
By: Roger Gough, Cabinet Member for Business Strategy and Support
David Cockburn, Corporate Director Business Strategy and Support

To: Corporate Policy Overview and Scrutiny Committee

Subject: Property and Infrastructure Support Restructuring Update

Classification: Unrestricted

1. Introduction

- 1.1 The purpose of this report is to keep POSC informed of the progress being made in respect of the Property and Infrastructure Support (P&IS) Restructure.
- 1.2 On the 4th April 2011, a number of property related functions were centralised within the P&IS division of Business Strategy and Support alongside the implementation of the Corporate Landlord model for property management.
- 1.3 The centralisation of property functions will enable processes to be streamlined, reduce duplication and a number of efficiencies to be achieved through aggregating individual contracts and services.
- 1.4 Moving forward, P&IS will have a critical role to play in underpinning the delivery of the Bold Steps for Kent and aims to achieve this by:
 - Delivering first class professional property services
 - Providing property leadership and working with our public/private sector partners to utilise the estate more effectively
 - Input from P&IS to ensure informed policy making and to enable commissioners of services to make informed decisions
 - Maximising value through the effective management of the estate
 - Effective delivery of capital projects/maintenance programmes, to time and to budget, ensuring that the Authority fulfils its statutory responsibilities
 - Ensuring services are cost effective, provide value for money and are centred around the customer
 - Restructuring the function to meet future needs
 - Use of buildings and asset rationalisation

- 1.5 Property savings allocated through the MTP amount to £5.1 million over the next two years with a further savings targeted for 2013/14. Following the centralisation of property, there are 199 members of staff currently within the P&IS function. As part of the restructuring every effort is being taken to ensure that P&IS operates as efficiently as possible and it is expected that there will be a 20%-25% reduction in staff.

2. Progress to date

- 2.1 The P&IS restructure is being undertaken in two phases. Phase 1 focuses on the two top tiers of Senior Management and Phase 2 which will affect all the remaining staff. On the 31st May 2011, a Phase 1 consultation was started on proposals for a new senior management structure and the re-alignment of the various functions into four key areas as set out below:

- Asset Development and Commissioning
- Estates Management
- Capital Programme Delivery
- Operational Services

See appendix A for diagram setting out the functions.

- 2.2 The Phase 1 consultation ended on the 30th June 2011 and proposals were implemented on the 1st August. The senior management team is now in place and an interim holding structure for the rest of the staff group introduced. As a result of these proposals, the top management structure was reduced from three tiers to two and saw a reduction of 3 senior managers. The new senior leadership's team in P&IS are:

- Asset Development and Commissioning - Nigel Brown
- *Estates Management (interim)* - Mark Cheverton
- *Capital Programme Delivery (interim)* - Karen Millar
- Operational Services - Terry Whitlock

The interim roles will be advertised along with any unfilled positions as part of the Phase 2 restructure in the New Year.

- 2.3 Alongside this a separate consultation exercise was undertaken in relation to the CFE business support unit which will close at the end of September 2011. As part of the ELS restructuring proposals, the ELS Capital Premises and Development Team transferred to P&IS on the 1st September and will also be picked up as part of the Phase 2 proposals.

3. Next Steps

3.1 The final Phase 2 structures are currently being finalised and the timetable for moving forward is as follows:

Property and Infrastructure Support	
Proposed Structure Finalised	23 rd September 2011
Start consultation with staff on detailed proposals	w/c 26 th September 2011
Consultation Ends (90 days)	End December 2011
Review comments, make amendments	January 2012
Implement Proposals	End January/ February 2012

3.2 As part of the consultation process staff will have the opportunity to express an interest in voluntary redundancy. Once consultation is complete, final decisions on voluntary redundancies will be made along with decisions on which staff “slot” to posts in the new structure, having applied the usual HR process.

4. Recommendation

Corporate POSC is asked to **NOTE** current progress in the delivery of the Property and Infrastructure Support Restructuring and the Next Steps

Appendices

- Appendix A - Property and Infrastructure Support New Structure Phase 1

Background Documents

- None

Contact Officer:

Rebecca Spore
Property and Infrastructure Support, BSS
01622 221151
rebecca.spore@kent.gov.uk

FINAL STRUCTURE Property & Infrastructure Support

