



Revised Contact Centre Structure

Committee Personnel

Date of meeting 30 April 2021

Date of report 14 April 2021

Report by Assistant Chief Executive

1. Object of report

To advise members of the findings of a review of the Contact Centre (including Demand Responsive Transport (MyBus) and Travel Card Unit), 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 2021/22 and projected into following years, it is essential that SPT continues to redesign structures to reflect current service need and utilisation of more efficient processes and systems. This continues 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 2012, although SPT consolidated the MyBus and Travel Card Unit and introduced the post of Contact Centre Manager in 2018.

3. Proposals

The restructure proposals were developed to address existing resourcing and cross-skilling issues which impacted on customer service provision within the Contact Centre. Essentially, the historically separate teams of MyBus and Travel Card Unit, although dealing with similar and in many cases, the same client group, had different operating environments and challenges. These challenges included:

- Variable operational peak periods, both within a standard week and seasonally;
- Constrained resource availability due to the separation of the teams, and utilisation of service specific systems;
- The amount of manual intervention required to meet customer requirements;
- The need to enhance contact centre management and reporting processes to better serve the customers; and

- The need to adopt new technology to improve service delivery and efficiency.

A Contact Centre operating model methodology identified resourcing and scheduling efficiencies and opportunities to create a multi-skilled workforce. In-depth analysis using resource planning calculations, historical and forecasted call volumes and other work streams such as emails and mailed applications and the adoption of new Contact Centre technology has provided smart Interactive Voice Response Options (IVR) into the Contact Centre. This will enable greater automation and customer self-service options. This will also allow staff to develop their skills through cross-training and blended work processes, building on work undertaken in 2020 during the pandemic.

The restructure proposals provided a series of service improvements to address the challenges noted previously. These included:

- development of a multi-skilled Contact Centre operation;
- implementation of resourcing and scheduling efficiencies;
- reduced customer demand through the introduction of self-service, digital and automated solutions for common transactions, where possible. This will include working closely with the Improvement Service and the National Entitlement Card Programme Office to implement proposed modernisation and enhancement of National Entitlement Card management processes;
- reduced call volumes requiring human intervention through the use of an Interactive Voice Response (IVR) digital solution;
- efficient management of peak periods and more efficient management of the service provision overall;
- delivery of a better service to customers;
- alignment of planning and scheduling of Additional Support Needs work within the Bus Strategy & Delivery department
- improved planning and scheduling of Additional Support Needs (ASN) work within the Network Analysis & Design function

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

- a reduced number of administrative posts to reflect the greatly improved functional alignment;
- removal of the posts of DRT Customer Support Officer, DRT Analyst, Senior Dispatcher and Admin Officer;
- introduction of the new posts of Contact Centre Team Leader with responsibility for the following areas:
 - Admin
 - Telephony;
- Introduction of the new posts of Contact Centre Agent creating a multi-skilled Contact Centre operation;
- introduction of the new posts of Scheduling Administrator and Scheduling Assistant within the Network Analysis & Design function of the Bus Strategy & Delivery department; 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 A and B. These proposals reduced the number of posts from 25.1 to 15 within the Contact Centre. However, 3 new posts were introduced within the Network Analysis & Design function giving a total of 18 posts across both structures. There were 7 posts vacant at the start of the process. The number of staff affected by these proposals was 20.

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 employment is assessed with due consideration given to the 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 a Contact Centre operating model methodology which identified resourcing and scheduling efficiencies and the opportunity to create a multi-skilled workforce which can deliver an improved service to customers.

The review identified opportunities to make better use of the Noble Systems technology providing smart Interactive Voice Response (IVR) options and additional digital functions which are designed to streamline and automate repetitive tasks. This will allow staff to be cross-trained and develop their skills in two different areas of the areas of the business supported by the Contact Centre. This will also result in a better customer experience through self-serve options.

