

## **Report to the Cabinet**

**Report reference: C/115/2005-06.**  
**Date of meeting: 6 February 2006.**



**Epping Forest  
District Council**

**Portfolio: Leisure.**

**Subject: Leisure Services Interim Restructure.**

**Officer contact for further information: Derek Macnab (01992 – 56 4260).**

**Democratic Services Officer: Adrian Hendry (01992 – 56 4246).**

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### **Recommendations:**

**(1) That the Leisure Facility Staffing posts (105.15 FTE) transferred to the Leisure Management Contractor, as detailed within the TUPE List attached at Appendix 4, be formally deleted from the Leisure Services Establishment List;**

**(2) That, as a result of Leisure Management Externalisation, the proposed Interim Staffing arrangements for Leisure Support Services as detailed in the Report be agreed, and specifically that;**

**(a) In accordance with the re-organisation of Admin and Finance Support Functions, as detailed in the report, Admin Posts LSS/07, and LSS/23 be deleted;**

**(b) Administrative Posts LSS/17 and LSS/18, which transferred under TUPE to SLM, be deleted from the Leisure Services Establishment List, as per Recommendation (1) above;**

**(c) The Temporary Production Assistant post LSS/22TP be deleted; and**

**(d) The Assistant Leisure Services System Officer Post LLS/16 be deleted;**

**(3) That, pending the outcome of discussions regarding the Centre's future, responsibility for the line management of Waltham Abbey Sports Centre be adopted by the Leisure Development Manager Post (LSS/01) after the end of the current Dual Use Agreement;**

**(4) That the Supervisor's Post (WAS/05) be deleted and a new post of Leisure Attendant (24 hrs per week) be created at Waltham Abbey Sports Centre, and as a result of this action:**

**(a) The Admin Officer post (WAS/09) be increased from 29 hrs to 36 hrs per week; and**

**(b) The Bar Person (WAS/18) (25.5 hrs per week) be re-designated Leisure Attendant to increase flexibility;**

**(5) That, on an ongoing self-financing basis, an additional Duty Officer's post be created at North Weald Airfield from savings on Overtime;**

**(6) That the existing Assistant Area Grounds Maintenance Manager's Post (LPK/07) be re-designated on a cost neutral basis as Assistant Arboriculture Officer, in recognition of the increased volume of tree related work;**

**(7) That the existing Assistant Marketing Manager's Post (LSS/21) be redesignated Marketing and Events Assistant;**

**(8) That the existing Liaison Officer's Post (LSS12a/12b) be deleted and that the current funding for this post be re-allocated to the vacant Community and Culture Service Manager's post, (LHO/04), which is only partially funded, to enable an appointment to be made to this post;**

**(9) That any shortfall in funding to the Community and Cultural Services Manager's post be met by the cessation of the additional responsibility payments, currently received by the Community and Culture Section Heads, which would no longer be required on the appointment of a new Line Manager;**

**(10) That, pending the final conclusion of the Young Person's Task and Finish Panel, the Young Persons Officer post be re-focused and re-evaluated on the basis of the new Job Description, and a new reporting line established to the Community and Cultural Services Manager's Post;**

**(11) That, to avoid any confusion with the charitable arm of the Leisure Management Contractors Company Structure, the Council's Community Leisure Service be re-titled Community Development;**

**(12) That, in accordance with the Council's Maintenance Policy and as a result of the interim restructure, any other posts which might be considered to have undergone significant change be subject to Job Evaluation; and**

**(13) That, if the proposals detailed above are agreed in full and put in place by 1 April 2006, CSB savings in the sum of £65,800 be included in the Council's Budget Proposals for 2006/07.**

#### **Context of the Leisure Portfolio:**

1. One of the main Objectives of the Epping Forest District Community Strategy for 2004 to 2021 is to be a District where people of all ages and abilities can lead a Healthy Lifestyle, by having access to effective high quality Leisure and Cultural Services. This vision is reflected in the Council's own medium-term priorities which seek to Address Leisure Need, create Safer Communities, Address Local Environmental issues and Maintain the Special Character of the District.
2. The current Leisure Portfolio Key Aim, contained within the Council Plan and Best Value Performance Plan, reflects this aspiration:  
  
