

Proposals to Restructure

Committee Personnel

Date of meeting 15 December 2017

Date of report 1 December 2017

Report by Assistant Chief Executive (Operations) & Assistant Chief Executive (Business Support)

1. Object of report

To seek the Committee's approval to organisational restructuring proposals which better reflect and deliver more streamlined and effective business processes aligned with customer expectations. These proposals are specific to the administration of Committee services; Bus Operations (Registrations and Contracts sections); and the Customer Standards team, including Buchanan Bus Station Travel Centre.

2. Background

The Partnership Personnel Committee receives regular updates concerning staff related matters and has previously considered a number of organisational structure reviews, accepting and recognising that this is a key element of ensuring adherence to the approved financial strategy. A pivotal theme has been to maintain and where possible improve levels of service with reduced resources and to better utilise technology for service delivery.

Given the continued well documented pressures on funding for 2017/2018 which are also projected into following years, it is essential that this approach continues. This is likely to have significant implications across the entire organisation and will affect how core services are delivered and what remains a priority for the Partnership.

Each review is being undertaken via a Business Improvement (BI) initiative – a documented and structured approach to questioning and evidencing the value of business processes, how information is collated and utilised for a business benefit, and how technology can be utilised to drive and support this. In addition, SPT has also considered how customers are accessing the services offered and how this can be better delivered at a reduced cost.

3. Current Proposals

Attached to this report are extracts from the staff consultation documents which have been issued to affected staff and the recognised trade unions. All consultation documents follow a standard format and these outline in more detail the business rationale for the proposed changes and the recognised process which SPT follows in all restructuring proposals. All staff and Union representatives are invited to offer responses to the proposals as a key element of the consultation exercise, and this process has been underway for some weeks now.

Agenda 4

The process recognises that change is unsettling for staff, and aims to minimise the uncertainty by concluding the consultation exercises fairly, with transparency and as timeously as possible, and providing staff with a period of time for readjustment. SPT provides a number of different options to minimise the effect on SPT staff including Voluntary Severance, retraining and redeployment where circumstances allow.

In summary, however, it is proposed that the team establishments be amended as follows:

Team	No of Posts Removed FTE	No. of New Posts FTE	Net FTE Change	Annual Saving
Committee Administration – Appendix A	3.1	2.4	0.7	£41,900
Bus Contracts Team – Appendix B	5	2	3	£128,950
Bus Registration Team – Appendix C	8.5	4	4.5	£110,590
Customer Standards & Customer Services – Appendix D	12.1	6	6.1	£186,980

More details are shown in Appendices A to D.

4. Conclusions

Keeping organisational structures under review as the customer expectations, business process and technological change occurs is essential to delivering efficient and effective services. Recent reviews have identified the need to change a number of structures and staffing establishments across SPT as outlined, resulting in a net reduction of 14.3 FTEs and an annual full year equivalent saving of £468,420 in staff costs.

5. Committee action

The Committee is recommended to consider and approve the revised structures as detailed in the report.

6. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>All consultation complies with employment law requirements.</i>
Financial consequences	<i>Full year equivalent savings of £468,420 generated from the proposed restructures will be required to assist SPT to maintain balanced revenue budgets during a period of severely constrained budgets.</i>
Personnel consequences	<i>A proposed reduction in headcount and full compliance</i>

Agenda 4

with all SPT reorganisation policies.

Equalities consequences

An Equalities Impact Assessment has been carried out.

Risk consequences

None directly – Risk Assessments have been conducted as appropriate.

Name	Eric Stewart	Name	Valerie Davidson
Title	Assistant Chief Executive (Operations)	Title	Assistant Chief Executive (Business Support)

Name	Gordon MacLennan
Title	Chief Executive

For further information, please contact Eric Stewart or Valerie Davidson on 0141 333 3177/3298.

Agenda 4

Appendix A

Extract from the Legal & Property – Committee Administration Section Consultation Document – November 2017

1. Reason for Proposals

SPT continues to review processes across the organisation in an effort to identify those activities which have business value and, where appropriate, examine opportunities for introducing technology solutions to them. As has been observed previously, the challenges to public sector budgets such as SPT's are real and ongoing and if SPT is to remain able to deliver core services in the face of reduced funding, all aspects of its work must be made cost-effective and relevant.

