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**REPORT OF THE DIRECTOR OF SERVICE REFORM**  
**TO**  
**WORKFORCE PANEL**  
**ON 27<sup>th</sup> November 2018**

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TITLE: Customer Services Redesign

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**1.0 RECOMMENDATIONS:**

- 1.1 The Workforce Panel approves the proposed changes to the Customer Services division within the Service Reform Directorate.

**2.0 EXECUTIVE SUMMARY:**

- 2.1 The proposed re-design will deliver a service that is fit for purpose to meet the needs of the people of Salford and most importantly will increase the collection rates for both council tax and business rates which will protect front line services and jobs from further cuts.

Key Points:

- There will be a financial increase to 31 employees.
  - It creates 4 new apprenticeship roles.
  - New career pathways underpinned by the apprenticeship levy for 20 people in cohort 1.
  - Places a number of people in permanent positions that have been acting up for long periods of time.
  - Deliver a projected increase in in-year collection for 2019/20 equivalent to £1.8m.
- 2.3 This report provides details of the steps taken to develop the new model and the outcome of the formal consultation received from the workforce and trade unions.
- 2.4 This process has been conducted under the redesign methodology and included work to look at:
- Plan – Set aims and objectives of the programme and identify roles and responsibilities.
  - Discover – Create a new target operating model and future vision.
  - Understand - Co-design the structure of the service with employees.

- Develop – Identify further improvements in service provision and develop new role profiles.
- 2.5 In line with the customer strategy a digital first approach underpins the redesign. This means that all our customers who prefer to contact us using digital methods are able to do so. This will allow us to target and prioritise our services to those who are most in need within a locality setting.
- 2.6 The proposal also supports the city mayor’s priorities around tackling poverty and inequality, economic development. It also recognises the National Programmes Family Hubs model and the Helping Families (Troubled Families) programme. Another of the key drivers has been to align the proposed model to complement the 0-25 locality model and make sure it is fit for purpose to align with any future placed based models across the city.
- 2.7 In summary the proposed changes will ensure:
- **Better connection to neighbourhoods** – the new model will mean more working out in communities, nipping issues in the bud, helping with debt and making sure we are properly billing for both residential and business.
  - **Partnership** – working better across the council and with other partners such as the NHS, housing providers, debt advice agencies and our voluntary sector to tackle debt as a wider determinant of health.
  - **Maximising the technology available to improve routine processing activity and freeing up staff time** – using data and automation where possible to carry out activities, allowing time to deal with customers who need a face to face service.
  - **Values based** – develop a workforce that embodies and embeds our values and is committed to delivering the best customer service to residents and businesses in the city.
  - **Intelligence lead** – using customer data and insight to allow different approaches to different people and businesses across the city.

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#### BACKGROUND DOCUMENTS:

Consultation document on Assimilation and Selection process  
Analysis of Alternative Proposals Submitted by Employees  
[Customer Strategy 2016](#)

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KEY DECISION: No

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- **Registrars online book and pay system**
- **Better Off in Salford brand**
- **Gateway up skilling in revenues and benefit services**

3.5 Work was also undertaken to quantify work volumes across the service at each level in the proposed structure which informed the number of posts at each level. This was based on information drawn from relevant IT systems and the detailed knowledge of line managers, with robust challenge from HR colleagues.

3.6 This work informed proposals both on overall employee levels and the capacity required at each level within the revised structure.

#### **4.0 PROPOSED STRUCTURE**

4.1 **Appendix 1** summarises the proposed structure that employees and unions were formally consulted on, and contrasts the proposed employee levels against current numbers at comparable salary levels and roles in the existing structure.

#### **5.0 DETAILS OF THE PROPOSAL**

5.1 The service proposes to disestablish the customer contact centre and the advice teams, aligning the resources from these services back into the specialist areas of council tax, benefits, business rates, universal services and the gateways. This will increase specialist domain expertise to the relevant departments and allow service managers to deploy employees in a more controlled way across customer contact, digital and processing functions whilst creating a new locality model.

5.2 The current workforce numbers are **205 employees** the equivalent of **181 full time equivalents**. The proposed structure will have 194 employees 176.40 full time equivalent.