*"In order to assist people to enjoy a better quality of life and lead as healthy a lifestyle as possible, we will provide and promote opportunities for everyone to take part in leisure and cultural activities such as sport, play, informal and outdoor recreation, heritage and the arts. Our Aim is to make sure these opportunities are available at convenient and accessible locations and that cost is not a barrier to participation."*
3. Although the Council plays an important role in the provision of Leisure and Cultural opportunities, it does not have a statutory responsibility to provide them. A wide range of others in the private, public and voluntary sectors also have an important part to play. As such, the Council can play an important role meeting gaps in provision assisting others to provide leisure and cultural opportunities, (for example by support

to the voluntary sector or encouragement of the private sector), and actively developing partnerships and innovative ways of working. In recent years there has been considerable success in generating external funding, thus increasing access to local leisure and cultural opportunities.

#### **Current and Future Issues:**

4. The BVPP and Leisure Services Business Plan 2005/06, highlight a number of issues facing the Service.

#### **Leisure Centres and Swimming Pools:**

5. The expectations of customers are increasing with respect to choice, availability and quality of leisure facilities. As an area of provision which is intensive in terms of financial, physical and human resources, the Council has recognised that it is important that these services are delivered by as cost effective means as possible.
6. As part of this commitment to achieve Value for Money and continuous improvement, after a Competitive Tender, the Council has appointed an external partner, (Sports and Leisure Management Ltd) to manage its four main Leisure Facilities. This will not only transfer risk from the Council, but also guarantee investment in new facilities of £1.5m over the next 18 months. The Council will also achieve a total revenue saving of £1.1million, over the 7-year life of the Contract at Ongar, Loughton and Waltham Abbey Leisure Centres and 3 years at Epping Sports Centre.

#### **Health and Active Lifestyle:**

7. With an ageing population and a health profile that reflects national trends in illness, in particular the levels of heart disease, cancers and diabetes, the importance of leading an active lifestyle is clear. Rates of childhood obesity are rising, with poor diet and inactivity, partly attributable to the increase in home media entertainment. There is therefore a need to encourage people to improve their health. This can best be achieved through partnerships between Education, Health and Leisure providers, working closely with communities, to identify what will assist them most.

#### **Rural Issues:**

8. Epping Forest is an area of distinctive towns and rural villages with a special character. Yet within the District, many services are located in the more southerly urban fringe, with a public transport system that is not adequate. This can lead to issues of isolation and access in the more rural areas in the North. "Beyond Suburbia" is an innovative project targeted at addressing such issues.
9. A corporate multi-agency programme, initiated by Leisure Services, "Beyond Suburbia" seeks to improve quality of life and combat social exclusion, by promoting a new range of Cultural and Economic initiatives. A successful funding bid has resulted in Consultants undertaking a Feasibility Study, and producing an Action Plan based on local consultation. The challenge will be to deliver practical initiatives, with tangible outcomes, which also may attract future external funding.

#### **Young People:**

10. All too often issues of anti-social behaviour are highlighted concerning young people, without full recognition of positive achievements. Effective partnership working and communication with young people to establish their issues and priorities, is the role of the Young Persons Officer within Leisure Services. Currently vacant, the future of this post and its work programme, is subject to review by the Task and Finish Panel.

11. However, Leisure's current involvement with the Crime and Disorder Partnerships, Young Peoples Sub Group, representation on the Anti-Social Behaviour Working Group, Youth Strategy Group and Voluntary Multi-Agency organizations, such as Waltham abbey Youth 2000 and Waltham Abbey Young Peoples Information Centre, should continue.
12. In addition Leisure Services offers a wide range of diversionary activities to young people so that they can socialise, learn new skills, express themselves and improve their health. Of the 1.2 million uses of the service annually, research indicates that up to 40% of these are by people under the age of 16. The impact on Community Safety of such activities, as an alternative to anti-social behaviour, should also not be underestimated.