There have been a few changes to the way the formal Committee System and administration in support of the Legal & Property Team has operated within the last few years, resulting in some changes and a much flatter organisation structure generally. However, the recent decision to streamline the Committee system to quarterly meetings, the introduction of a less paper-driven committee pack, and changes to administration systems generally has resulted in the need to look further at the way the Legal & Property team are delivering this service and the necessary administration required for robust and meaningful case management arrangements. In addition, certain legislative changes have required the need to refocus the team's attention to matters including public records management and GDPR.

2. Summary of Proposals

2.1. Core Activities

Taking each of the above changes in turn, it is necessary to refocus the role of the current Senior Committee Officer post to include a more proactive and central role to the records management duties placed upon SPT, and include within this a key participation in the preparation and delivery of SPT's processes to ensure compliance with the GDPR. This will continue to be under the direction of the Senior Legal Advisor.

In addition, it is necessary to ensure that SPT remains fully compliant with the requirements of all aspects of public administrative law and to ensure that these processes are streamlined and effective. To this end, SPT has introduced a quarterly cycle of meetings (removing a total of six public meetings per annum from the calendar - 25%). Automatically this reduction, while maintaining public accountability and openness of decision making, reduces the amount of resources required to clerk meetings, prepare papers and corresponding minutes and actions.

The decision to move to a less paper intensive process has also had an impact on the resources required to ensure the public meetings are effective – from the point that reports are authored and agreed, there is now a drive towards reducing the amount of paper copies prepared and issued. Over 60% of members are using the SharePoint system, effectively resulting in less printing, postage and staff resources to fulfil. In addition, as all papers are now electronically stored and continue to be placed on the website for public consumption, the skill base required to ensure fulfilment of the activities has changed.

While the associated works of public administration are still very much required – communication with members, register of interest, calling of meetings etc. – the fewer diarised meetings has allowed this work to be better managed.

Agenda 4

It is further proposed in light of the above to change the roles of the Committee Support Officer and the vacant Legal Administrative Assistant role and to merge the activities of both existing roles into a new role entitled "Committee & Legal Administration Support Officer". This role will support all of the work outlined above, but will also provide generic administration support to the Legal & Property Team, ensuring that the team's functions are fulfilled effectively and with streamlined processes. This includes, where requested, supporting all matters of Legal & Property case management. This function is currently already supported where time allows by the PA to the Chief Executive and this will continue, reflecting the increased support required by the Legal & Property Team in delivering their revised business objectives.

In summary, it is proposed that:

- 1) The role of Senior Committee Support Officer is removed from the structure.
- 2) The role of Committee Support Officer is removed from the structure.
- 3) The role of Legal Administrative Assistant is removed from the structure.
- 4) The new role of Information Governance and Committee Officer is introduced.
- 5) The new role of Committee & Legal Administration Support Officer is introduced.

There is no proposed change to the part-time Printroom position of Reprographics Assistant, other than a change of management.

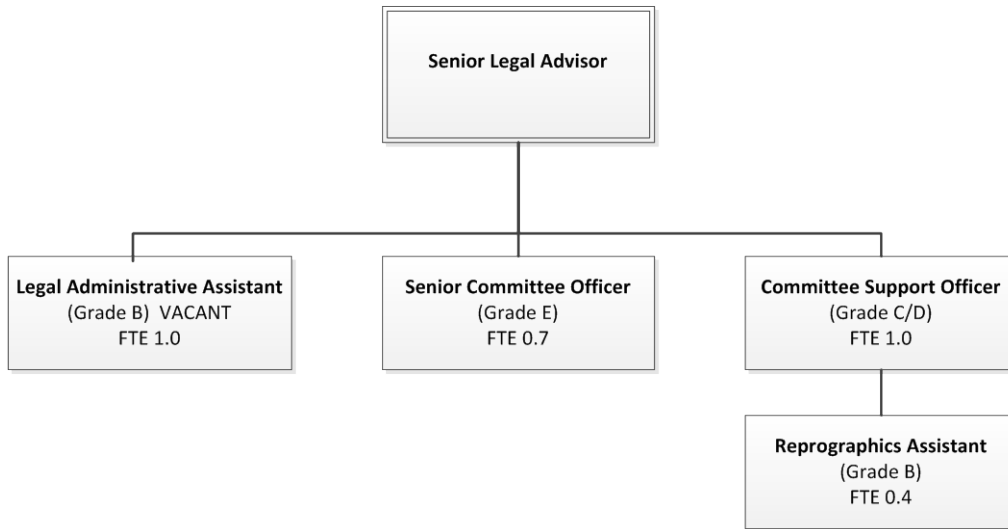
Whilst the proposed staffing levels are viewed as appropriate for the revised Legal & Property Team, it will be necessary to make provision for staff annual leave or sickness absence by training other staff to assist if and when required.

