

Alternative options to consider (Phase 2)

Organisational structure, culture and roles



Organisational structure, culture and roles – Alternative options to consider

In the previous section, we identified a set of recommendations across organisational structure, process redesign, budgeting and cost control and performance reporting, that can be implemented with manageable levels of impact on residents, staff and future costs. We advise these are implemented as soon as possible.

However, in relation to **organisational design**, there are always a **number of other options we** recommend are considered. These have significantly greater impact on staff and/or residents and may be dependant on other factors before they can be implemented.

In this next section, we identify some further options, which have been considered and impact assessed as part of this review. However they will require further discussion and consideration by residents, the BEO and City of London.

We have **grouped** other options to consider under the **following headings**:

- Models for service delivery
- Role of the Car Park Attendants and Concierges
- Role of the Resident Engineer and Duty Manager
- [REDACTED]
- Model for major works/cyclical programme delivery

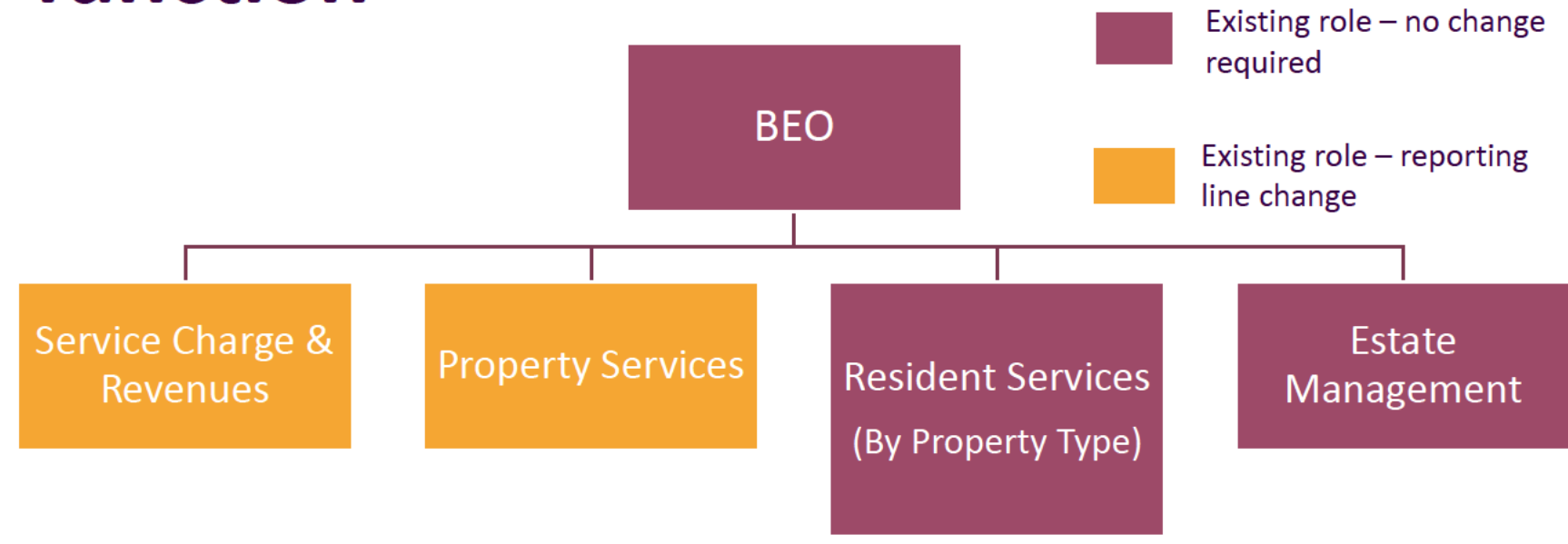
These are not specific recommendations, but give further insight into the options available to remodel roles and services to be more efficient and effective and are likely to be implemented as part of a Phase 2 redesign of services, with the recommendations outlined in the previous section of this report forming Phase 1.