#### **Roding Valley Nature Reserve:**

13. Leisure Services have undertaken a key role in supporting Essex Wildlife Trust in managing the Roding Valley Nature Reserve. With the departure of the responsible officer within Leisure Services coupled with the fact that the Trusts Agreement is due to terminate in 2007, interim overseeing arrangements have been reviewed. The Council's Countryside Service have now taken on responsibility for the Reserve and Liaison with Essex Wild Life Trust.

#### **Events:**

14. The Council has previously had significant involvement in organizing and supporting major outdoor and community events. In recent years, whilst the management expertise has been retained, the resource to support such activities has been reduced. However, there is still a desire within the Community to organize and participate in events of a local and/or celebratory nature.
15. The Council hosts major events at North Weald Airfield and had a specific BVPP aim in 2004/05 to increase the number of such events, which was achieved. There is a need to clearly establish the Council's future involvement in facilitating/managing an event's programme in the District, as well as at North Weald Airfield, where there has been a long held desire to host a major outdoor music event. This is a potential area for future consideration by a Task and Finish Panel.

#### **All Weather Pitch:**

16. The Council has historically managed the All Weather Pitch at Roding Valley High School. Future management arrangements were reviewed this year and a decision taken to transfer responsibility to the School, under a Service Level Agreement. The Agreement has been developed to protect the Asset and guarantee Community Access. The new management regime was implemented on 4 January 2006.

#### **Grounds Maintenance:**

17. The County Council's decision to take back responsibility for Highways maintenance and the re-tendering of the main Highways Contract may have future implications for the Council's Ground Maintenance Service, potentially in respect to verge maintenance and some aspects of tree maintenance.
18. The long-term means of the procurement of bedding plants and shrubs, will necessitate a further review of the Council's propagation nursery. Potential Redevelopment of Langston Road could require relocation of the Grounds Maintenance Service to an alternative Depot.

19. The upsurge in recent years of interest in the health and protection of trees, coupled with an inordinate increase in the number of Insurance Claims, in relation to alleged tree damage to property, is now placing unsustainable pressure on the Service's Arboricultural Officer.

#### **Epping and Waltham Abbey Sports Centres:**

20. Epping Sports Centre was due to possibly relocate to the St John's School site. However, the Council has elected not to proceed with this initiative. In 2006/07, after the Leisure Management Contractor has established themselves, future management arrangements beyond the current 3-year contract period, will need to be considered. Equally, with potential housing development in the District, a more holistic view of future provision, to serve Epping and the surrounding area may be necessary.
21. In addition, the Dual Use Agreement with King Harold School with respect to the management of Waltham Abbey Sports Centre, is due to expire in late 2007. Consideration will need to be given to the level of involvement the Council may wish in the future management of the Centre, which is outside the current Leisure Management Contract.

#### **North Weald Airfield:**

22. Although no significant developments with respect to RPG14 and North Weald Airfield are anticipated within the next 2/3 years, future initiatives at the Airfield will need to be mindful of the potential medium term impact. This will present challenges emanating from tenants, users and outdoor event organizers. In addition risk management assessments have illustrated the complex nature of the site and its diverse uses. This presents a significant management challenge with respect to Site Security and Health and Safety.

#### **Current Service Overview:**

23. Leisure Services currently comprises of a number of Service Areas, which provide a wide range of Leisure, and Cultural Opportunities. A Service Overview of these functions is provided at Appendix A1 – A Guide to Leisure Services. The current structure for the management of these service areas is attached at Appendix 2.
24. Because Leisure Services provides a range of activities, over extended opening hours, in several sites across the District, the Service is staff intensive. As of the start of the Financial Year 2005/06 the Leisure establishment was comprised of a mix of Core, Non-Core and Casual Staff, allowing maximum flexibility and targeting of Human Resources.
25. However, as the externalization of the management of the Council's Leisure Facilities took place on 4 January 2006, a significant number of Centre based staff, along with two staff responsible for the Administration of the Shapes Direct Debit and Centre Membership Schemes, transferred to the new provider. The Table below provides an analysis.
26. Members can see that some 105.15 fte posts have been outsourced and will need to be deleted from the Leisure Services Establishment List. (*See TUPE transfer List at App.4*) The staff have transferred in accordance with TUPE Legislation, which safeguards their current Pay and Conditions, with their new employer. SLM have also been provisionally granted Admitted Body Status to the Local Government Pension Scheme, (for those current employees who were already members of the Scheme at the time of transfer, on 4 January 2006).