The current and proposed structures are shown overleaf.

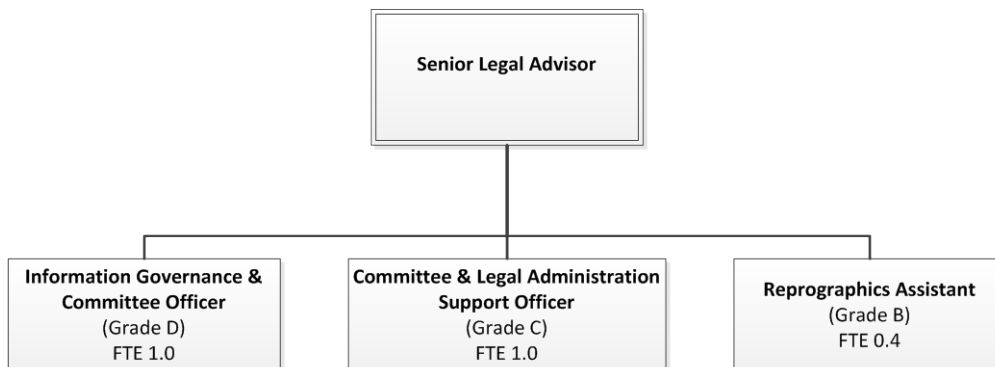
Agenda 4

LEGAL & PROPERTY – COMMITTEE ADMINISTRATION

Current Structure: FTE 3.1



Proposed Structure: FTE 2.4



Agenda 4

Appendix B

Extract from the Bus Operations Contract Section Consultation Document – November 2017

1. Reason for Proposals

SPT continues to review processes across the organisation in an effort to identify those activities which have business value and, where appropriate, examine opportunities for introducing technology solutions to them. As has been observed previously, the challenges to public sector budgets such as SPT's are real and ongoing and if SPT is to remain able to deliver core services in the face of reduced funding, all aspects of its work must be made cost-effective and relevant.

This business area was last restructured in 2011 and, since then, the work of the Digital Team has led to the streamlining and automation of a number of processes, particularly in relation to traffic returns.

It has been determined that traffic returns for schools could be discontinued since they are effectively no more than a signed declaration that the journeys have been carried out. Unlike traffic returns for local bus services, no information is provided – or is required - in relation to patronage or fares revenue. Paradoxically, the (more than 1300) schools traffic returns generate a significant workload, mostly in staff dealing with late or inaccurate returns. This is not an effective use of resources and, as an alternative to the current system, schools traffic returns will be withdrawn and a technology solution has been developed which will provide contractors with a portal through which to notify SPT of 'exceptions' to contract performance (e.g. late running, non-operation etc.).

Dispensing with schools traffic returns will significantly reduce the workload of the Contracts section and this has made a review of its processes and establishment necessary.

2. Summary of Proposals

2.1. Core Activities

It has been decided that traffic returns for schools will be discontinued with effect from 28 October 2017. It has been agreed at Strategy Group level that contractors will be deemed to have provided the transport services covered by the contract(s) they have been awarded unless SPT is notified of non-compliance, such as failure to operate or operating out with the acceptable time bands. Such notification can come from the contractor or from the school or public. The Digital Team has developed an online platform to enable contractors to self-report instances of non-compliance to the Schools section, who will then pass details to the Contracts staff for action in relation to contract payment adjustments.