#### **5.3 It is proposed to:**

- Create a single benefits function that will deal with call handling using contact centre technology, digital enquiries and processing. Generic roles have been created within which employees can develop particular areas of focus whilst able to work flexibly across a broad range of the benefit services. **9** posts equivalent of **8.61 FTE** are being created within this area. These will be ring fenced to the employees currently employed in the contact centre roles dealing with revenues and benefits enquiries. This brings the total number of employees in the benefit function to **55** equivalent to **52.54 FTE**.

	Current posts (FTE)	Proposed posts (FTE)
Employee numbers	46 (43.93)	55 (52.54)

- Create a single council tax function that will deal with call handling, digital enquiries and processing. Generic roles have been created within which employees will develop particular areas of focus but be able to work flexibly across a broad range of the council tax services. **20** posts equivalent of **18.3 FTE** are being created within this area. These will be ring fenced to the employees currently employed in contact centre roles dealing with council tax enquiries. This brings the number of employees in the council tax function to **40** equivalent to **37.63 FTE**.

	Current posts (FTE)	Proposed posts
Employee numbers	20 (19.33)	40 (37.63)

- Create a single Business Rates function that will deal with call handling, digital enquiries and processing. Generic roles have been created within which employees will develop particular areas of focus but be able to work flexibly across a broad range of the business rates services. **3** posts equivalent of **2.83 FTE** are being created within this area these will be ring fenced to the employees currently employed in contact centre roles dealing with business rates enquiries. This brings the number of employees in the business rates function to **10 posts** equivalent to **9.73 FTE**.

	Current posts (FTE)	Proposed posts
Employee numbers	7 (6.9)	10 (9.73) Plus 1 additional post

- Create a dedicated Inspection function that will deal with inspections across commercial and domestic properties realigning **3** posts equivalent to **2.76 FTE** to focus on this function which will report into the Business Rates Service Manager. Employees will assimilate into these positions.

	Current posts (FTE)	Proposed posts
Employee numbers	3 (2.76)	3 (2.76)

- Create a development and quality assurance function that will deal with the ongoing service developments, new legislative changes, customer insight and quality assurance across council tax, benefits, business rates and produce management information for the place based teams. **8** posts are being created equivalent to **7.69 FTE**. Employees will assimilate into these positions. The employees will be assimilated from the contact centre and revenue and benefits services.

	Current posts (FTE)	Proposed posts
Employee numbers	8 (7.69)	8 (7.69)

- Create a single Universal Services section that will deal with calls and digital enquiries for environmental services, registrars and general switchboard enquires. Generic roles have been created within which employees will develop particular areas of focus but be able to work flexibly across a broad range of the universal services. One post graded at 2C from the existing team will be transferred as an additional post within council tax. The post holder will be assimilated into a 2C role in council tax, benefits or business rates dependent up on the skills match.

	Current posts (FTE)	Proposed posts
Employee numbers	11 (10.19)	10 (9.19)

- The 4 Gateways and Broughton Hub will play a critical role in ensuring a greater neighbourhood profile for revenues and benefits services. Five Locality Manager post will be created to lead on a locality based customer services model. The proposal will create roles within a locality setting which will allow employees to develop particular areas of focus within a district of the city. **3** additional Locality Team Leader posts are being created within this area. The proposal is that the new Locality Managers will have a fixed location to enable them to establish themselves as part of a locality leadership team. As such the proposal would see a reduction of 1 manager. The Team Leader positions across benefits, council tax, business rates and universal services will be ring-fenced to the individual displaced as a result. The current technical advisors will move across to the locality model as senior customer service officers.

	Current posts (FTE)	Proposed posts
Employee numbers	52 (39.16)	62 (49.16)

- The proposed re-design will streamline the service model reducing from **47** different roles to **23**. This would result in **15% (31)** of the workforce transferring into higher graded roles. 1 employee could be at risk of transferring into a lower graded role and potentially 2 further employees could be affected subject to the outcome of competitive interviews during implementation.
- The above numbers include the creation of 4 new team leader (4A) positions in each of the business rates, council tax, benefits and universal services which existing employees will be ring fenced to.
- The gateway model also incorporates the creation of 3 Locality Team Leaders which existing employees will be ring fenced to.

- **42** temporary arrangements will be removed and consolidated into the substantive new structure.
- **4 FTE** apprentice posts will be created.
- In order to achieve the proposals above it is proposed to disestablish the stand alone Customer Contact Centre and the Advice Team. It should be noted that all employees will have a permanent position in the new structure.
- This is a fundamental redesign of those service areas affected implementing a new operating model and creating new roles which provides the ability to release those individuals who do not wish to be part of the new model whilst creating and developing opportunities for apprenticeships and other new roles. The above proposals therefore allow the 14 employees who have requested VS/VER, to leave the authority.
- The new proposal means workforce numbers will be **195 employees** the equivalent of **177.4 full time equivalents**.

