



REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 20TH MAY 2014

SUBJECT: REVIEW OF THE MANAGEMENT RESTRUCTURING IN THE SPORT AND LEISURE SERVICE

REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To advise Members of the outcome following the review of the management restructuring within the Sport & Leisure Services.

2. SUMMARY

- 2.1 The Regeneration and Environment Scrutiny Committee meeting on 2nd April 2013 agreed to recommend to Cabinet that the proposals for a management restructure within the Sport & Leisure Service be approved. Cabinet subsequently approved the recommendations and it was agreed that the structure should be reviewed after it was fully operational.
- 2.2 The purpose of the restructure was to provide a more effective and efficient management tier and to improve the accountability, clarity and consistency of roles and responsibilities. The restructure rationalised the management tier and provided clarity & Leadership within the four Service areas becoming one Service with all posts having new Job Descriptions.
- 2.3 The review would only be effective if the views of staff, Trade Unions, Key Partners and Stakeholders were considered. These views form the findings of the review contained in the report.
- 2.4 The review consultation process clearly identified a number of key trends and themes from Staff. All consultee's felt that the restructure process was clear, robust and fair. It has improved decision making, clarity of roles, confidence and performance. However, the feedback states that challenges remain around workload and communication.
- 2.5 It was pleasing to note that staff identified the improved "Culture" as another key component to delivering a Service to be proud of.
- 2.6 The most pleasing result from the review is despite a period of uncertainty and change, the Service is performing better than it ever has. Usage and Direct Debit membership is at a record high, the subsidy is reduced and Customer satisfaction at 99%. In summary, the best performance since records started which will be essential in the challenging times ahead.

3. LINKS TO STRATEGY

- 3.1 Sport & Leisure Service contribute to delivering the Corporate Improvement Objective four and to the Single Integrated Plan. The Service also plays a significant part in improving the

health and wellbeing of our residents, improved educational outcomes and the regeneration of our communities.

4. THE REPORT

- 4.1 Following approval from Scrutiny, Sport & Leisure Services undertook a management restructure during the summer of 2013. The purpose of the restructure was to provide a more efficient, effective and consistent management Team to take forward a “One Service” ethos that included the following areas:-
- Leisure Facilities
 - Sports Development
 - Caerphilly Adventures
 - Exercise Referrals
- 4.2 A key element of the approval for the restructure was the commitment to undertake a review after it had been fully operational.
- 4.3 The review was undertaken to monitor the impact on the performance of the Service and consult with a range of staff, Trade Unions and Key Partners. Obtaining the views of staff was essential to ensuring that the key principles that underpinned the restructure were being delivered across the Service.
- 4.4 It was important to ensure that a holistic review was undertaken and the views and opinions of key groups of Staff were sought. To that end the following groups of staff and partners were consulted.
- Area Team Leaders
 - Centre Shift Supervisors
 - Operational Team Members – e.g. Receptionists, Attendants, and Fitness Staff etc.
 - Trade Unions
 - Partner Organisations- e.g., SportWales
- 4.5 To ensure a consistent approach when consulting with staff, a SWOT analysis format was used. These staff are fully immersed and embedded within the restructure.
- 4.6 The review process clearly identified a number of key trends and themes. It is clear that the restructure process had been viewed as robust, clear and fair. A considerable amount of time was taken during the recruitment process to ensure a balanced skill set across the portfolio and it is pleasing to see this is identified as a key strength resulting in a fresh approach and perspective.
- 4.7 The strengths identified included greater clarity of roles and responsibilities, improved decision making, confidence and accountability.
- 4.8 The weaknesses were identified as workload and consistency of communication as areas for improvement. It should be noted that these areas should improve as the Service progresses.
- 4.9 The continued development of our staff and the Service were identified as key opportunities moving forward along with a clear, improved and concise Leisure Strategy. Importantly and very encouraging was that staff identified our culture as another key component to delivering a Service to be proud of.
- 4.10 Most of the threats centred around capacity and the financial pressures and issues surrounding public sector finance.
- 4.11 Delivering a high performing Service was always a key principle behind the management restructure and it is particularly pleasing to see that despite a period of uncertainty and

change, the staff have continued to deliver exceptional performance. The performance indicators for the Service are the best since records began, usage and Direct Debit membership is at a record high, the subsidy is greatly reduced and Customer Satisfaction is at 99%.

- 4.12 This impressive performance is evidence that the management restructure has resulted in a service that is effective and also clearly shows that despite the levels of uncertainty and change we have excellent, inspirational, dedicated staff that are determined to make a difference to the lifestyles of the residents of Caerphilly County Borough.

5. EQUALITIES IMPLICATIONS

- 5.1 No formal impact assessment was undertaken on the restructure, but as noted throughout section 4, staff were fully engaged throughout this process to ensure that the impact of the restructure was clearly understood.
- 5.2 Further, any staff who were negatively impacted by the results of the restructure were supported at that stage, as is explained in section 7 below.

6. FINANCIAL IMPLICATIONS

- 6.1 The management restructure has resulted in a contribution of circa £150,000 towards the savings required within the Medium Term Financial Plan. (MTFP)
- 6.2 In addition to realising the MTFP savings, the restructure has resulted in a far more efficient Service with increased income and reduced subsidy.

7. PERSONNEL IMPLICATIONS

- 7.1 The challenge, support and engagement with Trade Unions involved regular consultation meetings during the restructure as well as Trade Union Representatives being involved in the review process. The Trade Unions confirmed in the review meeting that the process was fair and transparent.
- 7.2 Those staff not appointed have been supported through the Redeployment Pool with the majority finding new positions within the Local Authority.
- 7.3 Despite the period of change, staff appear to be re-engaged and committed to delivering a high quality service.

8. CONSULTATIONS

- 8.1 The report reflects the views of the listed Consultees

9. RECOMMENDATIONS

- 9.1 Members are asked to note the content of the report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure effective implementation of the restructure

11. STATUTORY POWER

11.1 Local Government Acts.

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Consultees: Mark S. Williams, Head of Community & Leisure Services
Councillor D. Poole, Cabinet Member for Community & Leisure Services
Kath Davies, Principle Personnel Officer
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