Traffic Returns for local bus services will continue as at present, although further progress is anticipated in migrating the larger bus operators onto the Axiom platform. Staff will continue to collate the passenger and fares revenue data contained within these returns for inclusion in Partnership and Strategy Group reports.

They will also continue to calculate and administer contract payments and provide details of these to the Finance Department for the monthly payment

Agenda 4

processing. Work will also be undertaken on the possible development of an automatic calculation tool to assist in payment adjustments.

As part of this review, it is proposed that, at least on an interim basis, the administration of contractual warnings will pass to the respective operational sections, Network Planning, Schools and MyBus. A review is underway into a longer-term strategy for the handling of complaints and contractual warnings.

It is proposed that a number of tasks which are at present carried out by the Contracts Supervisor will pass to other sections, given that they already carry out related activities. This will include the transfer of maintenance of the database and ancillary information concerning the SPT bus fleet to the Compliance section, organisation and administration of Glasgow City Council's club transport and Playscheme transport to the Bus Development section, administration of community transport funding requests to the Bus Development section and matters relating to MyBus contract renewals to the Network Planning section.

The changes to core activities have significant implications for the future administration of contracts, resulting in a reduced workload, with some tasks removed entirely and some transferring to the operational sections.

In summary, it is proposed that:

- 6) The role of Contracts Supervisor is removed from the structure.
- 7) The role of Contracts Assistant (x 2) is removed from the structure.
- 8) The role of Contracts Admin Assistant is removed from the structure.
- 9) The role of Admin Assistant is removed from the structure.
- 10) The new post of Contracts Administrator (x 2) is introduced, with one embedded in the Network Planning section and the other in the Schools section.

Whilst the proposed staffing levels are viewed as appropriate for the revised contract administration arrangements, it will be necessary to make provision for staff annual leave or sickness absence by training other staff to assist if and when required.

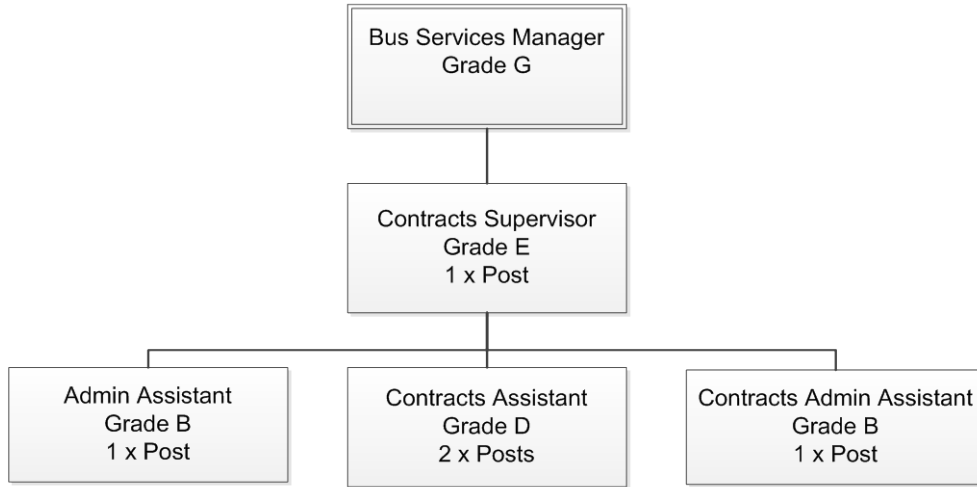
These proposals may be subject to further change as the overall review of bus processes continues.

The current and proposed structures are shown overleaf.

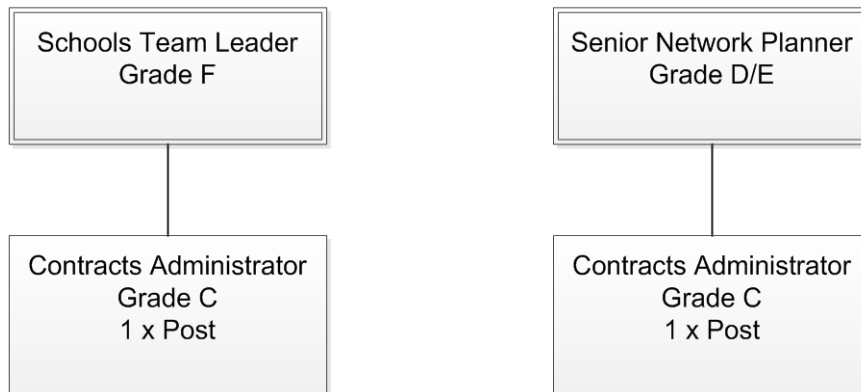
Agenda 4

BUS SERVICES - CONTRACTS

Current Structure: FTE 5



Proposed Structure: FTE 2



Agenda 4

Appendix C

Extract from the Bus Operations Registration Section Consultation Document – November 2017