5.4 Structure charts illustrating current staffing arrangements are attached at **appendix 2** the proposed structure which would implement the changes outlined above is attached at **appendix 1**.

## **6.0 IMPACT**

6.1 Role profiles have been co-designed with the workforce and have been produced for all job roles. Job evaluation has been undertaken for those roles and shared with staff as part of the formal consultation.

### **6.2 Specific employee impact is set out below:**

- For the majority of employees, it is proposed they will 'slot in' or be assimilated into a new role in the service; there are enough permanent roles for all employees.
- There are currently 6 gateway manager posts (grade 4B), it is proposed that these will be disestablished and 5 Locality Manager posts (grade 4B) be created to lead on a locality based customer services model. As such the proposal would see a reduction of 1 manager post. A team leader position across either benefits, council tax, business rates or universal services will be ring-fenced to the individual displaced as a result. To summarise, the person affected will automatically be offered one of the new team leader posts (grade 4A) as a suitable alternative whilst at the same time colleagues in HR will actively pursue any opportunities through the re-deployment pool at the same grade.

- The whole process will be managed in accordance with the [workforce change policy](#) which provides up to 9 months' pay protection in addition to 3 months' contractual notice.
- Suitability interviews will take place for the remaining 3 Team Leader posts (Grade 4A) for the following 6 employees at risk:
  - 3 Contact Centre Operational Managers (grade 3B).
  - 2 Technical Team Leaders, Advice Team (grade 3C).
  - 1 Temporary Operational Manager (grade 4A) who has been acting up for a number of years.

Those individuals not appointed will be automatically assimilated to the new role of Locality Team Leader (Grade 3B) within the Customer Services locality model.

- Employees currently working in contact centre and revenues and benefits roles will be ring-fenced to the new council tax, benefits and business rates officer roles. Expressions of interest will be invited for the preferred areas and will be accommodated where possible. Where it is not possible to accommodate preferences it may be necessary to conduct suitability interviews. However the final decision on the deployment of resources will be based on the needs of the service and skills sets required.
- It should be noted that there are sufficient number of posts to accommodate the number of employees and there are no proposed compulsory redundancies or a need to reduce headcount through further voluntary options.

## **7.0 FORMAL CONSULTATION PROCESS**

- 7.1 Monthly sessions with UNISON were scheduled at a departmental level and the re-design of these services has been a standard agenda item on the directorate DCSC meeting. UNISON representatives have been invited to all of the redesign sessions. During the formal Consultation weekly meetings were arranged with UNISON and members were encouraged to attend these. The proposal was also discussed at a meeting of the Joint Secretaries during the consultation period.
- 7.2 Customer services employees were invited to a briefing session on 7<sup>th</sup> August 2018 with the Director of Service Reform and Head of Customer Services. This was supported by colleagues from Human Resources. Representatives from the relevant trade unions were also invited to this briefing and attended. Formal consultation with employees and trade unions, based on the proposals outlined above commenced on 13<sup>th</sup> August 2018.
- 7.3 During the briefing employees were provided with details of the key changes proposed to the organisation of the service, staffing numbers



and salaries. Employees were also advised as to how the formal consultation process would operate.

- 7.4 As part of the formal consultation process weekly meetings were held between trade union representatives, Human Resources colleagues and the Head of Service. As well as using these meetings to discuss a range of issues around the proposals, officers were also invited to raise questions, express concerns and, to make representations regarding alternative proposals that they had developed. Three of these meetings were cancelled by UNISON as there were no agenda items.
- 7.5 Service Managers also met with all employees individually prior to the formal consultation to discuss their individual impact and the details of the roles in line with the new operating model. 1 to 1s were also offered to all employees and the opportunity was taken up by 98 employees. Role profiles and job evaluation breakdowns were also shared with all employees.
- 7.6 In addition to the above meetings, the Head of Service and colleagues from Human Resources also responded to a number of requests for information and clarification from individual officers and groups of employees both via e-mail and in person.
- 7.7 A timeline of the activities throughout the engagement and consultation period can be found at **appendix 3**.
- 7.8 The formal 45 day consultation period closed on Friday 5<sup>th</sup> October 2018. However; the formal consultation was extended by 10 days Wednesday 17<sup>th</sup> October 2018 to allow the trade unions more time to provide a detailed response.
- 7.9 At the close of the extended consultation period, the trade union made a submission that sought to consolidate the feedback they had received from their members.
- 7.10 A formal response was received from Unison which is attached at **appendix 4**, this includes the management response to the submission. The main concerns raised by staff fall broadly into the following themes:
- **The use of role profiles rather than job descriptions and person specifications**
  - **Challenging the job evaluation scoring for specific factors**
  - **Concerns regarding staffing numbers including the proposed reduction of one Locality Manager**
  - **Additional points were raised by the trade union regarding the use of offsite processing and council tax reduction scheme**  
**However, this element did not form part of the formal consultation**

