



Proposal to Restructure Bus Functions

Committee Personnel

Date of meeting 23 August 2019

Date of report 7 August 2019

Report by Assistant Chief Executive

1. Object of report

To advise members of the findings of a review of Bus functions (including Bus Development, Bus Services and Transport Data & Information), and recommend that the revised structure is formally adopted.

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 2019/2020 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 formally reviewed and restructured in 2011, although as a result of other changes in the organisation at a senior level, changes have been made to the management of the teams including the Strategy Group sponsorship of all bus operation matters which are currently split over three different Strategy Group members.

3. Proposals

In-depth analysis of all available related data, using the business improvement skills and approach, combined with interviews with staff and managers, provided details of all activities. The business improvement work identified 59 improvement actions directly affecting the Network Planning Team and 189 actions directly affecting the School Team. This analysis confirmed that a more focused approach and greater efficiencies could be achieved through functional realignment.

The restructure proposals aimed to address the following issues:

- the need for more and better use of transport data;
- Network Analysis and Design making use of the data;
- improved stakeholder engagement with operators and Traffic Commissioner;

- consistency of communication with operators;
- improved and more efficient contract management;
- better understanding of the scope and scale of the work done to support scholars and improved reporting; and
- improved organisational communications.

Following extensive consultation with the relevant trade union and affected staff the revised proposal resulted in:

- a reduced number of management posts to reflect the greatly improved functional alignment;
- removal of the posts of Bus Development Manager and Bus Services Manager;
- introduction of the new post of Head of Bus Delivery & Strategy with responsibility for the following areas:
 - Bus Infrastructure & Contract Management
 - Network Analysis & Design
 - Schools Agency Services & Compliance;
- introduction of three new posts of Bus Development Manager, Network Analysis & Design Manager and Schools Agency Services & Compliance Manager;
- distribution of management responsibility as follows:
 - Bus Infrastructure and Contract Management functions report to the Bus Development Manager
 - Network Analysis & Design and Bus Systems functions report to the Network Analysis & Design Manager, and;
 - Compliance and Schools Agency Services functions report to the Schools Agency Services & Compliance Manager
- introduction of a new, geographical approach to SPT's network analysis and design and compliance and schools agency services which will improve consistency, efficiency and the customer experience; and
- identification of areas where technology can be introduced to improve effectiveness and service.

The pre consultation and post consultation structures are attached at Appendices 1 and 2. These proposals reduced the number of posts from 51 to 44. There were 4 posts vacant at the start of the process with a further 2 posts becoming vacant during the process. The number of staff affected by these proposals was 47, with 20 being advised of a change of reporting line and department only.

SPT undertook an extensive consultation exercise, resulting in a number of new appointments following application and assessment of candidates. As is standard practice, in order to minimise the number of staff adversely affected, full consideration was given to the deployment of staff to suitable alternative positions. Suitable alternative is assessed with due consideration given to skills required, and no change to terms and conditions, locations or grading. Where this has been adopted, support is given to staff to ensure the post is suitable.

4. Conclusions

The changes followed in-depth analysis, using the business improvement skills and approach which identified improvement actions affecting the Network Planning and School Teams.

The review identified opportunities to make better use of transport data, improve stakeholder engagement, ensure consistency of treatment across operators, improve contract management and reporting and enhance organisational communication.

Following implementation, the proposals resulted in a reduction of 7 full time equivalent positions, 6 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 become displaced.

5. Committee action

The committee is recommended to note:

- The recent restructure of Bus functions as outlined and that a full staff and trade union consultation was undertaken;
- The revised structure has been implemented operationally;
- A reduction of 51 to 44 full time equivalent posts; and
- Formally approve the adoption of the revised structure.

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 2019/20.</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>