Organisational structure,
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Models for Service Delivery



Option 1 – Developing the Estate Management and Resident Services function



Benefits	Challenges
<ul style="list-style-type: none"> • Low impact on staff and residents, low financial impact, essentially refines elements of existing structure to give required focus by property type and on each service. • Earlier recommendations regarding property services will enable the House Officer role to have additional capacity. • Early recommendations around cleaners will enable a review of the role of the Supervisor within the Estate Management. • Likely to be viewed positively by staff and unions. 	<ul style="list-style-type: none"> • Unlikely to bring significant changes to ways of working or desired improvements in service delivery • Unlikely to deliver required savings to either residents service charges or the landlord account. • Likely to be viewed negatively by residents.

Key Features

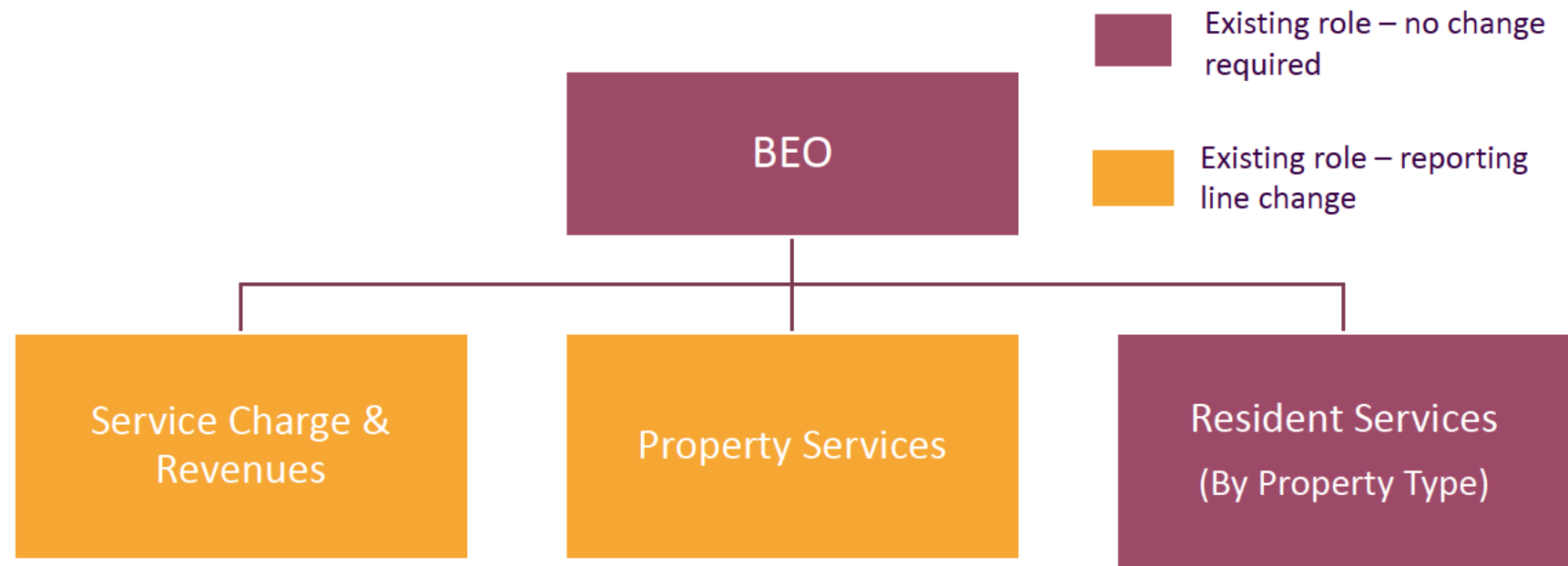
- This model assumes that the recommendation regarding the senior leadership structure is implemented (see page 10) which incorporates the addition of the Service Charge and Revenues function and the Property Services function and retains a separate resident services and estate management function.
- In this model we recommend consideration is given to retaining the existing House Officer roles, but with other recommended changes identified as part of the recommendations in this report (e.g. property services co-ordinator, contract manager/surveyor roles).
- These roles should have additional capacity to deliver the original remit of this role e.g. to act as resident champions with a focus on continued improvement of services that provide value for money.
- [Redacted]

