

AGENDA ITEM

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COMMITTEE: ADMINISTRATION AND REGULATION

DATE: 15TH JULY 2020

SUBJECT: BTS – BUSINESS DELIVERY & DEVELOPMENT
TEAM REVISED STRUCTURE REVIEW 2020

REPORT BY: TIM KEOGH, HEAD OF BUILDING & TECHNICAL
SERVICES

CONTACT OFFICER: SHARON CHAMPKEN, BUSINESS SUPPORT
MANAGER

IMPLICATIONS:

LEGAL

COMMUNITY SAFETY

EQUALITIES

ENVIRONMENT

FINANCIAL

CONSULTATIONS

STAFFING ✓

OTHER

WARDS AFFECTED: All

PURPOSE

1. The purpose of this report is to seek the approval of Administration and Regulation Committee for the proposed changes to the Building & Technical Services, Business Delivery & Development Team.

RECOMMENDATION(S)

2. Administration and Regulation Committee is recommended to approve post deletions and creations and the implementation of the new staffing

structure within the Building & Technical Services Business Delivery & Development Team.

BACKGROUND

3. Building & Technical Services (BTS) is a division of the Customer and Commercial Services department of the council and it is responsible for the housing repairs and improvement works for Luton Council's 8000 properties and new builds.
4. The aim of the Business Delivery & Development Team is to support and improve front line BTS operations. This involves the high level management of change and the provision of strategic information and advice to the Senior Management Team in relation to the Departments key aims and objectives. The team is divided into five business areas: the Repairs Control Centre (RCC), Facilities, Stores and Transport, Finance and Business Support.
5. During the COVID-19 pandemic the Council has had to review the structure of the whole organisation and in preparation for the emergency budget BTS' original plans to outsource the out-of-hours service has been put on hold while other business proposals are being explored.
6. But, BTS would still benefit greatly from continuing with the proposed staff changes which came as a result of a review of the whole structure of the Business Delivery and Development team.

REPORT

7. Reviewing this service provided an opportunity to look at further ways to streamline the team, to provide greater efficiencies and financial savings and to enable the Business Delivery and Development Manager to take a stronger strategic role in the broader running of the business.
8. During consultation, job descriptions have been revised and re-evaluated to ensure they are fit for purpose. Deleting some roles and creating new ones will aid more effective decision making thus enabling the team to act quickly for BTS and the council.
9. The council's Organisation Change Procedure continues to be followed throughout this organisational change to implement the changes.

10. Please see Appendix 1 for the current organisational chart and Appendix 2 for the proposed organisational chart.

PROPOSAL/OPTION

11. By introducing a flatter structure will enable a better vision of present deficiencies and will aid important performance enhancements in the key business areas and will achieve savings of £53,965.

12. A flatter structure will enable greater alignment with corporate and BTS objectives through improved communication and interaction between Senior Managers, the Business Delivery & Development Manager and the five business areas with swifter assessment and shared decision-making.

13. To create a flatter structure and one that will achieve further savings and efficiencies the proposal is to realign a number of roles:

- The Finance Supervisor post and the Business Support Officer post will be deleted and a new post created entitled Business Support Supervisor to bring two posts in line with business need and to facilitate more effective decision making.
- The Customer Support Manager post will be deleted and the tasks split between the newly created Business Intelligence Analyst and the Team Supervisor posts.
- Two vacant posts, the Tradesperson post and the Administration Assistant post will be deleted to fund a Team Supervisor post to be added to the BTS structure.
- The Contracts Manager (Repairs) will take on the leadership of and responsibility for the running of the RCC, again to bring the reporting structure in line with business need.
- A Customer Support Officer vacant post to be deleted and replaced with a further Customer Support Officer out-of-hours post. This will enable BTS to cover the evening emergency calls and also alleviate the pressure of current staff working excessive hours.

14. By moving the Customer Support Manager tasks of performance monitoring and reporting, ISO accreditation and complaints to the Business Intelligence Analyst will enable the Team Supervisor to focus on the call centre operation.