1. Reason for Proposals

SPT continues to review processes across the organisation in an effort to identify those activities which have business value and, where appropriate, examine opportunities for introducing technology solutions to them. As has been observed previously, the challenges to public sector budgets such as SPT's, are real and on-going, and if SPT is to remain able to deliver core services in the face of reduced funding, all aspects of its work must be made cost-effective and relevant.

This particular business area was last restructured in 2011, and since then, enhancements in digital technology have led to the streamlining and automation of a number of processes, particularly in relation to the handling of passenger information associated with local service bus registration changes. The submission of documents via the Electronic Bus Service Registration (EBSR) portal has effectively removed a significant proportion of manual handling. Further digital advances associated with the Real Time Passenger Information (RTPI) platform will continue to influence work-streams and dissemination of both electronic and static public transport information moving forward.

These advances in the automation of the processes involved in both the handling of public transport information and in local bus service registrations will significantly reduce the workload of the Bus Registrations section and this has made a review of its processes and establishment necessary.

2. Summary of Proposals

2.1. Core Activities

SPT's Business Improvement Programme has identified opportunities for the removal of duplication of tasks and processing in order to reduce the level of demands placed upon current staff time. In addition to this, it is further recognised that by expanding the use of existing technologies, certain manual tasks can be automated, thereby further reducing the requirement for manual input. More specifically this will be achieved through the production of static public transport information at stances within interchanges using SPT's Trapeze Info Publisher application.

Further efficiencies have been delivered through the creation of voluntary Service Level Agreements (SLAs) with local bus service providers, which through partnership working will facilitate SPT in-house, produced electronic files containing static on-street bus stop information, delivered at roadside by the incumbent operator, thus transferring the delivery of improved information via a shared medium. Although this pilot is currently limited to a small number of operators at present, there are plans to expand this arrangement.

It is recognised that in conjunction with the business improvements that have been delivered thus far, future developments of the corporate transport information platform require modification of roles and associated tasks. To this end, cross training has commenced to facilitate more efficient use of staff resources, particularly during peak demand on resource.

A supplementary review is underway into the strategic planning of public transport information within Strathclyde. As part of this review, it is proposed that, at least on an

Agenda 4

interim basis, the administration and subsequent dissemination of all public transport information will remain under the auspice of Network Planning.

These changes to core activities have significant implications for the future processing of local bus service registrations and downstream, promotion of all associated public transport information, resulting in a realignment of workload, with some manual tasks removed entirely.

In summary, it is proposed that:

- 1) The role of Bus Registrations Senior Assistant (x 6) is removed from the structure.
- 2) The role of Bus Registrations Assistant is removed from the structure.
- 3) The role of Bus Registrations Clerical Assistant is removed from the structure.
- 4) The new post of Information Provision Assistant (x 4) is introduced and embedded within the Network Planning section.