## Leisure Services FTE/Headcount:

TEAM	CORE FTE	NON CORE FTE	CASUAL HEAD COUNT
Leisure Management	3	-	-
Community Sports Development	4.72	1.67	-
ESC	31.34	9.18	49
Community Arts	7.24	-	5
Community Leisure	3.74	-	18
Loughton	36.42	6.6	79
Grounds Maintenance	26	-	-
Admin/Support	19.17	-	12
NWA	9.69	-	1
OLC	15.92	6.1	31
WAM	6.34	0.2	5
WASP	21.47	2.76	54
WASC	8.49	-	2
<b>Approx Totals (All Inclusive)</b>	<b>193.54fte</b>	<b>26.51fte</b>	<b>256</b>
<b>Approx Totals Potentially Being Outsourced</b>	<b>105.15fte</b>	<b>24.64fte</b>	<b>213</b>
<b>Approx Totals Remaining with EFDC</b>	<b>88.39fte</b>	<b>1.87fte</b>	<b>43</b>

## Proposed Future Structure:

27. The Corporate Structure of the Council is currently under review by a Member Working Group. The Group have a mandate to develop and implement a structure to meet the changing needs and challenges faced by the Council. No doubt issues such as the externalisation of Leisure Management, the cessation of the Highways Agency Agreement and the feasibility of a Customer Contact Centre will be considerations. The Group is due to complete this task by December 2006
28. Whilst not wishing to compromise any future Corporate Restructuring, there is a need in the short-term to develop a revised interim structure for Leisure Services. This is necessary not only to be able to respond to the new way of providing operational management of the Leisure Centers, (to include reviewing the level of support and costs allocated for functions now the responsibility of the Contractor), but also to ensure that the Service is adequately resourced to respond to the issues identified in the earlier part of this report.
29. The Head of Financial Services is bringing forward a separate report, which addresses the issue of Central Support Costs, as a result of Leisure Externalisation and the loss of the Highways Agency, including the potential staffing implications
30. A New Interim Structure for Leisure Services is attached at Appendix 3. A number of amendments to the existing Structure are proposed. These are summarised below.

## Senior Management:

31. The Service Area will continue to be lead by the Head of Leisure Services, who will retain overall responsibility and accountability for the work of the Service Area. The Head of Leisure Services is assisted by the Senior Management Secretary, who in addition to providing Secretarial support to the Senior Management of the Service, also undertakes other cross service initiatives, such as the co-ordination of Staff Development Reviews. No change is anticipated within these roles.

32. At second tier there are two posts reporting directly to the Head of Service, each having responsibility for specific aspects of the Service and in the case of the Assistant Head of Leisure Services (Admin, Finance and Operations), a number of responsibilities across all service areas.
33. The Assistant Head of Leisure Services, (Admin, Finance and Operations) is a longstanding role which previously encompassed the management of the two Direct Service Organisations within Leisure Services, namely Leisure Management and Grounds Maintenance. With the Best Value Review of these functions undertaken in 2002, and the demise of Compulsory Competitive Tendering legislation, the Client/Contractor roles were reintegrated. Since this time, the Assistant Head (AFO) has directly managed the 5 General Managers of the Leisure Facilities, the Grounds Maintenance Service, as well as North Weald Airfield.
34. The Assistant Head of Leisure Services (AFO) has been instrumental in the process of outsourcing the management of the Council's 4 Leisure Centres, being heavily involved in the drafting of the Contract Documentation, Evaluation and Practical Arrangements for the transfer. Although this post will have less day to day operational responsibilities with respect to the Leisure Facilities, the post will play a Key Client role with respect to the monitoring and administration of the Contract. The Assistant Head of Leisure Services (AFO) will be supported by the Leisure Development Manager, who will be responsible for the practical monitoring of the Leisure Management Contract and close day to day liaison with the Contractor.

