

Directorate: Corporate Services

Cost Centre Name: JOB EVALUATION

Cost Centre Number:

What is the Proposal?

Please summarise the proposal and what impact it will have.

Job evaluation project: After the last job evaluation exercise in 2010, it was agreed that a review would take place two years later, and this unfortunately did not take place. In 2018, the Council took the decision to progress with this piece of work for a variety of reasons; an opportunity to procure a more modern and commercial method of evaluation with a better fit for our organisation and its ambitions, a chance to review the pay and grading of all roles, and support with recruitment, retention and development of staff.

We have engaged with members and trade unions throughout the project and kept them aware of each key stage as we have achieved it.

What difference will it make? It will make a significant difference to staff engagement, morale and retention by appropriately grading roles based on role requirements and deliverables and not based on line manager judgement or the person.

What will it look like? It will support Our Values and the new skills and behavioural framework to develop and support our staff. It is a new Global Grading System and scheme that will support job evaluation for years to come.

Who will be impacted by the project and how? Every employee of the council will receive a letter to advise their new grade and any impact to salary from April 2020.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	Contributes to staff engagement, retention, recruitment of future talent and development of future talent for critical roles

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	
Community Wealth Building	
Citizen Engagement	

How will the outcomes be measured?

Outcome	Performance Measure	Target
Staff engagement	Engagement Surveys	Regularly throughout 2020
Staff retention	HR data, showing decrease in leavers, good attrition through development opportunities rather than negative attrition based on pay and being able to recruit into critical roles	Ongoing
Staff development	New pay scale incorporates development/progression points for staff to be able to develop in to. HR and payroll data will measure this.	Ongoing

Estimated Resource Requirements

Total Revenue (General Fund & HRA)

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Total Increases (a)	620,110	907,031	1,129,104	1,289,961
Total Decreases(b)	(300,069)	(327,874)	(347,109)	(363,504)
Pay Protection - Funded from Restructuring Reserve (c)	300,069	150,034	75,017	
Total (a + b + c)	620,110	729,191	857,012	926,456

General Fund

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
General Fund Increases	510,617	758,528	951,843	1,059,062
General Fund Decreases	(293,104)	(320,293)	(336,934)	(354,221)
Total	217,513	438,235	614,909	704,841

HRA

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
HRA Increases	109,494	148,503	177,260	230,899
HRA Decreases	(6,964)	(7,581)	(10,175)	(9,283)
Total	102,530	140,922	167,085	221,616

Application of Reserves

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
General Fund	293,104	146,552	73,276	
HRA	6,964	3,482	1,741	
Total	300,068	150,034	75,017	

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	
Developed	Ready to implement in Feb 2020

Funding the Future

Will the project deliver financial efficiencies?	No, but it will deliver staff retention, recruitment and development efficiencies
Will the project contribute to the Council's Commercial Strategy?	
Will the project lever in finance from other organisations?	
What is the expected lifespan of the project?	Project will be complete by April 2020

Are there any other support requirements?

Details of any further resources that may be required to support the proposal.

N/A good progress being made ready for project delivery in Feb 2020.

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: Neighbourhood Management

Cost Centre Number: H2210

What is the Proposal?

Neighbourhood Projects

Please summarise the proposal and what impact it will have.

Significant budget savings have been achieved in recent years through improved income management and void property management. The proposal seeks to re-invest this at a neighbourhood level; working collaboratively with residents to deliver community led projects.

What difference will it make?

It will empower communities, with the support of the council, to drive positive change and improvement in their neighbourhoods. It also has the potential to promote a sense of ownership and community spirit through delivery of practical, visible projects.

What will it look like?

This proposal requires a £50k annual budget within the Housing Revenue Account; a budget which is ring-fenced for this designated purpose and which can be accessed/drawn on with a minimum of bureaucracy (whilst under the required oversight).

Neighbourhood plans are being developed which will underpin and help identify and deliver on outcomes.

Who will be impacted by the project and how?

The main neighbourhood of focus in 2020 will be the Branksome Estate, where the momentum of current positive work with residents can form a springboard for future projects, although residents from other neighbourhoods will also be supported to access funding for their communities.