Impact Assessment

Impact	RAG Rating
Cost/Savings	Minimal financial impact
Staff	Little change required
Residents	May deliver some service improvements
Ease of implementation	Little change required



Option 2 – Single point of accountability



Key Features

- [Redacted]
- There are various options of how the structure can be developed below the Resident Services Manager [Redacted]

Impact Assessment

Benefits	Challenges
<ul style="list-style-type: none"> • Will bring non-property related services under one single point of accountability and improved visibility and oversight of issues. • Will enable roles such as House Officers to bring about required change more easily where issues are identified. • [Redacted] • Likely to be viewed positively by residents. 	<ul style="list-style-type: none"> • [Redacted]

Impact	RAG Rating
[Redacted]	[Redacted]
[Redacted]	[Redacted]
Residents	Some potential savings on service charges with no diminishment in services
[Redacted]	[Redacted]

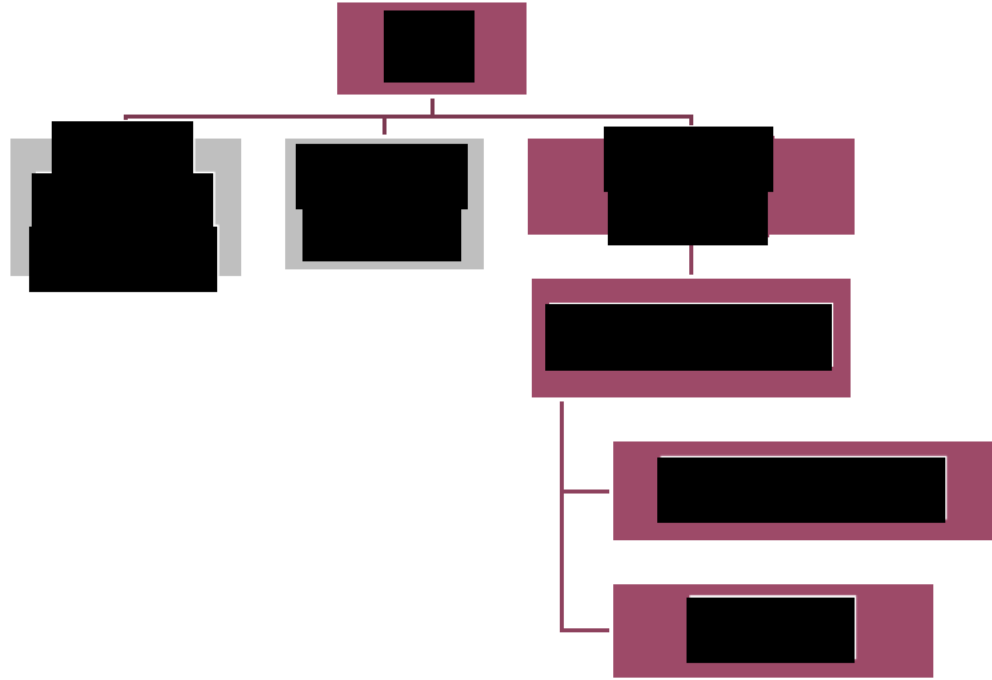


Organisational structure,
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Models for Resident Service team