15. For clarity the proposed staff moves mentioned above have been depicted in the table below:

Proposed staff moves:

Existing Post		Proposed Action	New Post Created
Finance Supervisor	Vacant	Post deleted	n/a
Business Support Officer	1 fte	Post deleted	Business Support Supervisor
Customer Support Manager	1 fte	Post deleted	Business Intelligence Analyst
Customer Support Officer	Vacant	Post deleted	Customer Support Officer - Out-of Hours
Tradesperson & Administration Assistant	Vacant Vacant	Post deleted Post deleted	} } Team Supervisor }

16. The new structure permits the Business Delivery Development Manager to widen his scope and take a more strategic role in the running of the whole business as an active member of BTS's Senior Management Team.

17. The proposals affecting staff are as follows:

Existing posts to be deleted:

Customer Support Manager	M1	1 fte
Tradesperson	L7	1 fte vacant
Finance Supervisor	L6	1 fte vacant
Business Support Officer	L5	1 fte
Customer Support Officer	L4	1 fte vacant
Administration Assistant	L3	1 fte vacant

New posts to be created (with indicative grades):

Business Intelligence Analyst	M1	1 fte
Business Support Supervisor	L6	1 fte

New posts to be added to the structure:

Team Supervisor	M1	1 fte
Customer Support Officer OOH	L4	1 fte

18. With the creation of a new management structure it is likely that some affected staff will have a change of Line Manager. The net reduction in post numbers will be 2.0 fte.

19. Subject to the Committee's decision the implementation of this change will commence on 1st August 2020 and the implementation is scheduled to be completed by 1st October 2020.

CONSULTATION

20. The formal consultation took place with affected staff and Trade Unions between Wednesday 8th January 2020 and Wednesday 11th March 2020. There was an extended consultation period due to changes made to the proposed organisation structure. Group staff meetings were held on Wednesday 8th and Thursday 9th January 2020 and four 1 to 1 meetings were carried out with the affected staff.
21. All affected employees had the opportunity to ask questions and make comments throughout the consultation period. Trade Unions have been kept informed throughout the process.
22. Trade Unions and employees have also been informed of this revised organisational change.

EQUALITIES IMPLICATIONS / INTEGRATED IMPACT ASSESSMENT

23. Due to the small number of employees affected and to protect individual confidentiality the Integrated Impact Assessment has not been attached to this report. Overall there is no noticeable impact on people sharing a characteristic.

STAFFING / HR IMPLICATIONS

There are the following staffing implications.

24. Although there are two employees potentially at risk of redundancy there are no other potential compulsory redundancies. However these two employees potentially "at risk" will be offered suitable alternative employment and / or ring fenced to new posts and will only be in a redundancy situation if unsuccessful at interview.
25. Those most at risk of redundancy are the Customer Support Manager and the Business Support Officer.
26. The council's Organisational Change Procedure will be used to manage the proposed post deletions/changes to terms and conditions of employment.

27. This report has been cleared by Angela Claridge, Service Director of Human Resources and Monitoring Officer on 14th March 2020.

FINANCIAL IMPLICATIONS

There are the following financial implications.

28. This proposal will result in a total saving of £53,965, of which £41,937 will go towards the BTS emergency savings target of £50,000.

29. There is a risk of potential redundancy, but if redundancy payments are required the cost would be one-off and can be more than covered by the savings achieved.

30. This report has been cleared by Darren Lambert, Finance Business Partner on 13th March 2020.

LEGAL IMPLICATIONS

There are the following Legal implications.

31. This proposal is not anticipated to result in any compulsory redundancies as the same number of posts that are being deleted are also being created. However, in the event that compulsory redundancies are necessary, there is the possibility for an internal appeal to officers and the council would also need to deal with any potential Employment Tribunals proceedings as employees who are dismissed by reason of redundancy have the right to pursue claims in an employment tribunal. Providing the council's Organisational Change Procedure is followed the risk of any adverse employment tribunal decision should be low.

