



Proposal to Restructure Bus Operations & Security

Committee Personnel

Date of meeting 17 March 2017

Date of report 08 March 2017

Report by Assistant Chief Executive (Operations)

1. Object of report

To advise members of the finding of a review of Bus Operations & Security and recommend proposals to restructure.

2. Background

The Partnership Personnel Committee has received and approved a number of organisational structure reviews. While seeking to streamline the organisation, a key theme has also been to maintain and, where possible, improve levels of service with reduced resources.

Given the continued pressures on funding for 2017/2018 and projected into following years, it is essential that this approach continues. This is likely to have significant implications across the entire organisation which will affect how core services are delivered and what remains a priority for the Partnership as well as overall resourcing levels. These proposals therefore reflect the Strategy Team's continuing review across all departments and functions.

This business area was last reviewed in 2011 and, since then, SPT centralised support covering maintenance, cleaning and procurement has significantly improved in effectiveness. This has reduced or removed these responsibilities from operational staff. In addition to this, revenue generating activities such as advertising contracts have also been centralised. The initial work of the Digital Transformation team has led to the streamlining and automation of a number of processes, designed to reduce the administrative burden and also providing more in the way of real-time Business Performance Reporting data which was not previously available.

3. Proposals

In-depth analysis of all available data, combined with interviews with staff and managers, provided details of sales or activities to staff ratios. The exercise also allowed the review of staffing levels across administration, information service provision as well as how the safe movement of buses in stations is managed; all areas where peaks and troughs in demand are experienced throughout the operational day, week or year. This analysis confirmed that a more focused approach and greater efficiencies could be achieved through:

- improving the alignment of staff to activity patterns in the areas of management, administration, bus movements and ticket sales in SPT's bus stations

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- improving the targeting of compliance monitoring for bus contracts
- pooling administrative resources to deal effectively with seasonal peaks and troughs
- changing the provision of the information services and support to operators offered by SPT
- recognising and reacting to a steady decline in over the counter ticket sales
- adjusting operating hours and SPT outlets for ticket sales to reflect this decline
- maximising the use of technology and automating processes
- improving functional alignment of Bus Stop Infrastructure and Travel Card activities

In summary these proposals will:

- remove the need for the Director of Bus Operations role by distributing management responsibility as follows:
 - Compliance functions transfer to the Bus Services Manager, and;
 - Bus Station Management transfers to the Customer Services Manager
- reduce management roles to reflect a change in demand along with fewer staff numbers
- transfer reporting lines of the Travel Card Unit and Bus Stop Infrastructure team to the Commercial Ticketing Manager and Bus Development manager respectively to greatly improve functional alignment.
- introduce a new, more targeted Quality Assurance approach to SPT's compliance activities which will improve both efficiency and outcomes
- remove the pre-planned operator depot compliance inspections in favour of a more dynamic and spontaneous regime, eradicating the pre-alert to the industry
- change the operating hours of the Travel Centre for ticket sales and provision of information in Buchanan Bus station
- reduce the number of Regulators at Bus Stations to the level required to safely operate as guided by robust risk-assessments and benchmarking
- introduce a new role of Customer Services Officers to ensure customer demands are met as well as providing promotion and development opportunities for staff
- seek alternative outlets for ticket sales and close SPT Travel Centres at Hamilton and Greenock
- continue ticket sales at East Kilbride Travel Centre on Saturdays only
- increase the use of part-time employment contracts to respond to peaks in demand and provide flexible working options for staff
- identify areas where technology can be introduced to improve effectiveness and service

The current and proposed structures are attached at Appendices 1 and 2. The number of staff affected by these proposals is 98 (92.4 full time equivalents) with 16 of these experiencing a change of reporting line only.

4. Conclusions

The proposed changes follow an in-depth analysis of data which highlighted areas which were no longer aligned to developments in the area of ticket sales and corresponding change to customer buying behaviour. The growing use of smart ticketing and online purchasing and information provision has seen a significant decline in over the counter sales.

The review also identified opportunities to better target resources

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When implemented, the proposals would result in a reduction of 28.8 FTE positions, 8.4 of which are currently vacant. SPT has taken steps to mitigate job losses where possible including the freezing of vacancies across SPT, re-deploying staff, voluntary severance and the normal policy on staff who do become displaced.

These proposals continue to be subject to consultation with Trade Union Representatives and therefore may be subject to change.