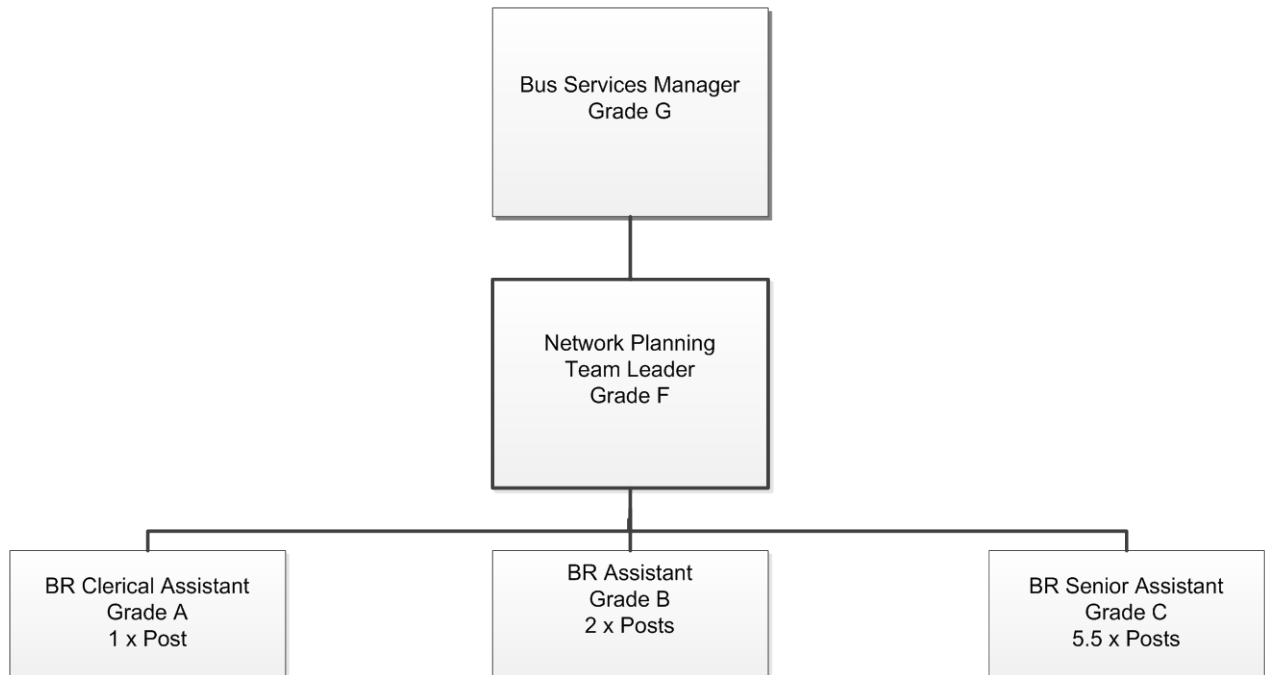
These proposals may be subject to further change as the overall review of bus processes continues and the strategy involved with the dissemination of public transport information evolves.

The current and proposed structures are shown overleaf.

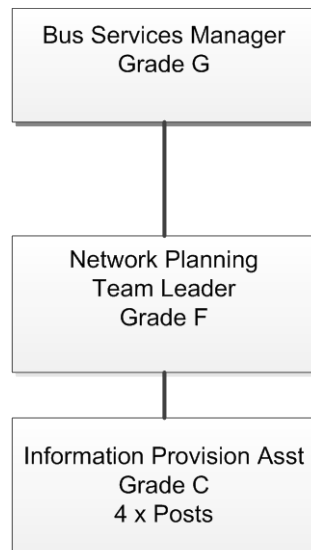
Agenda 4

BUS SERVICES - REGISTRATIONS

Current Structure: FTE 8.5



Proposed Structure: FTE 4



Agenda 4

Appendix D

Extract from Customer Services and Customer Standards Consultation Document – November 2017

1. Reason for Proposal

SPT must continue to improve how it operates and reduce costs across the organisation. The next few years will be particularly challenging as the impact of Local Authority funding cuts will inevitably result in a year on year reduction for SPT. 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. SPT is therefore continuing to review all departments and functions and this document focuses on Customer Services and Customer Standards departments.

Further analysis of ticket sales at Buchanan Bus Station has shown that the revenue from Firstcard sales has decreased by 51.6% in 2017/18. The number of tickets sold has decreased further by 58.2% compared to previous sales in the same period April to September 2016/17.

This data has been invaluable and has highlighted that sales levels continue to fall with alternative on-line and other sales outlets in close proximity. The Strategy Team has reviewed this information and it is now proposed that the Travel Centre at Buchanan Bus Station will close for the sale of tickets.

The Customer Services department was last reviewed in February 2017 and since then, as stated above, sales levels have continued to fall. The restructure proposals aim to address this issue. This also affects the work within the Admin function with this structure being reviewed as part of this proposal.