## 8. Feedback from trade union and staff consultation and management response

Response number	Summary of feedback received	Management response to feedback	Change made as a result
1.	<p><b>Staff have found it difficult to interact with the consultation</b></p>	<p>A formal briefing was held for all employees on 7<sup>th</sup> August, following which a comprehensive report was shared to all employees electronically. Officers from HR and trade union representatives also attended.</p> <p>45 days consultation period commenced on 13<sup>th</sup> August and was extended by 10 days to allow the trade union more time to respond.</p> <p>Employees were involved in redesigning and shaping the service at every stage.</p> <p>500 hours of invested time into workshops designing new role profiles.</p> <p>Weekly meetings were arranged with the trade union stewards to enable issues to be addressed as soon as possible; 3 of these were cancelled at the request of Trade Unions as there were no agenda items raised.</p> <p>As part of the consultation all staff were offered 1-2-1 meeting with management and human resources and 98 members of staff took these up.</p> <p><b>A time line of activities since Project Connect commenced is attached.</b></p>	<p>Formal consultation period was extended for 10 days</p>
2.	<p><b>There has been considerable confusion on future job roles</b>            Employees have approached senior managers for clarification of their future job roles and have received vague responses or told they have to wait until they have embed into the new role            Every employee has a right to a clear job description and person specification</p>	<p>All role profiles were co-designed and written by the staff members themselves. They were shared with all staff a week in advance of the formal consultation <sup>10</sup> starting for further comments, none were received.</p> <p>Senior managers within customer services met with all employees to discuss the roles on a 1-2-1 basis.</p> <p>Individuals appointed to these roles will continue to focus on specific tasks and responsibilities as described in the role profiles. Service priorities are set out in Service Reform Business Plan. For individuals specific responsibilities will be set out and agreed in PDRs.</p> <p>This will ensure that the essential needs of the business continue to be supported and will also ensure greater resilience within the service.</p>	

		<p>Role profiles are being introduced across the organisation as services are redesigned in line with the redesign methodology, the shift to role profiles moves away from old style prescriptive job descriptions as the new profiles fit the needs of the council to have a more flexible work force to deliver key objectives. The new role profiles are clear and set out the requirements of the role, additionally workforce development plans will underpin the implementation of these roles and as such will provide further opportunity for clarity and explanation.</p>	
3	<p><b>Concerns regarding staffing levels</b>  <b>Reference to a report raised August 2018 to which there has been no response.</b>  <b>Specific comments:</b></p> <ul style="list-style-type: none"> <li>• All areas of service are under considerable pressure and perform badly in comparison to other local authorities.</li> <li>• This is not a reflection on staffs skills abilities and commitment but on poor corporate leadership with considerable understating.</li> <li>• This is at its most glaring in the area of Business Rates where since April 2017/18 as part of a pilot scheme the Council has been allowed to retain 100% of its income, yet it is an area that has the greatest staffing issues. Despite this being brought to the attention of corporate managers over 3 years ago little has changed in terms of performance.</li> </ul>	<p>Sam Betts responded to this report on 5<sup>th</sup> September 2018 stating that the redesign had overtaken events and any issues outstanding should be addressed through the consultation process.</p> <p>See response 5 in relation to Business Rates.</p>	
4	<p><b>Email dated 5.1018 stated Trade Unions have requested during the consultation period an opportunity to meet with elected representatives and have still received no response.</b></p>	<p>There has never been any request to meet with members during the consultation period.</p> <p>11</p>	
5	<p><b>The Business Rates team has the greatest staffing issues.</b></p> <p>The area of the business relies on Inspectors identifying new business.  The few inspectors we have are being drawn into office based work.  There is failure to maximise potential revenues.</p>	<p>This area has been researched and benchmarked against other Council's as part of the process. By redirecting the resource onto a pure inspection role i.e. inspecting residential and business and then fulfilling the transaction, the service is already seeing a significant improvement with over 500 properties being added with a total value of 500k.</p> <p>However, it is agreed that this is a key function and an additional post will be added to the structure.</p>	<p>Additional post of Inspector in the Business Rates team Grade 2C.</p>