Council tenant and residents alike will benefit from successful project work. Further neighbourhoods will be focussed on in subsequent years.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	Unknown – dependant on specific projects. Sustainability will be a consideration at the inception of any project.
An Inclusive and Prosperous Local Economy	Where appropriate, project funding will be spent within the local economy.
Healthy & Happy Communities	It is hoped that neighbourhood level projects can contribute to wellbeing at a local level, whether through the provision of improvements in the built environment; the addition of services and

	facilities; or by assisting groups of people in coming together to deliver with a shared purpose.
A Co-operative Kind and Responsible Council	The Council will act as enabler and facilitator; delegating decision-making to groups of residents where possible, and working co-operatively rather than in an authoritative landlord and tenant relationship.

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	Dependant on specific projects. Neighbourhood plans currently in development will include climate related outcomes; neighbourhood projects will be required to deliver on these.
Community Wealth Building	Dependant on specific projects. Opportunities for community wealth building will be identified on a project by project basis, and maximised where possible.
Citizen Engagement	The engagement of residents is at the root of the proposal, providing residents with opportunities to be creative and inventive, and to deliver neighbourhood level projects which have a positive impact on lives and community.

How will the outcomes be measured?

Outcome	Performance Measure	Target
The Neighbourhood Plan for each area will include stated aims and objectives and measurable outputs. At the inception of any project it will be aligned with these – specific projects will contain specific performance measures and outputs.		

Estimated Resource Requirements

Revenue

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
Specific Project Work	50,000	50,000	50,000	50,000
Total	50,000	50,000	50,000	50,000

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	Outline
Developed	

Funding the Future

Will the project deliver financial efficiencies?	Unknown
Will the project contribute to the Council's Commercial Strategy?	Unknown
Will the project lever in finance from other organisations?	Unknown
What is the expected lifespan of the project?	Annual £50k budget for a five year programme

Are there any other support requirements?

Support will be required from other services in line with the principles of area based working. Resource requirements will be identified on a project by project basis.

Directors Signature

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Directorate: Communities and the Environment

Cost Centre Name: Council Housing Management and Admin

Cost Centre Number: H1000/E0100

What is the Proposal?

Additional 16 hrs p/week Estate Management resource

Please summarise the proposal and what impact it will have.

To increase the Estate Management team within council housing by 16 hrs per week. This additional resource will be directed towards the co-ordination and delivery of neighbourhood projects (see Neighbourhood Projects growth proposal)

What difference will it make?

It will allow a dedicate focus on delivery of neighbourhood projects; projects that are developed with residents and in response to local conditions and priorities at a neighbourhood level. Projects will be underpinned by neighbourhood plans. This additional resource will strengthen the commitment by the housing team to deliver area based services which focus on people and place.

What will it look like?

A current job share estate management officer role is made up of a 21/16 hour p/week split. The 21 hour element is currently vacant. This growth proposal will allow recruitment for one 37 hour p/week Estate Manager

Who will be impacted by the project and how?

Neighbourhoods on which project work is delivered will benefit from a single, focussed Estate Manager, as a resource and point of contact. The EM will be available to support and empower residents to own and influence neighbourhood improvements.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	Unknown – dependant on specific projects. Sustainability will be a consideration at the inception of any project.
An Inclusive and Prosperous Local Economy	Where appropriate, neighbourhood projects will utilise local resources and help promote the local economy
Healthy & Happy Communities	It is hoped that neighbourhood level projects can contribute to wellbeing at a local level, whether through the provision of improvements in the built environment; the addition of services and facilities; or by assisting groups of people in coming together to deliver with a shared purpose. This increased resource will facilitate this.

Outcome-Based Budgeting | 2020-24 Resource Growth / Refocus Proposal

A Co-operative Kind and Responsible Council	The post-holder will act as enabler and facilitator; delegating decision-making to groups of residents where possible, and working co-operatively rather than in an authoritative landlord and tenant relationship.
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Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	Dependant on specific projects. Neighbourhood plans currently in development will include climate related outcomes; neighbourhood projects will be required to deliver on these.
Community Wealth Building	Dependant on specific projects. Opportunities for community wealth building will be identified on a project by project basis, and maximised where possible. The post holder will facilitate this.
Citizen Engagement	The engagement of residents is at the root of the proposal, providing residents with opportunities to be creative and inventive, and to deliver neighbourhood level projects which have a positive impact on lives and community. The post holder will facilitate this.

How will the outcomes be measured?