Following implementation, the proposals resulted in a reduction of 10.1 full time equivalent positions within the Contact Centre, 7 of which were vacant and the introduction of 3 new positions within the Network Analysis & Design function. This gave a net reduction of 7.1 full time equivalent posts detailed in Appendix C. SPT took 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 Contact Centre as outlined and that a full staff and trade union consultation was undertaken;
- The revised structure has been implemented operationally;
- A reduction of 25.1 to 15 full time equivalent posts in the Contract Centre
- The introduction of 3 posts to support Scheduling and Planning within the Network Analysis and Design function, Bus Strategy and Delivery; 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 2021/2022.</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 was carried out.</i>
Risk consequences	<i>None directly.</i>

Name Valerie Davidson

Title Assistant Chief Executive

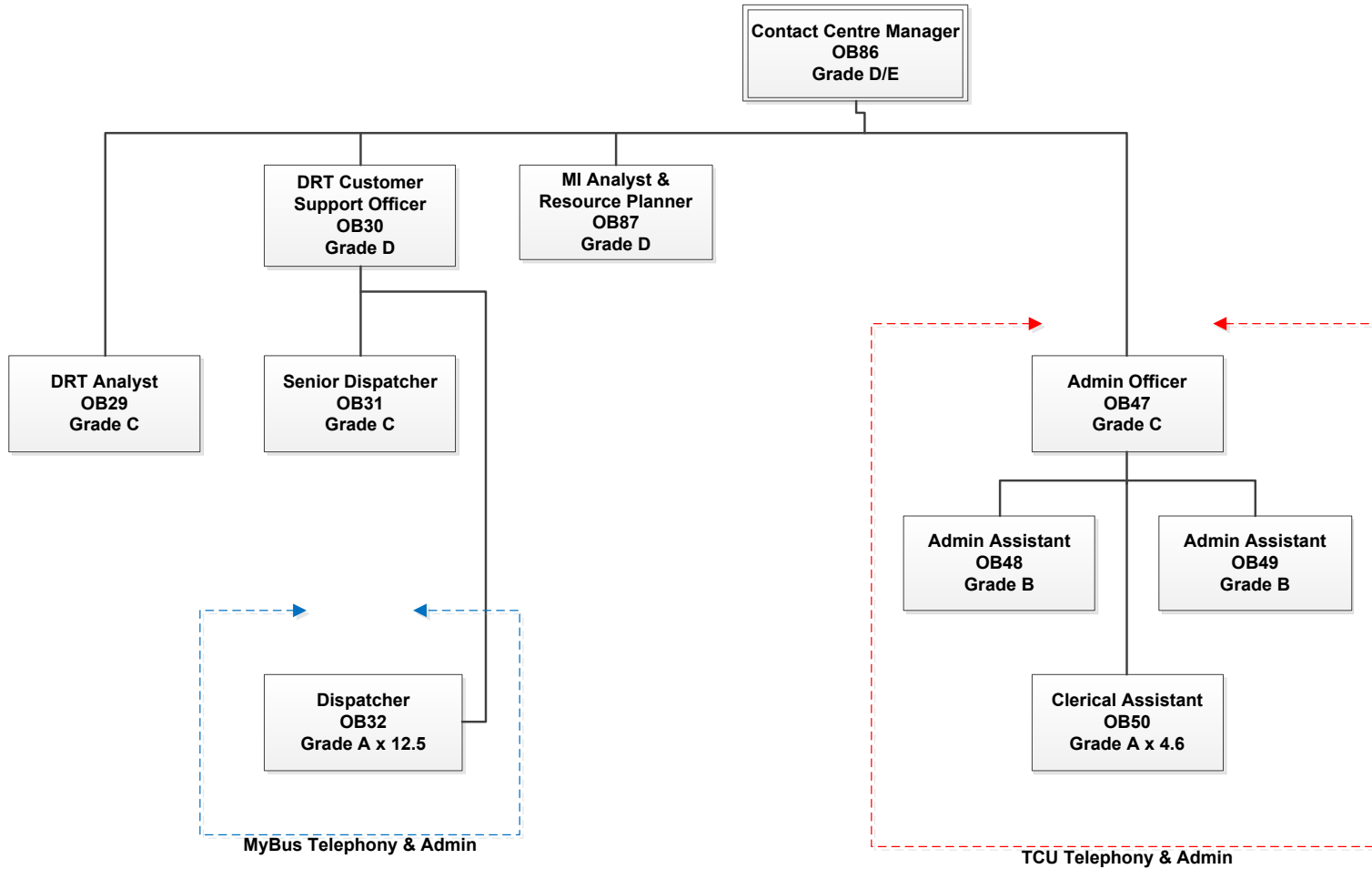
Name Gordon MacLennan

Title Chief Executive

For further information, please contact *Neil Wylie, Director of Finance*, on 0141-333 3380.