6	<p><b>Grading:</b> Specific comments:</p> <ul style="list-style-type: none"> <li>• The use of job profiles rather than job descriptions and person specifications has hampered the consultation period.</li> <li>• This has made it a longer process for members to do the necessary work to provide their rational to challenge the Job Evaluation scores.</li> <li>• Much of the consultation period has been spent trying to inform staff about how this process would work and what is required to challenge. It has also been difficult, due to pressure on the service, for teams to have time to do this work.</li> <li>• Would have liked to been in position to challenge grading during the consultation period but this has not been possible.</li> </ul>	<p>See management response 1&amp;2.</p> <p>A full evaluation has been undertaken for each of the roles listed we are satisfied that they are graded appropriately based on the content of the role profiles. During the consultation all factor break downs were shared with the workforce as part of the consultation.</p> <p>Weekly meetings were arranged during the consultation period for employees to attend with Trade Union representatives. Staff have been allowed as much time as needed to feedback on the process. There were no challenges regarding grading raised at these meetings. Three of the six meetings were cancelled due to no agenda items.</p>	<p>Service Managers to arrange further sessions with employees to ensure they understand the concept of role profiles. Regular 1:1, team meetings and PDR's will be taking place within the services.</p>
7	<p><b>Business Rates Officers concerned that within the new structure they will be asked to do a number of tasks which are currently the role of Senior Business Rates Officer.</b></p> <p>Suggestion:</p> <p>Either increasing the staffing at Senior Business Rates Officer or accept a Job Evaluation challenge from Business Rates Officers. The union favours the former as consistent feedback from staff is the lack of technical support to the team.</p>	<p>There is a clear difference between the 2 roles. A clear distinction is that the Senior Officers will be expected to undertake 1 2 1s to carry out PDRs and support staff.</p> <p>This proposal is based on their current roles this will change in the new operating model.</p>	<p>Review of staffing levels in 6 months.</p>
8	<p><b>Challenging of Job Evaluation scoring for the following 6 roles:-</b> Benefits Adviser Senior Benefits Officers Development and Quality Assurance Officer Senior Customer Services Officer – Locality Business Rates Officer Customer Services Officer – Universal Services</p>	<p>Feedback was noted and responded too as a result the universal services role was re-evaluated.</p> <p>In line with normal arrangement whenever a new position is created and evaluated there is an opportunity for it to be reviewed after 6 months. Given that all of the posts that have been requested to be re-evaluated are new roles these will be reviewed after 6 months and if it is clear that the role profiles do not reflect the duties being undertaken then a full re-evaluation will take place. Any change to grade as a result would be backdated to the date of implementation.</p>	<p>All new roles to be reviewed after 6 months and if required will be re-evaluated.</p> <p>1 role re-evaluated</p>
9	<p><b>The union and its members are disappointed at the lack of vision demonstrated within the proposals.</b></p> <p>Specific comments:</p>	<p>The proposal set out by management makes some radical changes to the current customer services structure, to deliver an effective service in all areas going forward. Given that these were co-designed it was considered that the workforce were aware of the scope of the changes that have been put forward.</p>	<p>No changes to the proposed structure are proposed.</p>

