

No redundancies The impact of the restructuring on jobs had not involved any staff redundancies. The London Borough of Barnet Housing Department measured the impact of the culture change in terms of cost savings, the effect on employees', team leaders' and managers' job roles, and the benefits of the new team structures. Cost savings The restructuring of staff into teams of generic housing officers has removed the reliance on temporary agency workers, resulting in considerable savings. Through a more personalised relationship between housing officers and customers, and the use of more holistic assessments of need, the number of appeals against the housing decisions is expected to decrease, with a resultant reduction in the resources needed for appeals processes. Now, the team leaders are identifying gaps in their skill sets and taking on more intensive coaching roles within their teams, asking front-line staff what they want from their leaders. Many had witnessed several waves of restructuring and cost-saving exercises within the organisation, which had resulted in many redundancies over a number of years. There has also been an immediate impact on reducing the average time it takes to let regeneration properties, resulting in cost savings from properties not remaining vacant. The roles of team leaders and managers Lean requires new behaviours of team leaders and managers, away from a 'command and control' style to a 'participative and empowering' style. However, as a result of there not being redundancies, a number of staff indicated that they had got involved in shaping the new service, and others in supporting the changes, because they believed that senior managers were authentic in saying that they wanted to cut waste before losing jobs. Five posts were removed from the previous structure, which had previously been filled by agency workers.