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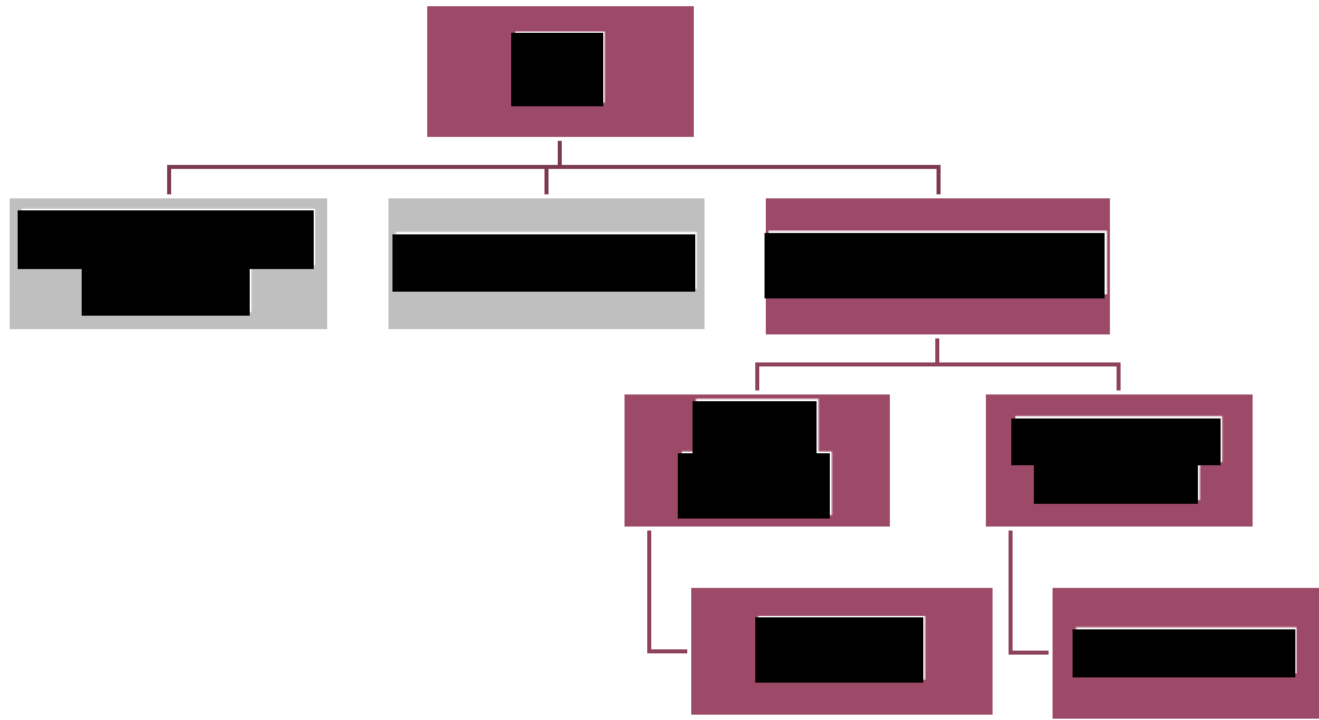
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Organisational structure,
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Role of the Car Park Attendant



[REDACTED]

Currently there are 28 car park attendants (covering 7 car parks) and 12 lobby porters (covering 3 towers). They operate 24/7, 365 days per year. Staff numbers are driven by number of car parks and number of towers. Each staff member works 12 hour shifts and works 42 hours per week.

The **most efficient way of operating a 24/7 shift is on a 12 hour shift basis** as this only requires 2 FTE to cover this. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In addition there is **currently no additional capacity or resource planning carried out to cover holidays, sickness**, which have to be covered to enable all services to operate. **Current spend on overtime and agency costs to cover this is c£314k per annum.**

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Organisational structure, culture and roles

Role of the Resident Engineer and Duty Manager



Alternative options – Role of the Resident Engineer

Resident Engineer (including Duty Manager)

Currently there are **4 Resident Engineer** roles who cover the whole Barbican Estate this includes 3 Property Service Officers (resident engineers) and a 1 Property Services Manager, who are employed by the City of London and part of the Technical Services Division and paid for by the residents of the Barbican. The roles have a range of technical experience covering electrical, mechanical, building and plumbing trades and the engineers are very knowledgeable about the estate infrastructure. In terms of costs as well as their salary and contractual benefits, pension, etc they also each receive fully expensed accommodation for them and their family which includes council tax and water charges. The accommodation is linked to their on-call Duty Manager responsibilities as oppose to their property service responsibilities.