	<p>Reference to the document entitled "Under-staffing in Customer Services" (as referred to in response 3).</p> <p>Salford is one of the worst performing in the UK.</p> <p>The problem will not be solved by technical innovation or the introduction of Universal Credit.</p> <p>The union wishes to see a structure and a service that increase business rates, improve collection rates and enhance the Mayors anti-poverty strategy.</p>	<p>The response doesn't contain any alternative delivery models or suggestions on what the structure should look like.</p> <p>The service has introduced a number of digital solutions over the past 6 months as part of project connect all of which will have an impact the way in which the service operates:</p> <p><b>SMS Text Messages - 12,000 sent to customers</b></p> <p><b>Scan Stations – 43,898 documents scanned at Gateways</b></p> <p><b>DHP's online – 530 applications</b></p> <p><b>E-Billing – 4600 C-tax, 750 BR</b></p> <p><b>New look and feel Salford Customer Account</b></p> <p><b>Performance Management System - live</b></p> <p><b>Registrars online portal live with staff - live 13 August 150 bookings</b></p> <p><b>Better Off website in Salford - live 15<sup>th</sup> August – 2000 views</b></p> <p><b>Pop up coffee and chat – 827 people attended</b></p> <p><b>'Glass cube' pilot with HMRC – Benefit overpayments</b></p> <p><b>Cabinet office &amp; HMRC recovery pilot</b></p> <p><b>Customer Segmentation – Debt prioritisation service</b></p> <p><b>New and improved Govtech solutions</b></p> <p><b>Webchat update &amp; SCC twitter channels</b></p> <p>The re-design gives a financial increase<sup>13</sup> to 31 people, creates 4 new apprenticeships, provides new career pathways underpinned by the apprenticeship levy, places a number of people in permanent positions that have been acting up for long periods of time, delivers a service that is fit for purpose to meet the needs of the people of Salford and most importantly will increase the collection rates for both council tax and business rates which will protect front line services and jobs from further cuts.</p> <p>The new locality service has a large emphasis on providing support to residents of the city using the 'better off' approach with forms part of the city mayor's anti-poverty action plan.</p>	
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<p><b>10</b></p>	<p><b>The following suggestions are made</b></p> <ul style="list-style-type: none"> <li>- <b>Increase in the Business Rates Inspection service</b></li> <li>- <b>Dealing with Customers as quickly as possible</b></li> <li>- <b>To stop the use of Northgate</b></li> <li>- <b>An immediate review of the Council Tax Benefit Scheme locally</b></li> </ul>	<p>First point agreed.</p> <p>The aim of the new structure is based on the ethos of being customer centric by bringing the contact centre function into each service will improve call rates and reduce the number of contacts required as employees become more specialised. Using localities to enhance the service will create much more capacity.</p> <p>The final 2 points relate to areas that were not part of the consultation. However; in response:-</p> <p>The use of external providers to clear the backlog/enhance service delivery is and will continue to be a management decision. The use of any such service requires sign off through elected members and procurement board. The changes to the service should see the need for external support decreasing as backlogs are cleared and new ways of working are introduced.</p> <p>The Council must formally review whether to revise or replace its Council Tax Reduction Scheme on a yearly basis. This must be undertaken no later than October in the financial year preceding when the change is to take effect. The decision is taken by the Lead Member for</p> <p>Finance and Support Services following consultation with the City Mayor and the Mayoral Team.</p>	<p>Additional post of Inspector in the Business Rates team Grade 2A (see response 3)</p>
<p><b>11</b></p>	<p><b>Locality Manager Proposal</b></p> <p>To retain 6 Locality Managers based around the modern boundaries and socio-economic landscape of the city, reflecting the growth, needs and deprivation of these areas rather than just around the existing buildings.</p> <p>Under this proposal, two Locality Managers will be based at Pendleton Gateway to reflect both the size of the building and the population within this locality, with the remaining four Managers located in the existing Gateways at Swinton, Walkden, Eccles and Broughton Hub. This model will adequately resource to support our communities around the needs of these new localities rather than an outdated model based on building location, and enable us to assist the City Mayor achieve the Great Eight priorities.</p>	<p>Under the revised locality model, it is felt that 5 managers is the appropriate number for the 5 gateways plus the service manager. The rationale of having 2 managers at Pendleton is not something that we are prepared to support on the basis of growth and demographics.</p> <p>The current staffing levels work on a rota with managers moving around the gateways. Under the new arrangements the locality manager will establish themselves in each area, there is therefore no longer a need for a 6th manager with no location.</p> <p>The 5 managers will be further supported by the Service Manager responsible for the locality based model in the Gateways.</p>	<p>Already an increase of 3 Locality Team Leaders as part of the proposal</p>