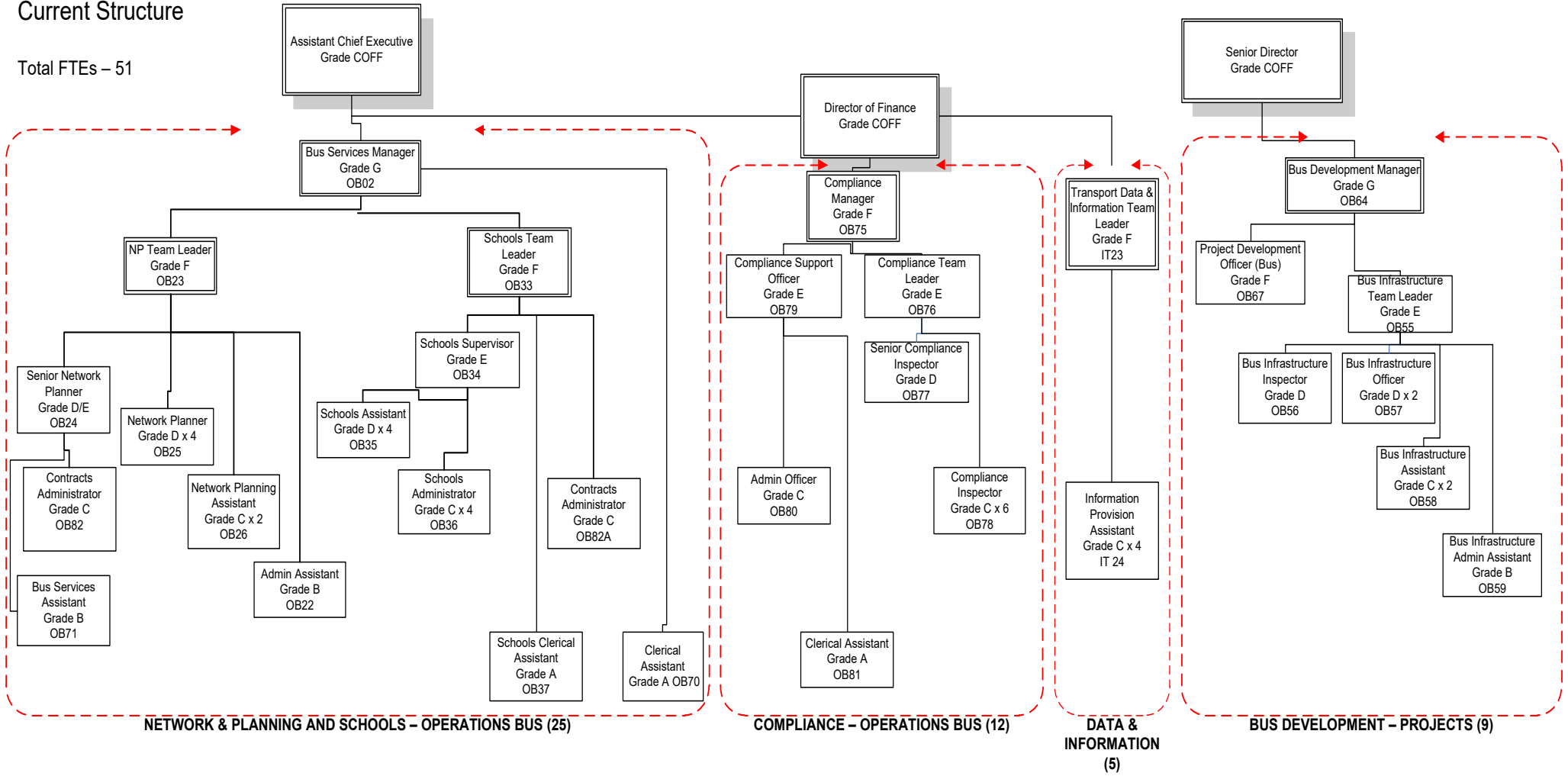
Name	Valerie Davidson	Name	Gordon MacLennan
Title	Assistant Chief Executive	Title	Chief Executive

For further information, please contact *Valerie Davidson, Assistant Chief Executive*, on 0141-333 3298.

Appendix 1

Current Structure

Total FTEs – 51



NETWORK & PLANNING AND SCHOOLS - OPERATIONS BUS (25)