#### **Leisure Development Officer:**

35. As previously reported to Members, the Leisure Management Contract is viewed as a partnership. It is envisaged that if this proves effective and the Contractor is achieving the required standards of quality and performance, the monitoring regime will not need to be onerous. As such it is intended that the Leisure Development Managers role is not solely devoted to Contract Monitoring, but will continue with the management of Quality Assurance across Leisure Services as well as the collection and co-ordination of Best Value and Local Performance Indicators. The Performance Indicator role was previously undertaken by the Liaison Officer, a post now being recommended for deletion under the revised structure.
36. As mentioned earlier in the report, due to the Dual Use Agreement with King Harold School, Waltham Abbey Sports Centre, was not tendered as part of the Leisure Management Contract. The Centre will remain directly managed by the Council, until such times future arrangements are determined. It is proposed that the Leisure Development Manager's role is extended to undertake the supervision of the management of this Centre. Whilst not relieving the Assistant Head of the overall responsibility for the Centre, this should free-up time from operation issues, allowing greater concentration by the Assistant Head on the Main Contract and other Service responsibilities.
37. As Waltham Abbey Sports Centre now largely operates as a "letting" hall, a review of the existing establishment has been undertaken to reduce supervisory posts and increase the level of admin resource, whilst creating more flexibility at Leisure Attendant level. In addition, the dedicated Bar Person's post, currently vacant, will be re-designated as a General Leisure Attendant. These proposals reduce cost and increase flexibility.

#### **North Weald Airfield:**

38. As mentioned earlier in the report, North Weald Airfield is a large complex site which presents significant management challenges. This is not only with respect to safety

and security, but also to maximize use and income, against a backdrop of uncertainty about the long-term future.

39. It has proven difficult to recruit and retain quality Managers for the Airfield, with high turnover in recent years. However, the role has recently been filled by an experienced longstanding Manager, who previously managed Loughton Leisure Centre. The new Airfield Manager has been reviewing staffing and operational issues and has concluded that an additional Duty Officer post is required to cover the Airfield's extended opening hours. This can be self financing, given the current levels of overtime incurred to keep the site staffed at safe levels.
40. The Airfield General Manager, who will still report directly to the Assistant Head (AFO), will also be required to adopt a service wide responsibility for Health and Safety. This role was previously undertaken by the Grounds Maintenance DSO Manager, who has subsequently retired. Leisure Services is a front-line service which has to retain a strong focus on Health and Safety and Risk Management, due to the risk inherent in the nature of many of the activities. The role of Health and Safety Co-ordination is thus important. The Airfield Manager is well placed to undertake this by virtue of his qualifications and experience.

#### **Grounds Maintenance:**

41. The Council's Grounds Maintenance Service was restructured some 3 years ago, largely as an outcome of the Best Value Service Review. At the time a need was identified for an Assistant Area Manager post. This post is currently vacant. In recent years there has been a significant increase in the number of insurance claims for damage to property allegedly caused by the Council's or County Council's Highway Trees. This has involved the Council's Arboriculture Officer spending ever more time in investigating claims, negotiation with property holders and insurers, to the detriment of time spent in managing the District's Tree Stock and initiating planting schemes etc.
42. In order to address this situation it is proposed that the Assistant Area Manager's Post is redesignated Assistant Arboriculture Officer. This re-designation would be cost neutral, but bring about service improvements in this area. It is felt that general grounds maintenance operations would not suffer, as it has proven possible to manage for a period of time, without the Assistant Area Manager's Post being filled.