Outcome	Performance Measure	Target
The Neighbourhood Plan for each area will include stated aims and objectives and measurable outputs. At the inception of any project it will be aligned with these – specific projects will contain specific performance measures and outputs. Estate Management will be the owners of these outcomes		

Estimated Resource Requirements

Revenue

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Salary Costs	14,600	15,500	16,200	17,100
Total	14,600	15,500	16,200	17,100

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	
Developed	

Funding the Future

Will the project deliver financial efficiencies?	
Will the project contribute to the Council's Commercial Strategy?	
Will the project lever in finance from other organisations?	
What is the expected lifespan of the project?	

Are there any other support requirements?

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: Council Housing Management and Admin

Cost Centre Number: H1000

What is the Proposal?

New HRA post: Income Management Support Officer

Please summarise the proposal and what impact it will have.

A new post within the council housing Income Management Team. The post holder will offer support to the Income Management Officers in general, but will have a main focus on former tenant rent arrears. It is anticipated that such a post would enable prevention and collection of thousands of pounds of rent arrears annually from outgoing council tenants.

What difference will it make?

Currently, the former tenant debt stands at over £400k.

Resources in recent years have been intentionally directed towards current tenant arrears, and the provision of an inclusive and proactive service. This has been a great success, realising falling rent arrears levels, a significant drop in recourse to legal action against tenants, and delivery of a supportive service to assist tenants in navigating the welfare benefit system and making positive financial decisions.

This new post would allow a similarly ambitious approach to *former* tenant arrears, which would further reduce tenant debt (and therefore increase council income) whilst offering practical supporting to tenants in managing debt.

What will it look like?

A single fixed term full time position within the Income Management Team.

Who will be impacted by the project and how?

The project is underpinned by the potential for significantly increased income collection; potentially tens of thousands of pounds annually. This can then be reinvested via the business planning process, allowing the council to continue delivery of improved services.

It will directly impact outgoing tenants, who will be supported through the process of clearing any debt with the council upon leaving a tenancy.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	
An Inclusive and Prosperous Local Economy	

Outcome-Based Budgeting | 2020-24 Resource Growth / Refocus Proposal

Healthy & Happy Communities	A proactive approach to assisting tenants with debt and financial issues helps to promote healthy and happy communities. This new post will allow the Income Management Team to continue to develop an approach to tenant debt based on prevention, early intervention, and empowerment of tenants to make sound financial decisions.
A Co-operative Kind and Responsible Council	

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	
Community Wealth Building	
Citizen Engagement	A forward thinking approach to former tenant debt is underpinned by genuine engagement with residents, and the ability to build relationships of trust. This post will contribute to this.

How will the outcomes be measured?

Outcome	Performance Measure	Target
Prevention of FTA's	Total arrears of outgoing council tenants	
Improved collection of FTA's	Total FTA's owed to the Council	

Estimated Resource Requirements

Revenue

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Salary Costs	24,100	24,600	25,100	26,200
Total	24,100	24,600	25,100	26,200

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	Outline
Developed	

Funding the Future

Will the project deliver financial efficiencies?	Yes. The new post will be created to both prevent and reduce rent arrears. This is a project about income generation.
Will the project contribute to the Council's Commercial Strategy?	
Will the project lever in finance from other organisations?	
What is the expected lifespan of the project?	

Are there any other support requirements?

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: RMS Management & Admin

Cost Centre Number: C1001

What is the Proposal?

Please summarise the proposal and what impact it will have.

The appointment of an Energy Support Officer will provide support to Council tenants enabling them to maximise the efficient use of heating and energy. The postholder will also be expected to liaise with a range of utility providers and the Climate Change Manager.

What difference will it make?

The post will support Council tenants who may be experiencing fuel poverty, to seek financial support/grants and identifying a range of energy efficiency measures to improve living conditions and well-being.

What will it look like?

The post will be visible in the community with surgeries and events planned for Council tenants and visits to individual homes.

Who will be impacted by the project and how?

Individual tenants who require energy advice and support plus contributing towards the Council's overall objective to be carbon neutral by 2030

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The appointment of an Energy Support Officer will improve the homes and well-being of Council tenants
A Co-operative Kind and Responsible Council	

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	The Energy Support Officer will fully embrace and contribute towards the Council being carbon neutral by 2030
Community Wealth Building	
Citizen Engagement	

How will the outcomes be measured?