The role of Customer Services Manager was established in January 2012 and the Customer Standards department was last reviewed in October 2012. The Customer Standards department which includes the Customer Standards and Facilities functions has continued to expand to ensure compliance with customer standards and effective delivery of facilities management across all SPT buildings and premises. This proposal confirms the present structure, outlines the proposed structure and reporting lines.

The restructure proposals aim to address the issues highlighted above.

2. Summary of Proposals

2.1 Department

The Customer Services and Customer Standards Departments will align to become one department, named Customer Services. All job descriptions have been amended to reflect the change in department. The functions will be Customer Services and Customer Standards & Facilities.

2.2 Customer Services

Management

With the closure of the Travel Centre at Buchanan Bus Station it is proposed to remove the role of Bus Stations & Security Manager and introduce a new management role of Bus Stations Officer. Overall responsibility for security will transfer to the Customer Services & Security Manager who will be supported by the Bus Stations Officer.

Agenda 4

Bus Stations Supervisors

Not affected by these proposals. Job descriptions will be updated to reflect the closure of Buchanan Bus Station Travel Centre.

Customer Services Officers

The Customer Services Officer role was introduced in April 2017 to operate at a higher grade than Regulators and provide a flexible resource to ensure all customer requirements are met across all bus stations and all activities.

At present these roles provide cover for Bus Station Supervisors, Regulators and Travel Centre Assistants across all bus stations. With the closure of the Travel Centre at Buchanan Bus Station it is proposed that the current complement of five is reduced to four. Job descriptions will be updated to reflect the closure of the Travel Centre at Buchanan Bus Station and the introduction of the Information Assistant role.

Regulators

It is proposed to increase the number of Regulators at Buchanan Bus Station from 18.5 to 19.5 FTEs. Following a review of the Regulator staffing levels, it was concluded that there was a need to increase the complement by one to provide resilience within this team and adequate levels of cover during periods of absence. Job descriptions will be updated to reflect the closure of the Travel Centre at Buchanan Bus Station and the introduction of the Information Assistant role.

Travel Centres

As stated above, further analysis of ticket sales at Buchanan Bus Station has shown that the revenue from Firstcard sales has decreased by 51.6% in 2017/18. The number of tickets sold has decreased further by 58.2% compared to previous sales in the same period April to September 2016/17.

Firstcard Sales (Revenue)		
Dates	Sales	Percentage Reduction
April to Sep 2016	£2,260,524.50	
April to Sep 2017	£1,094,151.00	-51.6%

Firstcard Sales		
Dates	Tickets Sold	Percentage Reduction
April to Sep 2016	51,287	
April to Sep 2017	21,440	-58.2%

The Strategy Team has reviewed this information and due to continued decreasing sales at Buchanan Bus Station the decision has been taken to close the ticket office for the sale of tickets.

East Kilbride Travel Centre will remain open for Zonocard sales on Saturdays 9am till 5pm.

Administration

Agenda 4

With the closure of the Travel Centre at Buchanan Bus Station it is proposed to remove the role of Admin Officer (Temporary) and Admin Assistant from the administration function.

In addition, it is proposed that the current Customer Services and Customer Standards & Facilities administration functions will be centralised with a reporting line to the Customer Standards Officer, with the exception of the Admin Assistant (Facilities) who will continue to report to the Facilities & Contract Officer.

Job descriptions will be updated to reflect the closure of the Travel Centre at Buchanan Bus Station and change of reporting lines.

Distribution Assistant

Not affected by these proposals. Job descriptions will be updated to reflect the closure of the Travel Centre at Buchanan Bus Station.

Information Assistant

SPT will continue to provide travel information to members of the public at Buchanan Bus Station. It is proposed to introduce the new role of Information Assistant, Grade A (2 posts).

The proposed impact on individual job roles is outlined in Appendix C.

2.3 Customer Standards & Facilities

Management

The Customer Services Manager will now have overall responsibility for security. The title will change to Customer Services & Security Manager and the Job Description will be updated.

Support

It is proposed to remove the role of Contract Compliance Officer and transfer related servicing contracts to the role of Bus Stations Officer and the Facilities & Contract Officer.