#### **Administration/Finance & Information Technology:**

43. The Assistant Head of Leisure (AFO) manages the Administrative and Financial Support Services within Leisure, as well as Information Technology.
44. The externalization of Leisure Management will mean that the Contractor has sole responsibility for Information Technology and Communications within the Leisure Centres. The Council has now isolated the Leisure Centres from its network and they now run independently. It is therefore proposed that the post of Leisure Systems Officer LSS/16 be deleted from the Leisure Establishment, to reflect the downsizing of the ICT responsibilities. However, Leisure Services still has a significant reliance on IT. The Service has numerous systems, including a newly installed Ground Maintenance and Tree Management System, which will need ongoing support.
45. As the Leisure Management Contractor has taken over responsibility for the Administration of the District Wide Leisure Centre Membership Scheme, as well as the collection of Direct Debit for Gym Users, the two part-time posts, LSS/17 & LSS/18 (which in the previous structure were responsible for undertaking this work) have transferred to SLM under the TUPE arrangements. The transfer has produced a saving on the Leisure Establishment, which contributed to the overall lower revenue



cost achieved by outsourcing

46. In addition to the two posts transferring, there are a number of posts within Admin and Finance that will no longer have any direct support function to the Leisure Centres, although this was not their sole responsibility. In anticipation of the externalization, the Assistant Head of Leisure Services (AFO) has, by retaining vacancies and by reviewing and re-allocating duties, downsized the staffing requirements in the support services area to achieve a reduction of 142.25hrs of Admin and Finance work per week,

#### **Marketing and Events:**

47. The effective Marketing and Promotion of the facilities and opportunities that Leisure has to offer is key to the success of the Service. The major piece of Non-User Market Research, initiated and managed by the Services Marketing and Events Manager, highlighted the importance of targeting campaigns to increase participation. Although the Marketing and Events Manager will, with the externalization of the Leisure Centres, perhaps be less involved in the planning and production of promotional campaigns and materials for the Leisure Centres, there is still an important role to be undertaken across the remaining Leisure Services. This is to ensure that based on sound Market Research Principles, that the community are aware of, and encouraged to become involved, in services that meet their needs. It is also hoped to improve on the results of the Audit Commissions Bi-annual Residents Satisfaction Survey, by increasing awareness and participation.
48. One of Leisure Services, Assistant Marketing Managers posts has already been deleted as part of a previous budget exercise to deliver CSB Savings. This was in anticipation of the potential transfer of the Leisure Centres. For similar reasons it is now recommended that the Part-time Production assistant post (LSS/22TP) is also deleted.
49. A review of the remaining Assistant Manager's post, which is currently vacant, has been undertaken. In light of recent changes and the difficulty anticipated in recruiting to the post, the duties have been re-assessed. The post has therefore been redesignated as Marketing and Events Assistant. This is at a lower grade, thus offering up another area of saving. It should be stressed that this should not be taken as a reflection of any devaluation of the important role that Marketing and Events staff play, rather these are pragmatic steps reflecting changing circumstances.

#### **Community and Culture Services:**

50. Up until 2000, the then Assistant Head of Leisure Services (Community and Culture) was responsible for the direct Management of the Council's Sports Development, Arts, Community Leisure and Museum Services. This was in addition to overseeing the work of the Liaison Officer, who at the time had responsibilities for Performance Indicators, Roding Valley Nature Reserve, Grant Aid and the District Amenity and Promotions Budget.
51. After the previous Assistant Head (Community & Culture) postholder left, attempts to fill this post were unsuccessful and as a holding measure, the respective Section Heads have been reporting directly to the Head of Service. To reflect their need to undertake more responsibility, the Section heads have been in receipt of an additional payment.
52. After this arrangement had been in operation for a period of time and partly as a requirement to offer up CSB Savings, the role of Assistant Head of Leisure Services (Community & Culture) was reviewed. The post was replaced by a post of Community and Cultural Services Manager, no longer on a Senior Management (Mg)

Grade. At this time the Council was also embarking on the Review of Alternative Management Options for Leisure Services. Whilst the Review was focused primarily on the major Leisure Facilities, it was felt prudent to keep the Community and Culture Services Manager post vacant. In the event the Tender Process for Leisure Management has been protracted and what was deemed to be a temporary arrangement for the Community and Culture Section Heads, to report to the Head of Service, has now extended into several years. Again, in the intervening period, in order to satisfy a requirement for savings, £20,000 was offered up from the Community and Culture Service Manager's Salary Allocation, leaving it only partially funded to a level of £14,000.