Outcome	Performance Measure	Target
Reduced repair requests from new Council tenants to heating installations	To visit every new tenant within the 1 st week of their tenancy to provide advice and guidance	300 home visits annually
Provide advice, guidance and support for all Council tenants to ensure they can access the best energy tariffs and available energy grants	To promote and hold monthly energy advice surgeries working in collaboration with Council Housing Income Officers	12 x monthly surgeries
To inform the Asset Manager of any property visited that may require draught proofing, insulation or ventilation works	To identify any energy efficiency measures to improve the physical conditions of a Council property and improve the overall EPC rating	To maintain a property condition register of all homes visited

Estimated Resource Requirements

Revenue

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Salary Costs	24,800	25,900	27,000	28,700
Equipment & Training	2,500			
Total	27,300	25,900	27,000	28,700

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	
Developed	

Funding the Future

Will the project deliver financial efficiencies?	
Will the project contribute to the Council's Commercial Strategy?	
Will the project lever in finance from other organisations?	Potential to attract external funding from energy suppliers for individual tenants and the Council
What is the expected lifespan of the project?	Ongoing

Are there any other support requirements?

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: RMS Development Plan – Stores Bar Coding

Cost Centre Number: C1001

What is the Proposal?

Please summarise the proposal and what impact it will have.

The implementation of a bar coding system called "Immobile" (Software supplied by Total Mobile) will enable the Stores service at White Lund Depot to scan in material deliveries, allocate materials and replenish stock at pre-determined levels more efficiently.

What difference will it make?

Making better use of available technology will reduce manual errors when accepting deliveries/allocating stock and provide an accurate ongoing audit of stock levels. A reporting facility will provide accurate details on stock and the frequency of use to aid stock replenishment. Accurate retention of materials will make better use of limited storage space, replenish operative van stocks more quickly and support the completion of more repairs Right First Time.

What will it look like?

"Immobile" has wireless functionality and will interface with the existing Total Mobile/Total Repairs system. Bar coding of stock/materials will support and ensure accurate stock levels are maintained at all times.

Who will be impacted by the project and how?

The stores handling service will be able to account for incoming/outgoing stock more quickly and efficiently. This will support operatives and the stores facility to ensure stock levels are maintained at pre-determined volumes and avoid any errors associated with manual counting of stock retained in storage. It will also aid an ongoing audit of stock levels/value at any point in time. Bar coding will support other activities (van stock replenishment) specified within the agreed RMS Development Plan.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	
An Inclusive and Prosperous Local Economy	

Healthy & Happy Communities	The implementation of "Immobalise" will support the delivery of a 1 st class excellent, modern repairs and maintenance service to Council tenants.
A Co-operative Kind and Responsible Council	

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	
Community Wealth Building	"Immobalise" will support the purchase of stock where possible from local merchants and suppliers
Citizen Engagement	

How will the outcomes be measured?

Outcome	Performance Measure	Target
Reduced write off value of redundant materials/stock with improved control of stock	Reduction in value of stock written off due to becoming obsolete	Less than £5k P/A
Ongoing audit of stock levels at any point in time – and will remove the need for manual counting which could lead to inaccuracies	Reporting facility to measure value of incoming stock/outgoing stock at any point in time. Removing the potential for human errors will ultimately reduce materials expenditure	TBD

Estimated Resource Requirements

Revenue

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Software Costs	23,850	3,000	3,000	3,000
Efficiency savings		(3,000)	(3,000)	(3,000)
Total	23,850	0	0	0

Application of Reserves

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
ICT & Systems Improvement Reserve	(23,850)			
Total	(23,850)			

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	
Developed	

Funding the Future

Will the project deliver financial efficiencies?	Yes – more accurate control over the maintenance of incoming and outgoing stock
Will the project contribute to the Council's Commercial Strategy?	Yes – increased emphasis on using local merchants and suppliers
Will the project lever in finance from other organisations?	No
What is the expected lifespan of the project?	Ongoing – with support from the software provider Total Mobile.

Are there any other support requirements?

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: Planned Maintenance

Cost Centre Number: C2201

What is the Proposal?

New Build Feasibility

Proposal

Following the re-affirmation of the 2014 Council Housing New Build Programme by the Strategic Housing Group and Portfolio Holder, it is proposed to draw down reserves to fund feasibility, design and the preparation and submission of pre-planning advice to explore the potential of building social housing on suitable sites, including exploration of an Extra Care scheme.

This project will determine the feasibility of future social housing development on identified sites within existing land holdings or other associated sites of interest to the Council.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	The properties will incorporate energy conservation measures
An Inclusive and Prosperous Local Economy	Generate opportunities for work and supply of goods and services for local companies
Healthy & Happy Communities	Increase the housing stock and opportunities for our tenants to benefit from high quality new homes
A Co-operative Kind and Responsible Council	Projects meet obligation to provide social housing and efficient management of Council assets

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	Incorporation of energy saving and efficiency measures and design
Community Wealth Building	Project procurement with local companies and suppliers
Citizen Engagement	Consultation with communities and social housing provision

How will the outcomes be measured?