	<p><b>Areas to support this proposal:</b></p> <p><b>Increase in population</b> – expected to rise to 74,426 by 2021.</p> <p><b>Housing Growth</b> - Expected growth by 4,458 to 31,920 by 2020. A similar growth is expected between 2020 and 2025</p> <p>Media City alone is expecting an additional 20,000 people moving in, with 15,000 new jobs being created.</p> <p><b>Health, Wellbeing and Poverty</b> – Around 70% of Salford's population live in areas classed as highly deprived and disadvantaged.</p> <p><b>Deprivation</b> - The pattern of deprivation in Salford by deprivation type is outlined below, and all areas show clusters around Pendleton Gateway which further supports the need for 2 locality managers to be based there to develop services to enable the lives of residents in this locality to be improved.</p> <p><b>Economy</b> – The creation and continuing development of MediaCityUK has changed the face of the city, creating a globally important home for creative, digital and media industries and is also home to the University of Salford. Other significant developments within the city include Port Salford, Salford Central, RHS Bridgewater and Greengate. Four of the current developments are in the locality closest to Pendleton Gateway, creating further growth and increased demands for a strong Locality Management to be based there.</p>	<p>The majority of growth in the areas referred to fall in to our digitally able customers and therefore we wouldn't expect the increased demand at Pendleton Gateway as this traffic would be picked up online.</p> <p>Footfall figures at Pendleton Gateway have also been considered, the available data doesn't show a significant increase in number of users. There may be a need for more advisors in the future should demand increase but not more managers.</p> <p>The proposal is based on what the managers are doing now this will change in new roles/operating model/structure. Locality Managers will be working differently and will not be operating as a Gateway Manager.</p> <p>There will also be an increase of 3 Locality Team Leaders as part of the proposal to support the locality managers.</p> <p>The Service Manager will be working to a new role profile and will be based across Gateway Centres which will provide further additional cover.</p>	
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## **8.0 CHANGES AS A RESULT OF THE CONSULTATION**

- 8.1 Post consultation management have met with the trade unions on two occasions to give a formal verbal response on Tuesday 30<sup>th</sup> October and Thursday 8<sup>th</sup> November. A formal written response was sent on Wednesday 7<sup>th</sup> November. At the meeting on 8<sup>th</sup> November the unions made a request for a more detailed response in relation to job evaluation and also projected increase in collection rates. Management supplied this on Tuesday 13<sup>th</sup> November am in advance of a full staff briefing on Tuesday 13<sup>th</sup> November pm. See **appendix 5** for a copy of the response.
- 8.2 Having given full consideration to the response from the trade union management have agreed to increase the number of Inspectors from three to four posts.
- 8.3 Management have agreed to re-evaluate any of the new job roles in 6 months where is there evidence to support that the new role profile does not contain the full aspects of the new role. If the role does increase in pay this will be backdated. This is in line in the job evaluation scheme which states any new role will be reviewed after 6 months. This will also be incorporated in PDRs and 1 to 1s.
- 8.4 As a result of the feedback received during the consultation, a full re-evaluation of the Universal Services role was undertaken resulting in an increase in job evaluation scoring.

## **9.0 ACTIONS TO SUPPORT IMPLEMENTATION**

- 9.1 Managers from within the service have continued to work closely with HR colleagues to develop a detailed strategic Workforce Development Plan which will put arrangements in place to support employees through this transitional period and equip them appropriately to meet the ongoing challenges of new working practices and responsibilities.
- 9.2 The Workforce Development Plan will support opportunities for development maximising the use of apprenticeship standards and funding through the levy. 20 employees have already been identified to undertake the Level 4 Revenues and Welfare Benefits Practitioner apprenticeship with a total investment of over £100k funded by the levy. Management will continue to identify opportunities under the apprenticeship standards.
- 9.3 The approval of this redesign will also allow the creation of 4 new apprentice roles into the service. These roles will rotate throughout the service gaining extensive experience which will be underpinned by the apprenticeship standard.
- 9.4 The approval and implementation of this redesign will allow the release of 14 employees who had submitted VER and VS applications, in some cases over 3 years ago.



- 9.5 If the Workforce Panel approve the proposals detailed in this report the Directorate's objective would be to implement the new structure in January 2019 during which time the allocation of individual officers to specific posts and areas of work will be undertaken together with any interview processes that are required.

## 10.0 UNIONS FURTHER SUBMISSION

Following a meeting with the lead member for Finance and Support services on 14<sup>th</sup> November a further written submission was received from the unions on 19<sup>th</sup> November (**Appendix 7**).

### **Key aspects:**

Re-evaluation of 8 jobs - unions have acknowledged that the review would be undertaken in 6 months' time with any increase be backdated to the implementation date.