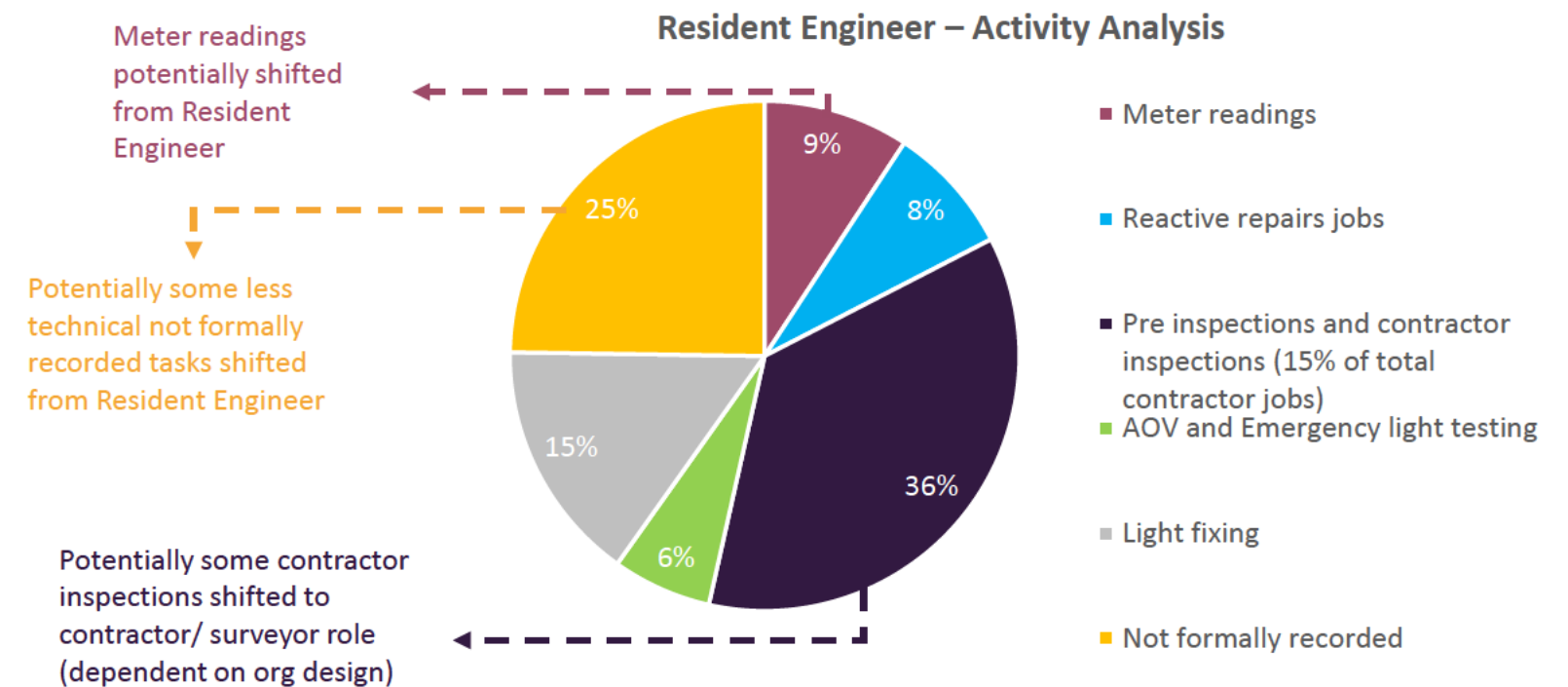
The Resident Engineers service operates 8:30 – 18:00, Monday- Friday basis and during this time undertake a range of activities across the Barbican Estate including management of the various day to day contracts and service contracts (repairs, fire safety etc), pre and post inspections – investigating repair requests and determining if they can be completed in-house or sourced externally, underfloor heating maintenance and repairs, meter readings and emergency light testing. We have outlined below our activity analysis and [REDACTED]

[REDACTED] In addition the role includes a **Duty Manager** aspect where each Resident Engineer works on a rota basis to provide ‘out of hours’ (18:00 – 8:30 and weekends) service across the estate.