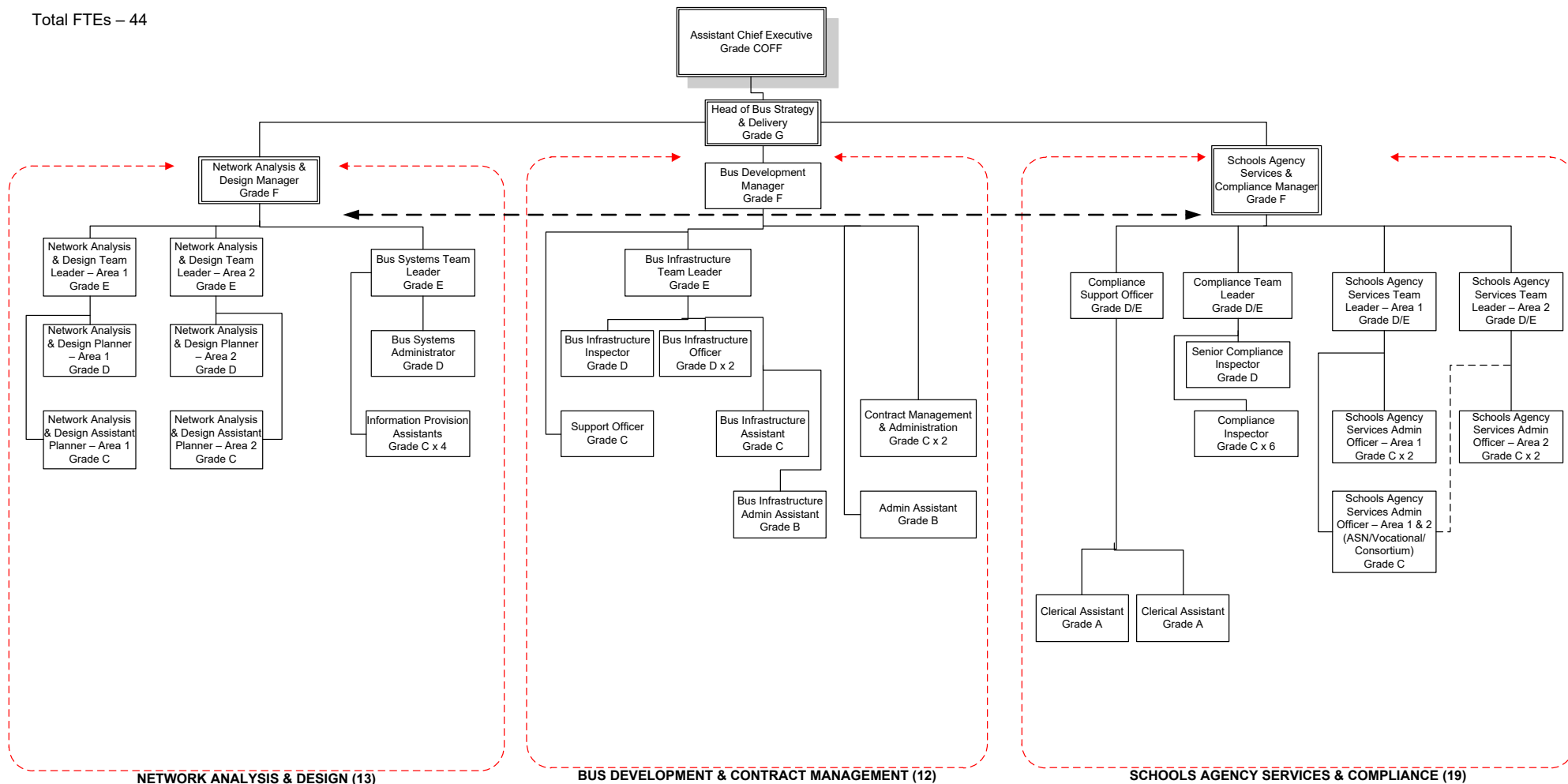
COMPLIANCE - OPERATIONS BUS (12)

DATA & INFORMATION (5)

BUS DEVELOPMENT - PROJECTS (9)

Proposed Structure

Total FTEs – 44



Appendix 3

CURRENT				PROPOSED			
Job Title	Grade	FTE	Vac	Role	Grade	FTE	Effect
Bus Services Manager	G	1		Head of Bus Strategy & Delivery	G	1	
		1				1	
Clerical Assistant	A	1		Network Analysis & Design Manager	F	1	
		1		NA&D Team Leader - Area 1 & 2	E	2	
Network Planning Team Leader	F	1		NA&D Planner - Area 1 & 2	D	2	
Senior Network Planner	D/E	1		NA&D Assistant Planner - Area 1 & 2	C	2	
Network Planner	D	4	1	Bus Systems Team Leader	E	1	
Network Planning Assistant	C	2		Bus Systems Administrator	D	1	
Contracts Administrator	C	1		Information Provision Assistant	C	4	
Bus Services Assistant	B	1	1			13	
Admin Assistant	B	1		Bus Development Manager	F	1	
		11		Bus Infrastructure Team Leader	E	1	
Schools Team Leader	F	1		Bus Infrastructure Inspector	D	1	
Schools Supervisor	E	1	1	Bus Infrastructure Officer	D	2	
Schools Assistant	D	4		Bus Infrastructure Assistant	C	1	
Schools Administrator	C	4		Support Officer	C	1	
Contracts Administrator	C	1		Bus Infrastructure Admin Assistant	B	1	
Schools Clerical Assistant	A	1		Contract Management & Administration	C	2	
		12		Admin Assistant	B	1	
Bus Development Manager	G	1				11	
Project Development Officer (Bus)	F	1		Schools Agency Services & Compliance Manager	F	1	
Bus Infrastructure Team Leader	E	1		Compliance Support Officer	D/E	1	
Bus Infrastructure Inspector	D	1		Clerical Assistant	A	2	
Bus Infrastructure Officer	D	2		Compliance Team Leader	D/E	1	
Bus Infrastructure Assistant	C	2	1	Senior Compliance Inspector	D	1	
Bus Infrastructure Admin Assistant	B	1		Compliance Inspector	C	6	
		9		SAS Team Leader - Area 1 & 2	D/E	2	
Compliance Manager	E/F	1		SAS Admin Officer - Area 1 & 2	C	4	
Compliance Team Leader	D/E	1		SAS Admin Officer - Area 1 & 2 (ASN/Voc/Con)	C	1	
Senior Compliance Inspector	D	1				19	
Compliance Inspector`	C	6					
Compliance Support Officer	D/E	1					
Admin Officer	C	1	1				
Clerical Assistant	A	1					
		12					
Transport Data & Information Team Leader	E/F	1	1				
Information Provision Assistants	C	4					
		5					
Department Total		51	6	Department Total		44	7