

Committee(s):	Date(s):	Item no.
Residents' Consultation Committee	12 September 2011	
Barbican Residential Committee	26 September 2011	
<b>Subject:</b> Technical Services and Barbican Estate Restructure		
<b>Report of:</b> Director of Community & Children's Services		<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <ol style="list-style-type: none"> <li>1. This report sets out proposals for a new structure for the Technical Services Division and the Barbican Estate Office. The aims of the restructure are to reduce expenditure for the Technical Services Division, decrease the number of officers reporting directly to the Head of Community Support and Technical Services and the Barbican Estate Manager, provide clear and focused leadership for each element of the service and group services together in the most coherent and customer-focused way.</li> <li>2. This structure will streamline the current management of the services and provide clear and focused leadership for each key element. It will allow support staff to be used more effectively, and will place greater emphasis on consistent customer service.</li> <li>3. The annual savings produced are expected to be in the region of £114,470k for the Technical Services Division which will be attributable to the Housing Revenue Account and be broadly cost neutral for the Barbican Estate Office.</li> <li>4. The proposals will result in a net loss of two posts in the overall technical service and the transfer of one post to City Surveyors. There is a transfer of one post from the Barbican Estate Office to the Strategy and Performance division of the Department of Community and Children's Services following the restructuring of the Barbican Directorate.</li> </ol> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>5. That members endorse the proposals for a restructure of Technical Services and the Barbican Estate Office and support the Housing Services Director in implementing it.</li> </ol>		

## **Housing Services Management Restructure**

### **Background**

6. At its meeting in November 2010, the Residents' Consultation Committee considered a paper on the Housing Services Management Restructure. The paper outlined initial plans for a new management structure for the Housing Service. These plans were accepted, in principle, by Committee at its November 2010 meeting. This paper now presents the final stage of the restructure process.

### **Reasons for a restructure**

7. There were a number of issues that needed to be addressed through the decision to restructure. The current Housing Services Director expects to retire within the next 3 years and there is a need to plan for the future – not only of his role, but of other senior positions. The Director, at the time of the November report, directly line-managed 10 posts - four of these direct reports were from the Technical Division and three direct reports were from the Barbican Directorate. The Director's direct reports have now been reduced to four as a result of the restructures to date, including the creation of the post of Head of Community Support & Technical Services and the post of Head of Barbican and Estates.
8. There has also been the creation of the post of Barbican Estate Manager. This post would be directly responsible for the running of the Barbican Estate (replacing the Barbican Directorate) reporting to the Head of Barbican and Estates. However, this has meant that a high number of direct reports have shifted to the new posts of Head of Community Support & Technical Services and the Barbican Estate Manager, which is unsustainable and diverts the postholders from more strategic activities.
9. In addition, as pointed out in the November report, the adoption of flat structures has led to a lack of strong and focused leadership in parts of the service, despite some excellent and cooperative managers.

### **Objectives of the restructure – what will it achieve?**

10. The objectives of this proposed management restructure will be to:

- Reduce expenditure for the Technical Services Division;

- Reduce the number of officers reporting directly to the Head of Community Support and Property Services and the Barbican Estate Manager;
- Provide clear and focused leadership for each key element of the service;
- Group services together in the most coherent and customer-focused way we can achieve. There will be the sharing and spreading of good practice avoiding duplication and unnecessary expenditure for residents and the proposals will not in any way diminish the services to the Barbican Estate
- Introduce a clear transparent structure that is easily understood
- Provide clearer line management responsibility for technical staff who work on the Barbican estate

## **Development of the proposals**

11. Following some months of consideration and reflection, initial proposals for a new structure were drawn up at a number of meetings earlier this year. These meetings involved the Housing Services Director, Heads of Needs & Resources and Residential & Estate Services, the three senior managers within the Technical Services Division and the Barbican Directorate. The proposed structure has now been circulated to all staff in the Technical Services Division and the Barbican Estate Office for their comments. Human Resources and Trade Unions have also been consulted during this process.

## **Proposed new structure**

12. In order to show the changes clearly, it is first necessary to show the original management structure for the Technical Services Division and the Barbican Estate Office. These are attached at appendices one and two. The proposed structures for Technical Services and the Barbican can be seen at appendices 3 and 4.

13. All of the existing duties are covered by the new structure but will be streamlined so that they can be taken on by a reduced number of posts. The principle changes are the creation of 12 new Technical posts and the

deletion of 15 existing posts. One post is proposed to transfer to City Surveyors. The Technical posts duties are split between the Barbican Estate and City of London Housing Estates. However the Client Liaison Manager post and team of Maintenance Officers, the two Housing Surveyors and Project Officer would be responsible for the City of London Housing Estates.

14. The Barbican Directorate would be replaced by a Barbican Estate Manager reporting to the Head of Barbican and Estates. The Technical staff who work on the Barbican would report to a Barbican Maintenance Manager under the responsibility of the Barbican Estate Manager.
15. The new structure would include a Barbican Maintenance Manager who would continue to undertake Resident Engineer duties and a Residents Services Manager who would continue to undertake House Officer duties.
16. The Revenue Manager would oversee the rents, service charges and budgets for the Barbican and the City of London Housing Estates reporting to the Head of Barbican and Estates. Other admin support services for this team and the whole of the housing division will be provided by a generic team.

### **Financial and Risk Implications**

17. There will be no additional costs to the Barbican Estate, as the changes affecting it are broadly designed to be cost-neutral. Potentially small, as yet not fully quantified, savings are likely as a result of the transfer of the Support Services Manager post to the Strategy and Performance division of the Community and Children's Services and the additional duties of the Revenue Manager following the restructuring of the Barbican Directorate.

### **Legal implications**

18. There are no legal implications of the proposals.

### **HR implications**

19. The structure will result in a net loss of 3 posts in Technical Services. One of the posts will be transferred to the City Surveyors Department and one post from the Barbican Estate Office has been transferred to the

Strategy and Performance division of Community and Children's Services.

20. Most of the other changes will be made by refocusing and reviewing existing roles and responsibilities and slotting people into new jobs which are a close match for their existing roles. It is only proposed to put people through a selection process where it is an absolute necessity because there is more than one candidate for a role.
21. Where posts are deleted, the workload will be reviewed and practices streamlined to ensure that it is reasonable and practical for remaining staff to absorb the workload.

### **Strategic Implications**

22. These proposals will contribute to the delivery of the Departmental objective to improve the department's value for money, efficiency and performance.

### **Consultees**

23. The Town Clerk, Chamberlain, Director of HR and Comptroller & City Solicitor have been consulted in the preparation of this report. The proposals have also been discussed with Housing Services staff and with trade unions.

### **Next Steps**

24. Personal consultations are being carried out with the individuals whose current roles are affected and with recognised trade unions. Following this, a selection process will take place during October if required. It is expected that the new structure will commence from October 2011.

### **Background Papers:**

Housing Services Management Restructure 29 November 2010.

### **Joy Hollister**

**Director of Community and Children's Services**

**Contact:** *Jim Barber*

*0207 332 3141*

[\*james.barber@cityoflondon.gov.uk\*](mailto:james.barber@cityoflondon.gov.uk)

*Michael Bennett*

*0207 029 3923*

*michael.bennett@cityoflondon.gov.uk*