



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 2ND APRIL 2013

**SUBJECT: MANAGEMENT RESTRUCTURING IN THE SPORT AND LEISURE SERVICE**

**REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE**

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### 1. PURPOSE OF REPORT

- 1.1 To set out proposals for a management restructure within the Sport and Leisure Service of the Community and Leisure Services Division and to seek the views of the Scrutiny Committee.

### 2. LINKS TO STRATEGY

- 2.1 The need to get more of the population active has recently been underlined in the report of the Chief Medical Officer for Wales where inactivity is identified as a key contributory factor to poor health. Caerphilly County Borough's Sport and leisure Service and network of facilities play an important role in delivering corporate objectives for Health/Wellbeing, Education and Regeneration.

### 3. BACKGROUND

- 3.1 On 19<sup>th</sup> February 2013 Cabinet considered a report on the restructuring proposals and agreed to:-
- Note the restructure proposals
  - Allow the Head of Community and Leisure Services to progress formal consultation (with staff, trade unions, etc)
  - Receive a further report from the Head of Community and Leisure Services on the outcome of the consultations.
- 3.2 On 19<sup>th</sup> February 2013 the Regeneration and Environment Scrutiny Committee Agenda contained an item relating to the proposed restructure which sought the views of the Committee prior to a further report being considered by Cabinet. However, the Scrutiny Committee decided not to consider the report but to defer any consideration until staff and trade union consultation had taken place. This report therefore contains the outcome of this consultation.
- 3.3 The management of Sport and Leisure Services was transferred from the Directorate of Education to the Chief Executive's Environment Directorate (Community and Leisure Services Division) in August 2012.
- 3.4 At the time of the transfer the Leisure Services Manager left the employment of the Authority and this represented an opportunity to take a closer look at the management structure with the aim of making a new structure more fit for purpose while also striving to achieve financial savings.

- 3.5 In addition there is a need to improve accountability, clarity and consistency of roles and ensure that the services are delivered to maximise customer benefit and contribution to the wider health and well being agenda.
- 3.6 The Head of Community and Leisure Services has therefore undertaken a review of the current management structure involving key staff within the service and colleagues from HR.
- 3.7 The review has concluded that the structure can be streamlined to reduce a number of management posts while creating a new structure that improves consistency and accountability and ensures that it is fit for the future challenges ahead. The proposed changes to the structure are outlined in section 5 below.

#### **4. THE REPORT**

- 4.1 The inherited Sport and Leisure structure included 2 group manager positions (Leisure Manager and Sport and Community Development Manager). As stated above, the Leisure Manager left the Authority in July/August 2012 and the proposed structure consequently includes a single group manager position, which effectively merges both roles.
- 4.2 The proposed structure then includes 2 staff reporting directly to the Sport and Leisure Services Manager, which represents the same principles as the other service structures within the Community and Leisure Services Division.
- 4.3 Finally, the proposed structure seeks to rationalise the tier below the Principal Officers and also to reduce the number of duty officers within Leisure Centres to achieve a more equitable split across the centres.
- 4.4 The restructure will also involve a re-write of job descriptions at all levels to ensure that staff undertake the full range of duties expected of them and are fully accountable – these important elements are lacking in many areas of the current structure.
- 4.5 The existing and proposed structures are shown in the appendices to this report.

#### **5. PERSONNEL IMPLICATIONS**

- 5.1 As a result of the proposed structure, which effectively reduces the number of management level positions and the number of “duty officer” positions, there will need to be a competitive process for the reduced number of posts in the proposed structure.
- 5.2 This competitive process will involve a ring fencing exercise where appropriate followed by an expression of interest/application and interview process. A ringfencing process is necessary as new posts will involve different roles and responsibilities to posts within the existing structure. (Advice on the ring fencing process has been received from HR).
- 5.3 The staff that do not secure posts in the new structure will be subject to the Authority’s redeployment policy.
- 5.4 The proposed changes have been subject to full consultation with the relevant staff and Trade unions and the outcomes of the consultation are included in section 6 below.

#### **6. OUTCOMES OF STAFF/TU CONSULTATION**

- 6.1 Discussions have been held with the relevant trade unions (Unison, GMB and NAHT) and meetings have been held with all staff affected by the proposed restructure.

- 6.2 Staff have been offered further group or one-to-one meetings with the Head of Community and Leisure Services and relevant HR staff but no-one has requested any further meetings although a number of queries have been e-mailed by individual members of staff and each of these has had an e-mail response. The queries have been job or process specific.
- 6.3 All staff have received copies of job descriptions and core competences with confirmation of the grades that have been evaluated by the job evaluation panel.
- 6.4 The areas covered by queries raised by staff include:-
- Queries about ringfencing groups and process
  - Qualifications required by job descriptions
  - Supervisory levels at leisure centres
  - Queries about the drivers for restructuring
  - Queries relating to job titles and comparison with other services.
- 6.5 Answers provided to the queries have not resulted in any further queries being raised that are not already covered by the areas outlined above and there have been no major objections raised to the proposed restructure.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are a number of financial savings that will result from the re-structuring. These include:-
- Salary savings of £172,225
  - Wage related overhead savings of £51,668
  - Savings in acting up costs of £8,000
- 7.2 However, in including savings within the Medium Term Financial Plan, it is important to consider the early years costs of redeployment that are likely to result from the restructure. The likely scale of the redeployment costs are circa £70,000 and this sum should therefore be deducted from the total saving of £232,000 identified in 8.1 above.
- 7.3 The resultant saving after considering redeployment costs is therefore likely to be circa £150,000.

## **8. RECOMMENDATIONS**

- 8.1 The Scrutiny Committee is asked for its views on the proposed management re-structuring in the Sport and Leisure Service prior to further consideration by Cabinet.

## **9. CONSULTATION**

- 9.1 The report reflects the views of the listed consultees.

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Consultees: Sandra Aspinall, Acting Deputy Chief Executive  
David Poole, Cabinet Member for Community and Leisure Services  
Sian Phillips, Personnel Manager  
Kath Hardwick, Principal Personnel Officer (Acting)

### Appendices:

- Appendix 1 Sport and Leisure Services – Existing Management Structure  
Appendix 2 Sport and Leisure Services – Proposed Management Structure