

**REPORT TO: BOARD OF MANAGEMENT OF SANCTUARY  
SCOTLAND HOUSING ASSOCIATION LIMITED**

**REPORT FROM: DIRECTOR - SANCTUARY SCOTLAND**

**DATE OF MEETING: 8 DECEMBER 2020**

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**SUBJECT: SANCTUARY SCOTLAND STAFFING STRUCTURE**

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## **1. Introduction**

1.1 This report proposes changes to the current staffing structure for housing management services within Sanctuary Scotland Housing Association Limited (Sanctuary Scotland). In particular the retention of the Project Managers post on a permanent basis and the additional post of a second Head of Housing to ensure effective management and support the growth of the organisation. It is also proposed to re-grade the Community Development Officer post to Area Manager - Community Development. This proposal has the support of the Group Chief Executive and the Group Director - Housing.

## **2. Background**

2.1 Sanctuary Scotland last reviewed its operating model and staffing structure in 2017, with the new arrangements coming into effect on 1 April 2018.

2.2 Between 1 April 2018 and 31 March 2020, the organisation has grown by a further 762 affordable units via new build without any additional staffing resources.

2.3 Following the transfer of Thistle Housing Association into Sanctuary Scotland (anticipated 1 February 2020) further growth will be achieved of 947 social rent units and 786 factoring units. An additional 27 posts will join the organisation from Thistle Housing Association. Those noted as Housing Scotland will directly join the Housing Scotland structure. The Property Services posts, although a Group function, will be managed locally as part of the existing property structure across Scotland. The Finance posts will become part of the Group function. The Governance and Corporate Services Manager role was discussed with the Group Director - Corporate Services. It was agreed that this role should sit locally with Housing Scotland. It may be that this post should be considered for the proposed Head of Housing role.

### **3. Proposed changes to staffing structure**

#### **3.1 Head of Housing role**

3.1.1 There is currently one Head of Housing role that covers the full geographical spread of Sanctuary Scotland. Whilst this has worked well, the workload associated with the post is high and it would be difficult to expect that the additional growth of the Toryglen office and the staff team could be accommodated in the existing resource.

3.1.2 It is therefore proposed to include a second Head of Housing role with the following split of responsibilities:

- Head of Housing for the North East/Central area - covering Aberdeen/shire, Dundee and Cumbernauld
- Head of Housing for the West area - covering the remaining social stock including the new area of Toryglen and the Factoring service across Scotland. The Factoring Manager will report to the Head of Housing rather than the current arrangement of directly to the Director - Sanctuary Scotland.

3.1.3 The expansion of the Factoring Service with the addition of the Toryglen customers is significant - including this in the new role will ensure a strong management focus with a particular remit to improve customer satisfaction levels.

3.1.4 The current Head of Housing will be given the choice of their preferred area of responsibility.

3.1.5 The creation of a second post will also support succession planning and assist in protecting the future leadership of the Sanctuary Scotland team.

#### **3.2 Project Manager role**

3.2.1 In order to facilitate the transfer of Thistle Housing Association into Sanctuary Scotland, the role of Project Manager was agreed on a temporary basis to the end of March 2021. This role has been crucial to the progress and success of the transfer. The post holder brings significant knowledge and expertise to the organisation. This presents the opportunity to retain this expertise and focus it on the growth and service delivery development of Sanctuary Scotland.

3.2.2 The following projects are recommended for the role:

- The successful integration of Thistle Housing Association to business as usual;
- Future Transfer of Engagement and other growth opportunities;
- Customer Satisfaction Improvement;
- Investors in People - Going for Gold;

- Expansion of Tenant Participation with emphasis on the Toryglen Customer Panel; and
- Mobile service delivery and office rationalisation.

3.2.3 The first priority of the role will be to support the successful operational integration of Thistle into Sanctuary along with the Head of Housing (who will potentially be new to the role). It is also expected that there will be other growth opportunities for Sanctuary Scotland following the success of Thistle. The Project Manager role will require to be adaptable and flexible as opportunities present themselves.

3.2.4 Overall customer satisfaction levels have been the subject of much discussion for Scotland. An improvement plan focused on the three top priorities for tenants in Scotland - rent providing value for money, the repairs and maintenance service and re-investment in homes. Progress has been halted due to the pandemic and the current nature of delivery of our services is different. We have to move forward to higher customer satisfaction levels, greater tenant involvement in delivery of our services and a communication process that helps our customers understand how we are changing and improving.

3.2.5 Having the opportunity of a greater staff resource to focus on the Investors in People and Your Say work will support staff health and wellbeing and prepare us for elevating our accreditation to Gold.

### 3.3 Area Manager - Community Development role

3.3.1 The inclusion of Thistle in the structure increases the headcount of the Community Development team by two.

3.3.2 The team is managed by our Policy and Equality Manager. The Policy and Equality Manager is pivotal to the on going success of the operating model and ensuring that processes between central services and local services are updated and communicated as these evolve. The development of the One Sanctuary system, system testing and co-ordination is also a key part of the role. Adding a further three roles to the direct reporting responsibilities would stretch workload to an unacceptable point.

3.3.3 In addition to this the Community Investment team has had a highly successful year in accessing funding for the organisation and also for local community projects. Given this and the growth of the service, it is reasonable to consider the management of the day to day service. Our Community Participation Officer is highly experienced and committed to his role. He would welcome his role being expanded and re-graded and having the responsibility for managing the team. He would report directly to the Policy and Equality Manager.

- 3.4 Future harmonisation and staffing structure
  - 3.4.1 The new staffing structure to accommodate the second Head of Housing, Project Manager, Area Manager - Community Investment and Thistle.
  - 3.4.3 Harmonisation of terms and conditions, roles and responsibilities and where all Thistle posts sit in the structure will require to be revisited in August/September 2021 in preparation for February 2022. In the meantime, any vacancies occurring that require to be filled, will be harmonised to Sanctuary Scotland role profiles and terms and conditions. For example, there are currently two Housing Officer roles vacant and if it is necessary to fill these, they will not be recruited until after the transfer is completed.

#### **4. Appraisal**

- 4.1 Risk management
  - 4.1.1 RM 2 Maintenance long term investment, RM 3 Cost and income pressures; It is Important to ensure that Sanctuary Scotland Housing Association delivers on its promises post transfer including commitments to service delivery and staffing levels.
  - 4.1.2 RM 6 Management and operational overstretch; it is important to ensure that sufficient resources are in place to deliver the transfer, support staff and ensure services thrive.
- 4.2 Impact on diversity
  - 4.2.1 All new staff will receive mandatory equality and diversity training.
- 4.3 Value for Money
  - 4.3.1 One of the key objectives of growth of the organisation is to demonstrate and secure cost efficiencies which will be of long term benefit to Sanctuary Scotland Housing Association and its customers and staff.

#### **5. Recommendation**

- 5.1 The Board of Management is asked to approve the proposed changes to the staffing structure.