Steps

- Initial consultation by end of September
- Examine impact on roles, responsibilities, staffing & grades
- Review processes
- Examine impact on People:
 - Redeployment / relocation
 - VER? - limited
 - Recruitment
- Office Accommodation Plan
- Business Case - October 2011

Indicative Key Milestones

| Milestone | Target Date |
|--|-------------------------|
| Directors approve Project Start-up | June 2011 |
| Process/Service Design | September 2011 |
| Manpower Plan | September 2011 |
| Recruitment and Redeployment Plan | September 2011 |
| VER Plan | September 2011 |
| Consultation Complete | September 2011 |
| Board Final Approval | October 2011 |
| Consultation on approved model | January 2012 |
| New model in place including recruitment, redeployment and VER | March 2012 to June 2012 |

Conclusion:

- Maintain customer services
- Stabilise office structures
- Opportunities for staff
- Be prepared for further changes - RPA, Fundamental Review