53. However, despite the professionalism and commitment exhibited by the Section Heads, over the period of their additional responsibility, (where they have taken their Service Areas forward, particularly in respect to Partnership Working and External Funding) it is the Head of Service's view that this is not sustainable in the longer term. Now that the outsourcing of the Leisure Facilities is settled, it is perhaps opportune to re-appoint to this role, particularly given the amount of work to be undertaken on rural regeneration, health, community development and young people's issues, as well as improvements to the District Museum Service.
54. Strategic Planning, Policy Development and Performance Management has suffered to an extent, as the Head of Service has had to commit more time to the management of the Community and Cultural Services functions. By re-allocating the cost of the additional responsibility payments, to the Community and Culture Services Manager's post (£12,000p.a) and by utilizing part of the savings achieved by the deletion of the Liaison Officers Post (whose duties have been re-allocated elsewhere) it would be possible to fully fund the Community & Cultural Services Manager's Post, without the requirement for growth.
55. It should be stressed that although in the second tier of the Management Structure, it is not intended that this post becomes an Assistant Head of Service. It is intended that it would be graded below this level, at its current Range 10, by virtue of the lower level of overall responsibility and job size, bearing in mind that the Assistant Head of Leisure Services (AFO) has Service wide accountabilities for financial monitoring and administrative procedures, as well as Deputising in the absence of the Head of Service.

#### **Young Persons Officer Post:**

56. The Council, in response to general concerns around the lack of opportunities for young people across the District, created the post of Young Persons Strategy Officer in 1999/2000, funded by CSB Growth. The post was located in the Central Policy Unit, in order to reflect the corporate nature of the role. Originally with the Brief to advise the Council on general youth matters, an initial task was to undertake an Audit of existing Young Peoples Services and map gaps in provision.
57. The "Trailer Project" toured the District seeking to canvas the views of young people directly. However, the results of the research were not entirely conclusive and as such did not allow the Council to influence the level of County Council provision to any great extent.
58. The original Postholder had a good rapport with young people, but ended up being drawn into more practical project work and the focus on Strategy and Policy Development became more diluted. Whilst initiatives such as the Summer University were relatively well received, as they relied on fixed term external funding, they were unsustainable.
59. The Senior Management Review in late 2003, saw the decentralization of the Policy

and Partnership Unit, with the Young Person's Officer transferring to the Community Leisure Section, within Leisure Services. The then Postholder left within 4 months of the transfer and the job has been vacant since this time. By the employment of casual and temporary staff to undertake aspects of the role, Leisure Services have ensured that partnership work has continued, albeit at a reduced level.

60. Members at the Young Persons Task and Finish Panel have been reviewing the future of the Young Person's Officers post. They have recommended a refocus of the role of the post to that of advocacy and engagement of young people in the Democratic Process, promoting Citizenship and the work of local Youth Councils, Essex Young People's Assembly etc. This role, encouraging young people to take control of their own lives and contribute to others can be combined with a supporting role to the voluntary sector and the Young People's Strategy Group.
61. The Task and Finish Panel are currently reviewing a revised Job Description, which will need to be the subject of Job Evaluation. However, to reflect the proposed new focus, it is intended that the Young Persons Officer is relocated from Community Leisure and is line managed by the Community and Cultural Services Manager, who will be better placed to direct the work strategically.

#### **Arts, Sports Development, Community Leisure and Museum Service:**

62. No specific structural change is proposed for these Service Areas at the current time, although the individual Section Heads would have a revised reporting line if the Community and Cultural Services Manager's post was to be funded and appointed.
63. As previously highlighted, this would have the effect of terminating the additional responsibility payments received. During the period of additional responsibilities, all of the Officers involved have developed good networks with Partner Organisations and External Funders, and have been active participants in a wide range of multi-agency forums.
64. It would not be sensible to break these links and representative roles. Because their current Job Descriptions do not fully reflect this type of activity, there will be a need for a review of current Job Descriptions, which may lead to reconsideration under the Council's Maintenance Policy.
65. As part of the Leisure Management Contractors Company Structure, SLM have a charitable arm branded as "Community Leisure". This logo is evident on Uniforms and has the potential to cause confusion with the Council's "Community Leisure" Service. To avoid any conflicts or misunderstanding, as the Council's Team undertakes Community Development work across the District, it is recommended that in future this Section of the Council's Service is re-titled "Community Development".

