

Revised Customer Services Structure

Date of meeting 25 April 2025

Date of report 2 April 2025

Report by Director of Transport Operations

1. Object of report

To advise members of the findings of a review of the Bus Operations team within Customer Services and inform members of the revised structure currently being implemented following consultation with the affected staff and relevant Trade Union.

2. Background to report

The 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. SPT also continue to review departments where we have identified increased workload across multiple workstreams as well as increased resourcing requirements to support associated complexity and governance. The restructure of the Bus Station Operations team within the Transport Operations directorate falls into that category.

The key demands faced by Bus Stations Operations have changed in recent years and will continue to change particularly as demand fluctuates, processes are modernised and new technology is introduced. The main changes realign the staffing structure to the requirements of the department. Anti-social behaviour and medical incidents have been taking an increased proportion of Bus Supervisor time. This impacts on the Supervisors' other essential tasks that must be carried out.

Following a review of the department, it was also identified that the role of the Customer Service Officer (CSO) migrated away from the job specification and was predominantly used to cover lower grade roles. Consequently, this meant that Supervisors were not supported when dealing with challenging incidents. A formal consultation with all impacted staff was carried out with two displaced members of staff, who were invited to apply for three new posts created: Bus Station Supervisor, Regulator and Information Desk Assistant. One CSO was successful in securing a promotion to Supervisor and the other opted to be displaced and take early retirement.

3. Outline of proposals

Following a review by the Head of Service Operations and Security – Bus Stations and the Director of Transport Operations, a new structure for the Bus Stations Operations team was proposed which would decrease the number of posts in the Bus Station Operations team from 33 to 31 full time equivalent, with the aim of addressing the following issues:

- Alignment of resources and skills with current and anticipated service demands
- People development and career path

- Succession planning
- Provide additional support to Bus Station Supervisors recognising the challenging behaviour experienced at bus stations and interchanges.

Consultation with the relevant trade union and affected staff is still ongoing and will result in:

- the creation of new positions within the department. Four Customer Service Officer posts have been removed and replaced by the following posts: one Bus Station Supervisor, one Regulator post and one Information Desk Assistant post.

The current and proposed structures are noted at Appendices 1 and 2. The number of staff affected by these proposals is 33. Three new posts were advertised to complete the new structure. All internal interviews and appointments have been concluded with one existing staff member accommodated within the new structure. Recruitment for the two new posts has been completed and staff are in place.

4. Committee action

The Committee is recommended to note:

- the recent restructure of Bus Station Operations team as outlined and that affected staff were consulted;
- that the revised structure has been implemented operationally, with all internal appointments concluded and external recruitment for 2 new posts complete;
- a decrease from 33 to 31 full time equivalent posts in the Bus Stations Operations team; and
- the adoption of the revised structure.

5. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>The cost of the new structure represents a saving of around £55K per annum which is captured within existing the budget.</i>
Personnel consequences	<i>A proposed decrease in headcount and compliance with SPT reorganisation policies.</i>
Equalities consequences	<i>An Equalities Impact Assessment was carried out with the outcome of no impact on those with protected characteristics.</i>
Risk consequences	<i>None directly.</i>
Climate Change, Adaptation & Carbon consequences	<i>None directly.</i>

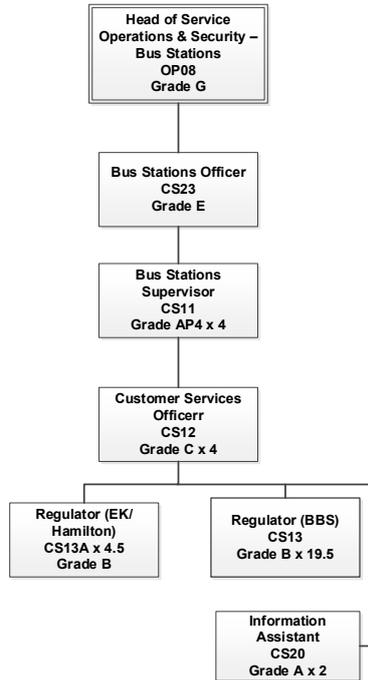
Name Richard Robinson
Title **Director of Transport Operations**

Name Valerie Davidson
Title **Chief Executive**

For further information, please contact *Richard Robinson, Director of Transport Operations* on 0141 333 3481.

APPENDIX 1

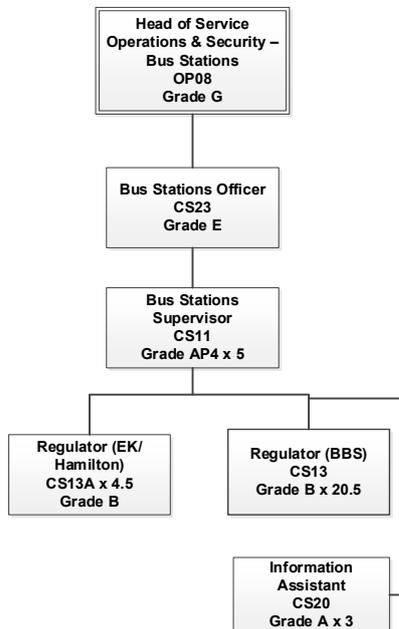
CUSTOMER SERVICES –
CURRENT STRUCTURE



FTEs 33

APPENDIX 2

CUSTOMER SERVICES –
PROPOSED STRUCTURE



FTEs 31