Administration

The current Customer Services and Customer Standards & Facilities administration function will be centralised with a reporting line to the Customer Standards, with the exception of the Admin Assistant (Facilities) who will continue to report to the Facilities & Contract Officer.

In addition, two new posts of Admin Officer (Customer Standards) and Admin Assistant (Customer Standards) will be introduced.

The Facilities Team has expanded over the past five years. The overall management of contractor call outs and management of maintenance contracts transferred to the Customer Standards Department.

The requirement for additional administration staff within Customer Standards is to provide support to the Customer Standards Officer and Facilities & Contracts Officer and

Agenda 4

assist with the contractor call outs and maintenance of databases. This will enhance our quality management.

Facilities Team

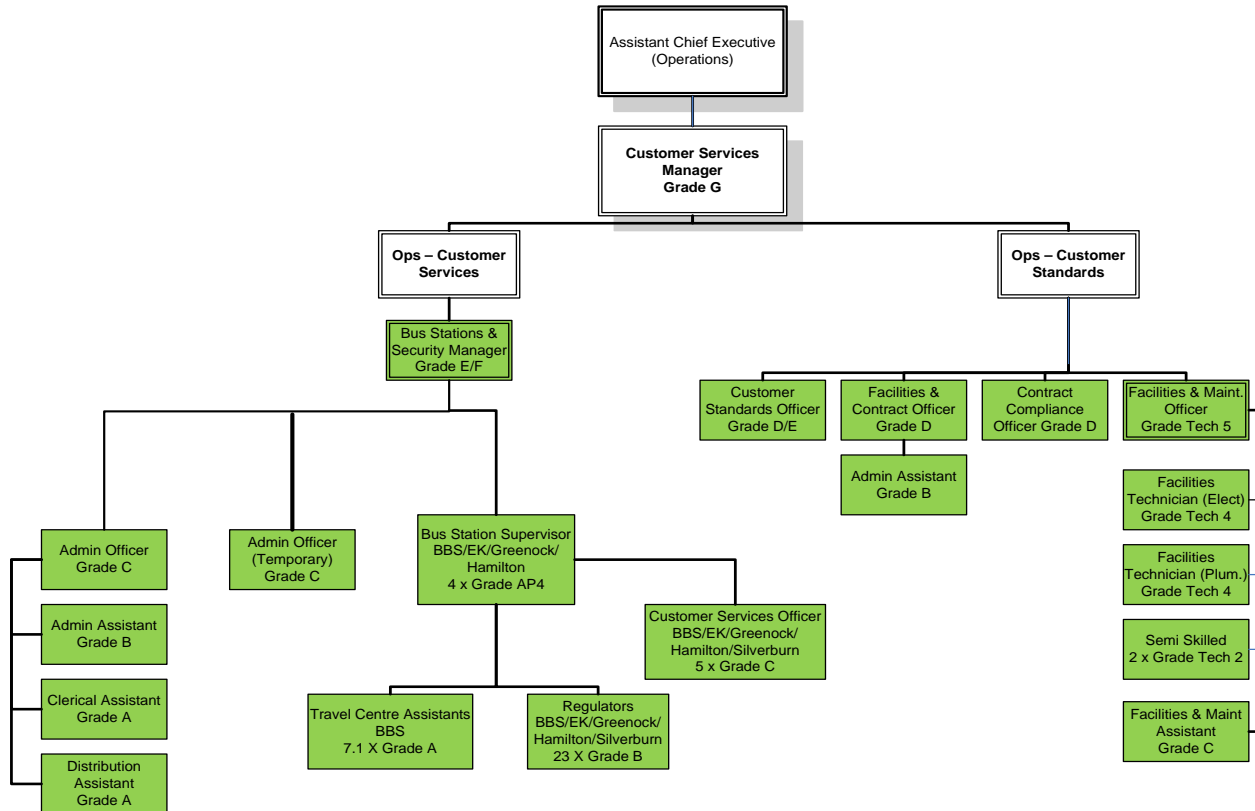
Not affected by these proposals.

The current and proposed structures are shown overleaf.

Agenda 4

CUSTOMER SERVICES & CUSTOMER STANDARDS

Current Structure: FTE 56.1



Proposed Structure: FTE 50

