



CABINET – 19TH FEBRUARY 2013

SUBJECT: MANAGEMENT ARRANGEMENTS FOR THE SPORT AND LEISURE SERVICE

REPORT BY: CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To advise Cabinet of proposals for a management re-structure in the Sport & Leisure Service and to seek agreement to proceed with consultation on the proposals.

2. SUMMARY

- 2.1 This report sets out how the Sport & Leisure Service can continue to contribute to the aims and objectives of the Authority while streamlining its management structure to achieve financial savings and ensure that the structure is fit for purpose.

3. BACKGROUND

- 3.1 The management of Sport & Leisure Services was transferred from the Directorate of Education to the Chief Executive's Environment Directorate (Community & Leisure Services Division) in August 2012.
- 3.2 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.
- 3.3 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.
- 3.4 The Head of Community & Leisure Services has therefore undertaken a review of the current management structure involving key staff within the service and colleagues from HR.
- 3.5 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. LINKS TO STRATEGY

- 4.1 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 & Regeneration.

5. THE REPORT

- 5.1 The inherited Sport & Leisure structure included 2 group manager positions (Leisure Manager & Sport & 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.
- 5.2 The proposed structure then includes 2 staff reporting directly to the Sport & Leisure Services Manager, which represents the same principles as the other service structures within the Community & Leisure Services Division.
- 5.3 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.
- 5.4 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.
- 5.5 The existing and proposed structures are shown in the appendices to this report.

6. EQUALITIES IMPLICATIONS

- 6.1 As this report is merely seeking an agreement from Cabinet to consult on the proposed restructure, no equality impact assessment has been undertaken to date.

7. PERSONNEL IMPLICATIONS

- 7.1 As a result of the proposed structure which effectively reduces the number of management level positions from 9 to 8 and the number of “duty officer” positions from 23 to 18, there will need to be a competitive process for the reduced number of posts in the proposed structure.
- 7.2 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).
- 7.3 The staff that do not secure posts in the new structure will be subject to the Authority’s redeployment policy.
- 7.4 The proposed changes will be subject to full consultation with the relevant staff and Trade Unions before any implementation takes place.
- 7.5 In terms of timescales, the draft programme is outlined below. Achievement of this timescale will, however, depend on the outcome of consultation processes.
 - January 2013 - CMT in-principle agreement to proceed.
 - 19th February 2013 - Cabinet & Scrutiny consideration
 - February/March 2013 - Consultation with staff and Trade Unions.
 - March 2013 - Final report to Cabinet on outcome of consultation
 - March 2013 - Drafting & Evaluation of new job descriptions.
 - March/April 2013 - Applications for ringfenced posts (where relevant) & Interviews.
 - April/May 2013 - New structure to take effect.

8. FINANCIAL IMPLICATIONS

- 8.1 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
- 8.2 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.
- 8.3 The resultant saving after considering redeployment costs is therefore likely to be circa £150,000.

9. RECOMMENDATIONS

It is recommended that:

- 9.1 Cabinet notes the restructure proposals within the report and agrees that the Head of Community & Leisure Services progresses formal consultation with staff, relevant trade unions and the Regeneration & Environment Scrutiny Committee.
- 9.2 The Head of Community & Leisure Services presents a further report to Cabinet on the outcome of the consultation before proceeding with the restructure proposals.

10. REASONS FOR RECOMMENDATIONS

- 10.1 To ensure that effective consultation with staff, trade unions and scrutiny members takes place prior to the restructure being implemented.

11. CONSULTATION

- 11.1 The report reflects the views of the listed consultees:

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Consultees: Anthony O'Sullivan, Chief Executive
Gareth Hardacre, Head of People Management & Development
Councillor David Poole, Cabinet Member for Community & Leisure Services
Sian Phillips, Personnel & Administrator Manager
Kath Hardwick, Principal Personnel Officer
Mike Eedy, Finance Manager
Lynne Donovan, Personnel Manager

Appendices:

Appendix 1 - Sport & Leisure Services - Existing Management Structure

Appendix 2 - Sport & Leisure Services - Proposed Management Structure