Locality Managers - retain 6 managers and reduce the number of new Team Leader positions by 2. Management are clear that 5 Locality managers is appropriate, it is at the Team Leader level where additional support is required to deliver the service.

Business rates - this team consist of 8 people with one team leader and a service manager, the span of control doesn't not warrant an additional 2 team leaders.

Inspector role - this area has recently undergone BPR work which has seen significant impact on performance as outlined previously in the report. The new approach maximise the time in the field and also allows fulfilment of the duties from inspecting properties to bringing them into billing.

Withdrawal of outside contractors - management have been clear that does not form part of the consultation, however this is being looked at outside of the consultation process.

## 11.0 CONCLUSION

This report details the views on how the customer services division should be redesigned to meet the changing landscape in the service and to ensure a fit for purpose service. The redesign is key to increasing the collection rates for both council tax and business rates which will protect front line services and jobs from further cuts.

The City Council has committed to becoming a digital first council as described in the Customer Strategy, however the model allows for true end to end customer service design across all channels including telephony and face to face ensuring that the Council's services are accessible and a great experience for everyone.

Key features of the re-design are:

- 23 roles
- Generic working to increase capacity & domain specialism
- Virtual contact centres
- Focus on customer service in a locality
- New development opportunities – maximising apprenticeships
- Focus on strategic priorities around anti-poverty and growth
- Delivering the Customer Strategy
- Creating a digital first approach
- Neighbourhood/locality working
- £220k saving

It is envisaged that this new operating model and structure will create a new fit for purpose customer service function that will help tackle some of the cities key issues.

#### KEY COUNCIL POLICIES:

- Workforce Change policy
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#### EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

##### Staffing implications

All Council policies and procedures affecting workforce change will be implemented with rigour and without detriment to any group or individual covered by the protected characteristics identified in the Equality Act 2010.

The current iteration of the assessment can be found at **appendix 6**.

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LEGAL IMPLICATIONS Supplied by: Jeanette Williams, Senior Lawyer, Legal Services – 0161 793 3121

A thorough consultation process has been carried out with trade unions and employees affected by the proposed changes in accordance with the Workforce Change Policy (WCP). The City Council need to ensure that they continue to act in accordance with this policy and all other relevant policies/procedures as well as complying with any statutory procedures. Failure to do so could result in the affected employees bringing claims against the Council for breach of contract and/or unfair dismissal.

It is essential that the interviews and selection process for newly created posts (ring fenced to existing staff) are fair and lawful and the criteria consistently applied and objective.

There is a risk that up to 3 employees will be transferred to lower graded posts. Where an employee's original post is no longer available within the new structure, the employee will not be entitled to a redundancy payment if they are offered and unreasonably reject the offer of 'suitable alternative employment'. However, it is unlikely that a lower graded post will be considered a suitable alternative as it will not be comparable to the current role, in terms of pay. Therefore, should the affected employees chose not to accept the role, they will be dismissed by reason of redundancy and options to avoid compulsory redundancy should be explored. Alternatively, if the employees accept the lower graded role, Employee Assistance should be applied.

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FINANCIAL IMPLICATIONS Supplied by: Paul Hutchings, Strategic Finance Manager

As discussed within **appendix 1** of the report, the proposed changes to the Customer Services department will generate approximately £220k of revenue savings per annum.

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PROCUREMENT IMPLICATIONS Supplied by: N/A

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HR IMPLICATIONS Supplied by: Steve Hulme – 607 8631

The main HR implications are contained in the body of the report

In line with the Workforce Change Policy a thorough consultation exercise has been undertaken with the trade unions and employees affected by the proposed changes. An extension to the original consultation timescale was agreed to enable the trade union to submit additional information.

Assimilation to the new structure will be carried out in line with the City Council's Workforce Change Policy with 12 weeks contractual notice issued. Those who have an increase in pay reserve their right to waive notice and therefore the increase would take effect from 1<sup>st</sup> January 2019. Implementation will take place with effect 1<sup>st</sup> April 2019.

There are potentially 3 employees impacted; this will be dependent on the outcome of the competitive interviews. If they are placed in a lower graded role Employee Assistance would apply and they would receive 9 months protection following the 12 weeks contractual notice.

There are no proposed compulsory redundancies.

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CONTACT OFFICER: Steven Fry - Head of Customer and Digital Services

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WARDS TO WHICH REPORT RELATES: All

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