5. Committee action

The committee is recommended to note and approve:

- The proposal to restructure Bus Operations and Security, subject to consultation with Trade Union Representatives
- The proposed reduction of 28.8 full time equivalent posts

6. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>Savings generated from the proposed restructure will be required to assist SPT to create a balanced revenue budget in 2018/19.</i>
Personnel consequences	<i>A proposed reduction in headcount and full compliance with all SPT reorganisation policies.</i>
Equalities consequences	<i>An Equalities Impact Assessment has been carried out.</i>
Risk consequences	<i>None directly – Risk Assessments have been conducted as appropriate.</i>

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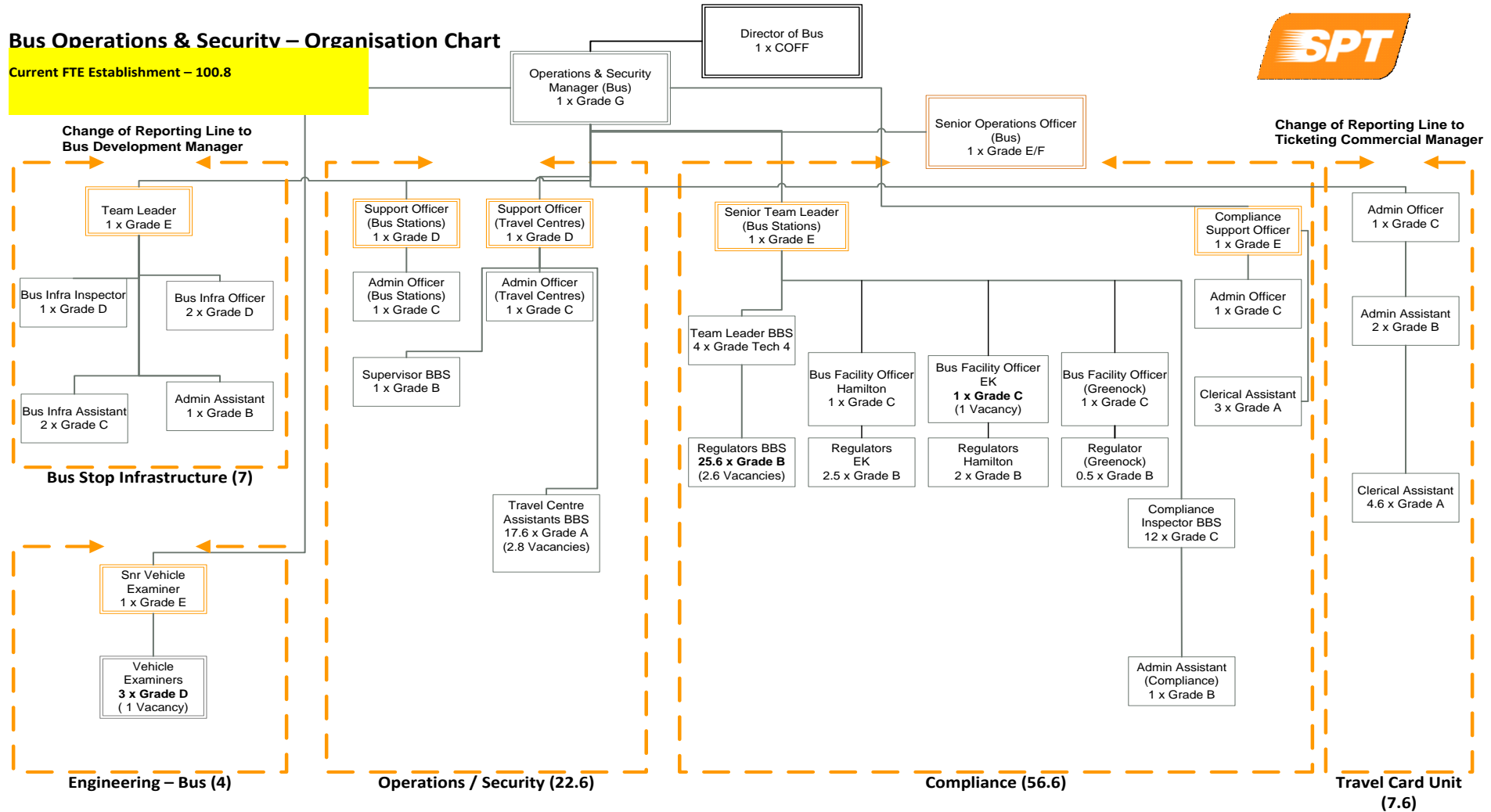
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Appendix 1

Current Structure

Bus Operations & Security – Organisation Chart

Current FTE Establishment – 100.8



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Appendix 2

Proposed Structure