#### **Statement in Support of Recommended Action:**

66. The Staffing proposals outlined in the report, whilst not compromising any future Corporate Restructuring, would ensure that the Service Area is able to address the Key Considerations outlined in the Report and importantly continue to deliver the Leisure Portfolio Key Aims and Objectives. Standards of service and performance should be retained and in areas improved through the proposed changes. In addition, if fully implemented the changes are projected to achieve a reduction in CSB on Leisure Services Salary Costs of £65,800p.a., This would be in addition to the savings already achieved through the outsourcing of the Leisure Centres.

#### **Other Options for Action:**

67. That Members agree the proposed interim structure for Leisure Services, in order to

reflect change brought about by Leisure Management Externalisation and ensure sufficient human resource and technical expertise are in place to continue to manage the Service effectively.

68. That Members do not agree proposed changes and the current structure remains.

#### Consultation Undertaken:

69. Leisure Portfolio Holder, Staff within Leisure Services and Trade Unions/Staff Side.

#### Resource Implications:

**Budget Provision:** A Summary of the Resource consequences of the Proposals is illustrated below indicating where savings are achieved. Previously, some £72,000 (approximately 3 FTE) of Leisure Services support charges were allocated to the four Leisure Centres. It can be seen that the restructuring proposals deliver savings of £80,900, of which £15,140 are attributable to the two Membership Administration Posts transferred to SLM and £65,800 of additional savings on the CSB.

#### Leisure Services Structure

Present Posts			New Proposals		
		Cost			Cost
Leisure Admin Support		171,940	Leisure Admin Support		115,720
Leisure Grounds Maintenance		Cost Neutral	Leisure Grounds Maintenance		Cost Neutral
Leisure North Weald Airfield		Cost Neutral	Leisure North Weald Airfield		Cost Neutral
Waltham Abbey Sports Centre		51,630	Waltham Abbey Sports Centre		45,910
Leisure Miscellaneous		63,110	Leisure Miscellaneous		44,110
<b>Total Current Cost</b>		<b>£286,680</b>		<b>Proposed Cost</b>	<b>£205,740</b>
				<b>Total Savings</b>	<b>£80,940</b>
				<b>Less Posts Transferred to SLM</b>	<b>£15,140</b>
				<b>Savings on CSB</b>	<b>£65,800</b>

**Personnel:** The detailed personnel considerations are contained within the body of the Report and Recommendations. Significant consultation took place throughout the external management process, with final negotiations between Trade Unions and SLM Ltd., producing some significant concessions on New Starters Pay and Conditions, as well as a formal Trade Union Recognition Agreement. The two members of staff responsible for Memberships and Direct Debits have TUPE transferred to SLM and have been found alternative roles. By Forward Planning and holding vacancies, the Structural Proposals, which reduce the Establishment by 4.03 fte can be achieved without the need for redundancy or redeployment as the posts are either currently vacant or have transferred to the Leisure Management Contractor. For any other posts where any change brought about by the interim restructure is deemed significant, the Council's Maintenance Policy will apply with respect to Job Evaluation.

Unison have been consulted and the views of Staff Side will be reported at the meeting if not received in advance.

**Land:** No specific implications, other than additional resource in the care and maintenance of the District's Trees.

**Community Plan/BVPP Reference:** Leisure Portfolio KA1.

**Relevant Statutory Powers:** Local Government Act 1977.

**Background Papers:** Held in Leisure Services.

**Environmental/Crime and Disorder/Human Rights Act Implications:** Range of Young People's issues.

**Key Decision Reference (if required):** N/A.