[REDACTED]

Recommendation – Regardless of the option chose we strongly recommend that all of the Resident Engineer time is recorded importantly the ‘not formally recorded tasks’ which currently accounts for 25% of total time.



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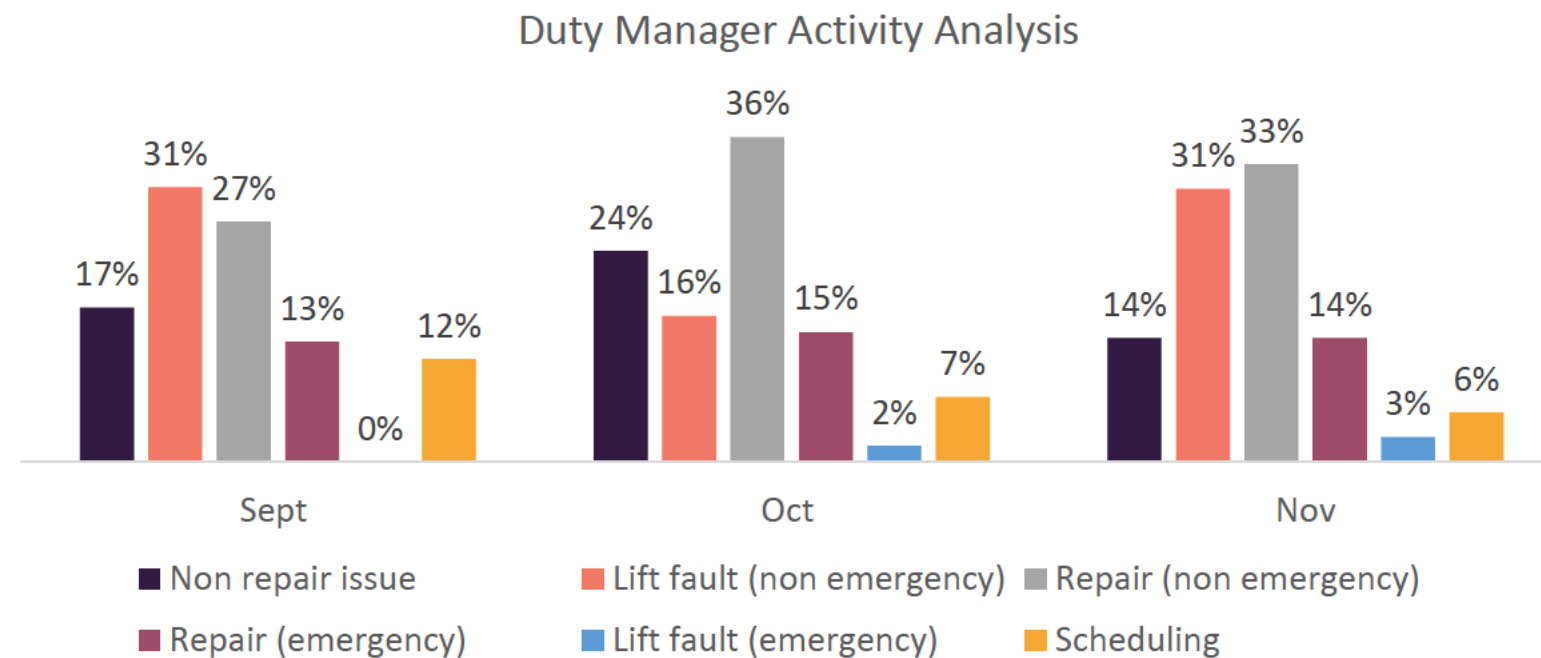
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Options for consideration – Role of the Resident Engineer - Duty Manager

Analysis of Duty Manager call logs

As part of this review, we analysed the call logs for the Duty Manager. Of the total current jobs covered by the Duty Manager, circa 85% we assessed as non-emergency jobs which could be dealt with by an out of hours number (e.g. in line other City of London estates) and the remaining 15% we assessed as genuine repair emergencies. To note, we have categorised emergency jobs to include residents stuck in lifts and emergency repairs which require immediate assistance and non-emergency jobs to include lifts out of service, non-emergency repair jobs (ASB and general complaints). Additionally, a review of logs showed the Duty Manager would often deal with the scheduling of cover for CPAs and Lobby Porters (i.e. arranging cover where staff have not turned up for their shift) we would recommend a clear centralised process for managing this is implemented and responsibility should not fall on the Duty Manager. The graph below shows our Duty Manager activity analysis for a three month period in 2022.