Outcome	Performance Measure	Target
Site selection	Initial assessment, feasibility and viability filters	Development potential
Feasibility	Is the project possible, practical and achievable with our capabilities?	Positive assessment
Viability assessment	Is the project affordable? Income v expenditure	Positive profile within 40 years
Pre-planning advice	Preparation of submission documents	Positive determination

Estimated Resource Requirements

Revenue

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Feasibility studies	60,000	30,000		
Total	60,000	30,000		

Application of Reserves

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Business Support Reserve	(60,000)	(30,000)		
Total	(60,000)	(30,000)		

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	Yes, supports decision to re-affirm new build housing programme
Developed	

Funding the Future

Will the project deliver financial efficiencies?	Yes, by reducing development risk and making a determination of viability
Will the project contribute to the Council's Commercial Strategy?	Yes, by seeking to develop potential sites
Will the project lever in finance from other organisations?	Yes, Homes England Grant
What is the expected lifespan of the project?	This financial year and on-going

Are there any other support requirements?

Preparation of pre-planning documentation will be outsourced, other resources are within RMS capabilities

Directors Signature

Directorate: Communities and the Environment

Cost Centre Name: Sheltered Scheme Conversions

Cost Centre Number: H8407

What is the Proposal?

To convert a total of 2 ex scheme manager occupied properties this year and additionally a failed shop unit. This will bring back vacant property into long term use and address tenant housing demand, provide adapted accommodation and generate a return on redundant assets.

This supports a review the provision of Scheme Managers housing across the estate and the viability of converting these units into self-contained sheltered flats. Additionally, a former shop unit occupying a corner plot in Galgate is deemed suitable for conversion to wheelchair accessibility and living accommodation standards.

The conversions will increase the supply of sheltered housing and adapted accessible accommodation. It will also reduce the risk of maintaining vacant property and generate rental income from the asset.

To meet business requirements, properties will be selected to meet tenant demand and support Council Housing in their efficient management of the estate as the management of sheltered schemes is made non-residential. Each the 3 conversion projects will be approved by the Head of Service.

This will increase housing provision by creating four fully refurbished sheltered apartments and one wheelchair fully accessible property.

Priorities

How does the project contribute to the draft council Priorities?

A Sustainable District	The properties will incorporate sustainable energy saving features
An Inclusive and Prosperous Local Economy	The construction will generate opportunities, for work and supply of goods and services for local companies
Healthy & Happy Communities	Increased provision of sheltered accommodation for vulnerable and differently abled people
A Co-operative Kind and Responsible Council	Projects meet obligation to provide social housing and efficient management of Council assets.

Cross-Cutting Themes

How does the project contribute to the draft council Themes?

Climate Emergency	Incorporation of energy saving and efficiency measures and design.
Community Wealth Building	Project procurement with local companies and suppliers
Citizen Engagement	Social housing provision

How will the outcomes be measured?

Outcome	Performance Measure	Target
Energy conservation	SAP rating	exceeding 72
Conversion brief	Design and layout	Client acceptance
Quality construction	specification for materials and workmanship	Snag free handover
Delivery	Design and contract programme	Completion date
Financial control	Valuations and final account	Not to exceed budget limits

Estimated Resource Requirements

Capital

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Property 1	70,000			
Property 2	70,000			
Property 3	70,000			
Total	210,000			

Application of Reserves

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Business Support Reserve	(210,000)			
Total	(210,000)			

Revenue Implications of Capital Investment

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional net rental income		(10,000)	(10,200)	(10,400)
Total		(10,000)	(10,200)	(10,400)

Business Case

At what stage is the business case for the proposal?

Not written	
Outline	Yes, supports decision to move towards non-residential sheltered accommodation management
Developed	

Funding the Future

Will the project deliver financial efficiencies?	Yes, it will generate rental income
Will the project contribute to the Council's Commercial Strategy?	Yes, by reducing risk and providing a return on otherwise redundant assets
Will the project lever in finance from other organisations?	No, contained within HRA
What is the expected lifespan of the project?	This financial year

Are there any other support requirements?

No, the resources to complete the project are within RMS capabilities

Directors Signature