APPENDIX A

CONTACT CENTRE – CURRENT STRUCTURE

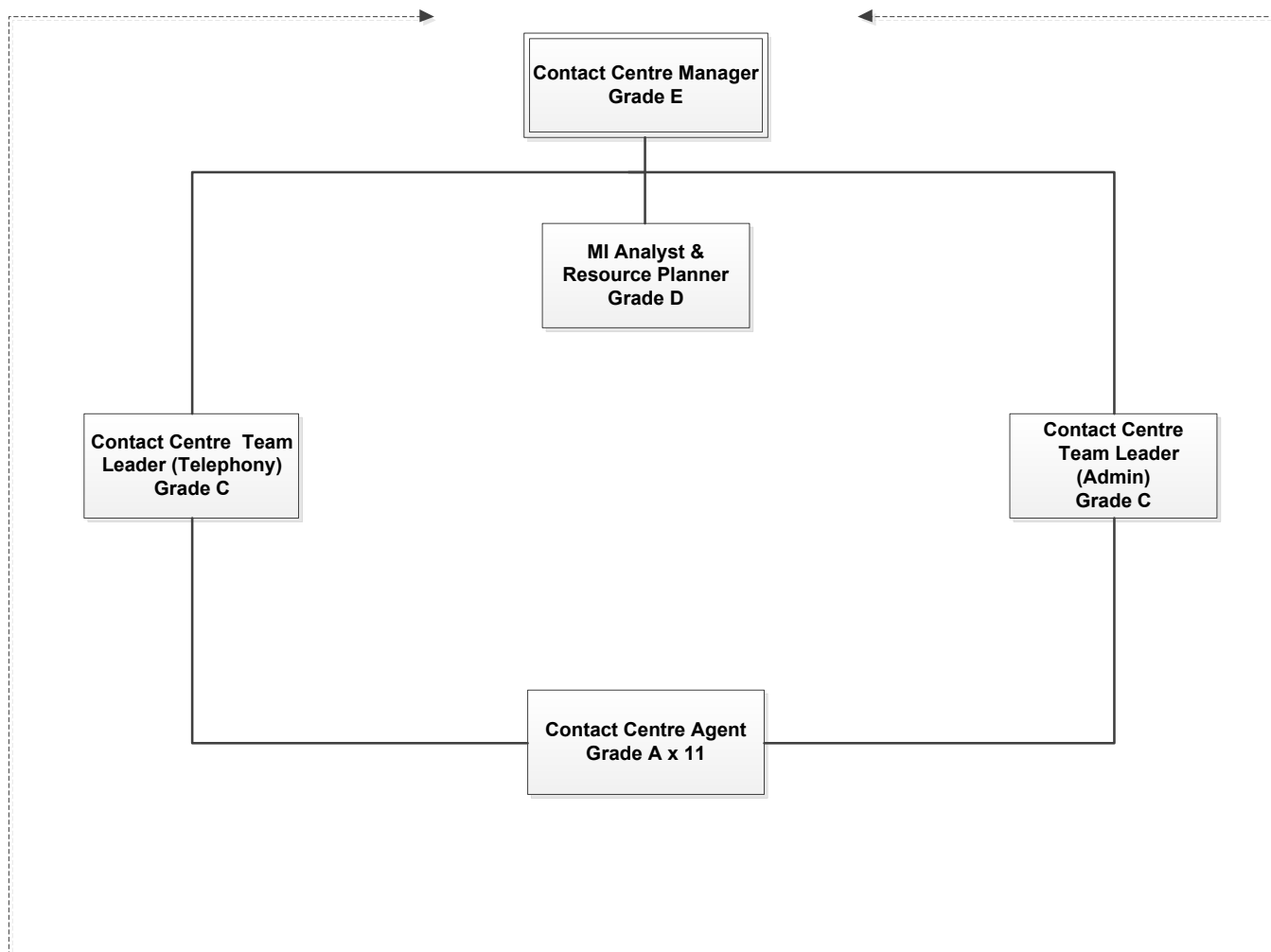


Total FTEs – 25.1
Occupancy – 18.6

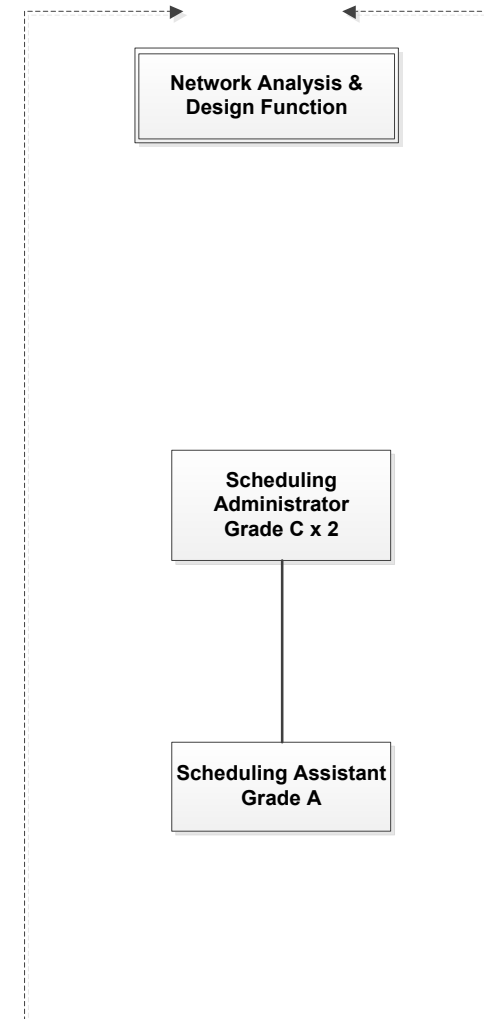


APPENDIX B

CONTACT CENTRE – PROPOSED STRUCTURE



Total FTEs – 15



Total FTEs – 3

APPENDIX C

CURRENT Employed				PROPOSED			
Job Title	Grade	FTE	Vacancies	Role	Grade	FTE	Effect
Contract Centre Manager	D/E	1		Contact Centre Manager	E	1	
MI Analyst & Resource Planner	D	1		MI Analyst & Resource Planner	D	1	
DRT Customer Support Officer	D	1		Contact Centre Team Leader (Telephony)	C	1	
DRT Analyst	C	1		Contact Centre Agent (Telephony)	A	6	
Senior Dispatcher	C	1		Contact Centre Team Leader (Admin)	C	1	
Dispatcher	A	12.5	3.4	Contact Centre Agent (Admin)	A	5	
		17.5					
Admin Officer	C	1		New Posts - Network & Planning			
Admin Assistant	B	2		Scheduling Administrator	C	2	
Clerical Assistant	A	4.6	3.6	Scheduling Assistant	A	1	
Total		7.6					
Department Total		25.1	7	Department Total		18	7.1