This analysis shows that 15% of what the Duty Manager responds to is considered an actual emergency. In most property organisations, these types of emergency repairs/call-outs are triaged through an out of hours number and an emergency engineer sent where required, within a specified service level agreement timescale. We understand this is how emergency call-outs operate across the rest of City of London estates.

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Organisational structure, culture and roles

Major Works and cyclical programmes



Major works (Investment Programmes)

Currently programmes delivered by the major works team includes some cyclical programmes including the redecoration programme. These would ordinarily be dealt with by Property Services but due to capacity within that team have moved to major works. With the addition of the Contracts Manager/Surveyor into the Property Services Function which will now be within the BEO staffing structure, there should now be the capacity for these to be delivered by Property Services as originally intended. Therefore Major Works being referred to here is the programme of investment work identified from the recent stock conditions surveys. Significant investment project such as these have not yet been delivered within the Barbican Estate (although comparable projects have been delivered in other areas of City of London stock). Therefore, whilst they contribute to the Service Charge for residents, the bulk of this cost to date is due to cyclical programmes, which are likely to be increasingly moved back to Property Services. Therefore, whilst initially out of scope for this review, given the fact they impact on residents services charges and the scale of these charges will increase as investment projects are undertaken, means we are referencing as part of this review. This area has sparked some debate within the Project Board about whether this should also be bought under the BEO staffing structure and agreement on this point has not been reached. Below we outline the various models that can be adopted for this stream of work. We are not making recommendations but are outlining the pros and cons of each for further consideration.

Option (RAG colour denotes ease of implementation)	Details/ context	Pros and cons		Key Considerations to improve the option
		Pros	Cons	
1. Keep as current as is	<ul style="list-style-type: none"> Currently major works is delivered to the Barbican Estate through the City of London major works team who report into the Assistant Director of Housing and Barbican, they also delivered cyclical programmes e.g. redecoration. The Barbican has previously lacked an investment plan, this has resulted in some works (normally considered to be major works) such as window replacement being delivered through the repairs programme and budget. It has been acknowledged that an investment plan is required for the Barbican and that programmes such as window replacement should be procured, contract managed and project managed as individual major work projects. 	<ul style="list-style-type: none"> Gives Barbican residents access to City of London's asset management team, sharing costs of these teams with other City of London estates 	<ul style="list-style-type: none"> ✗ Lack of investment plans has meant major works like window replacements have been done on a piecemeal basis, meaning residents have paid significantly more through their repair service charge costs. ✗ Because major works are not being procured or contract managed on an individual project basis, the potential to negotiate bulk buy savings could be being lost.. ✗ The Head of BEO has very little control over the delivery of major works. 	<ul style="list-style-type: none"> As a minimum residents will need to be consulted on the investment plans that is outcome of the recent stock condition survey, which should include a 5 year plan detailing the works to be done in each year, the cost and impact to resident service charges.. Residents should be included on the procurement panel for each major work project procured on their behalf. An set of KPI's are agreed that provide residents with the assurance that programmes are being delivered to the required quality and cost, as outlined in the contract.