32. This report has been cleared by, Jasbir Josen, Senior Solicitor in Legal Services on 16th March 2020.

APPENDIX

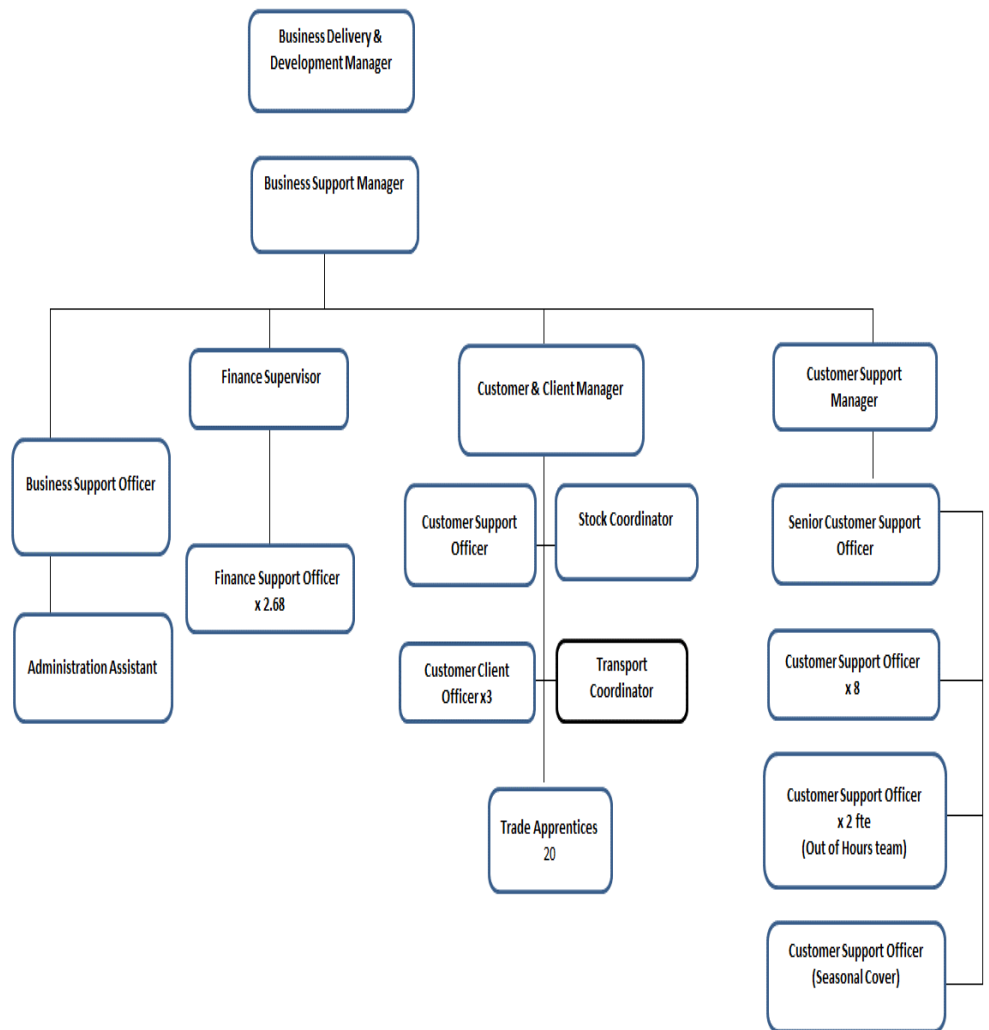
1. Current Organisation Chart
2. Proposed Organisation Chart

LIST OF BACKGROUND PAPERS **LOCAL GOVERNMENT ACT 1972, SECTION**

N/A

Appendix 1 – Current Structure

Business Delivery & Development Team Current Structure



Appendix 2 – Proposed Structure

This organisational structure shows the proposed staff moves, which have been highlighted:

1. The RCC reporting into the Contracts Manager (Repairs)
2. The new post of Team Supervisor (RCC)
3. The new post of Business Intelligence Analyst
4. The new post of Business Support Supervisor
5. The new post of Customer Support Officer Out-of-Hours.

Business Delivery & Development Team OCA Proposed Team Structure