Major works (Investment Programmes)

Option (RAG colour denotes ease of implementation)	Details/ context	Pros and cons		Key Considerations to improve the option
		Pros	Cons	
2. Client Contractor Management model	<ul style="list-style-type: none"> This forms part of an earlier recommendation to employ a contract manager/surveyor who not only focuses on ensuring the quality and cost effectiveness of the repairs service (including the Metwin contract and cyclical programmes) but also provides additional technical oversight and client side contract management (e.g. contractor management on behalf of the residents) of any major work programmes across the estate, essentially providing a link between the asset team within City of London, external contractors and delivery of investment programmes across the Barbican estate. 	<ul style="list-style-type: none"> ✓ As above plus there would be a role dedicated to providing Head of BEO and residents, technical expertise to oversee major works investment programmes and work collaboratively with City of London Asset Teams. 	<ul style="list-style-type: none"> ✗ Relies on collaborative working between the new contract manager/surveyor role within the BEO and Asset Teams in City of London ✗ Additional cost to residents for the contract manager/surveyor role 	<ul style="list-style-type: none"> • As above

Major works (Investment Programmes)

Option (RAG colour denotes ease of implementation)	Details/ context	Pros and cons		Key Considerations to improve the option
		Pros	Cons	
3. Create a major works team specifically for the Barbican Estate	<ul style="list-style-type: none"> This would essentially create a specific asset team just for the Barbican Estate. This team would report into the Head of BEO. 	<ul style="list-style-type: none"> ✓ Brings full accountability and control for Barbican major works programmes under the Head of BEO ✓ Bring all Barbican property maintenance together with consequent benefits ✓ Savings on 10% management charge ✓ Stock Condition Survey can be co-ordinated with other maintenance activities 	<ul style="list-style-type: none"> ✗ Likely to be more expensive for residents as asset roles specifically for the Barbican would need to be recruited, in effect replicating the roles that are already available within the City of London and are already delivering projects of similar value to those planned for the Barbican Estate. 	<ul style="list-style-type: none"> There would need to be a review of the procurement processes and framework.

Organisational structure, culture and roles

Outsourcing/shared services



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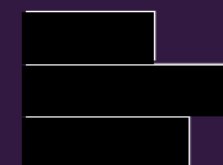
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Organisational structure, culture and roles – Summary of **alternative options**

Below is a **summary** of the **alternative options** outlined in this section of the report.

Alternative option for consideration	What issue/s does this resolve	Ease of implementation
Service Delivery		
<p>Service Delivery – Option 1 Development of “As is” structure – Slightly amended version of current structure that would see House Officer patch based by property type [REDACTED]</p>	<ul style="list-style-type: none"> • Would increase visibility of issues across property type and enable solutions to be better joined up. • [REDACTED] 	
<p>Service Delivery - Option 2 Single accountability structure</p>	<ul style="list-style-type: none"> • Will bring non-property related services under one single point of accountability and improved visibility and oversight of issues. • Will remove duplication from roles. • Will provide roles with the necessary oversight and control to discharge their duties effectively. 	
[REDACTED]		
<p>[REDACTED]</p>	<ul style="list-style-type: none"> • [REDACTED] 	
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Implementation plan



Proposed Implementation Plan

	May 2023	June 2023				July 2023				August 2023				Aug/Sept 2023			
Week commencing		5/6	12/6	19/6	26/6	3/7	10/7	17/7	24/7	31/7	7/8	14/8	21/8	28/8	4/9	11/9	18/9
1. Approval of review recommendations																	
Presentation to BRC and RCC member																	
Discussion by RCC for recommendation to BRC (subject to meeting dates being agreed)																	
Approval by BRC (subject to meeting dates being agreed)																	
2. Phase 1 – Organisational Design																	
New job profile for Head of BEO drafted and agreed																	
Head of BEO role re-evaluated under City of London job evaluation system																	
Recruitment of new Head of BEO																	
Discussion with Head of Repairs and Maintenance regarding changes to reporting line for Property Services Manager and Resident Engineers																	
Discussion with Service Charge and Revenues Manager and Property Services Manager regarding reporting line change																	
Change of reporting line for two roles above																	
Discussion with Service Charge and Revenues Manager and Commercial Officer regarding moving the Commercial Officer role to increased hours and bringing into the reporting line of the Service Charge and Revenue Manager																	

Appendix 1 –Current BEO Structure



Current BEO Structure

