

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 14 March 2005

REPORT ON: Leisure & Arts Department - Leisure Centres Section - Review of Organisational Structure

REPORT BY: Director of Leisure & Arts and Assistant Chief Executive (Management)

REPORT NO: 155-2005

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek Committee approval to implement changes to the organisational structure of the Leisure Centres Section within the Leisure & Arts Department. The proposals take account of significant on-going service improvements and additional responsibilities in relation to the planning, preparation and delivery of out-of-school leisure opportunities from PPP facilities.

2.0 RECOMMENDATIONS

It is recommended that the Committee approve the following changes to the organisational structure of the Leisure Centres Section (see Appendix 2 & Appendix 3):-

- 2.1 The establishment of one post of Leisure Centres Officer, graded PO3-6, (£27,024 - £29,421).
- 2.2 The deletion of one post of Swim Centres Officer, graded PO3-6, (£27,024 - £29,421).
- 2.3 The establishment of one post of Senior Duty Officer (Swim Centres), graded T5, (£23,058 - £25,116).
- 2.4 The deletion of one post of Sports Centres Officer, graded PO1-4, (£25,623 - £27,813).
- 2.5 The establishment of a post of Senior Duty Officer (Sports Centres), graded T5, (£23,058 - £25,116).
- 2.6 The establishment of one post of Training Coordinator, graded T3, (£17,364 - £19,590).
- 2.7 The establishment of one post of Health & Fitness Coordinator, graded AP3, (£17,853 - £19,590).
- 2.8 The establishment of one additional post of Health and Fitness Coach, graded AP1, (£14,631 - £15,654).
- 2.9 The re-designation of one post of Swimming Lessons' Co-ordinator, graded T2, (£15,249 - £16,935) to Aquatic Activity Coordinator.

- 2.10 The establishment of one post of Aquatic Activity Assistant, graded GS1-2, (£10,365 - £13,812).
- 2.11 The establishment of one post of Administrative Assistant, graded AP1, (£14,631 - £15,654).
- 2.12 The deletion of one post of Senior Keyboard Operator, graded GS3, (£14,052 - £14,631).
- 2.13 The establishment of two part-time (27.5 hours) posts of Receptionist, graded GS1-2, (£10,365 - £13,812 pro rata) for a temporary period until 31 March 2006.
- 2.14 The establishment of two posts of Health and Fitness Coach, graded AP1, (£14,631 - £15,654).for a temporary period until 31 March 2006.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The cost of the additional posts is £280,593. This will be funded from additional fees and charges of £224,593 and External Funding of £56,000 as detailed in Appendix 1.

4.0 SUSTAINABILITY IMPLICATIONS

- 4.1 Implementation of the recommendations contained in this report will increase opportunities for access to leisure and fitness activities for all, helping to encourage improvements in healthy lifestyles and promote social inclusion.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 Implementation of the recommendations contained in this report will be in accordance with the Council's Equal Opportunities Policy.

6.0 MAIN TEXT

- 6.1 The Committee is aware that the Chief Executive and Chief Officers continue to monitor and review the organisational structure of departments to scrutinise costs and deliver effectiveness and efficiency. The present organisational structure of the Leisure Centres Section, as part of the overall formation of the new Leisure and Arts Department, was approved by the Personnel and Management Services Committee on 16 June 2001 (Report No 363-2001 (see Appendix 2).

- 6.2 Increased business success produces additional operational pressures for staff. In relation to routine responsibilities such as quality of service, health & safety and staff training, managers and teams are consistently required to meet enhanced industry standards and customer expectations. Generally speaking, this means doing more in each area of operation, doing things better and doing things more often. The proposals in this report take account of significant on-going service improvements and additional responsibilities in relation to the planning, preparation and delivery of out-of-school leisure opportunities from PPP facilities. The new structure consolidates a range of long term acting-up arrangements, put in place in response to the fast changing pace of leisure provision, ever-increasing customer expectations and to meet the requirements of external funding awards. Following an 18 month pilot period, it is now envisaged to make the proposals permanent.
- 6.3 The Leisure Centres Officer post has fulfilled a vital role on a pilot basis over an 18-month period, coordinating the day-to-day activities of Team Leaders who manage the 150 Section staff and facilitating the necessary commitment to strategic and Departmental issues by the Leisure Centres Manager.
- 6.4 The Training Co-ordinator post has fulfilled a vital role on a pilot basis over an 18-month period, in response to external funding awards and customer demand. This post will ensure that health & safety requirements are fully met in relation to training and certification of replacement staff and qualification maintenance of existing staff via continuing professional development and a structured programme of regular in-service training. In addition, this post will continue to develop the income potential of offering training courses to customers and other Council departments, specifically in areas of first aid, lifesaving and lifeguarding.

- 6.5 The Health & Fitness Co-ordinator post has fulfilled a vital role on a pilot basis over an 18-month period, in response to external funding awards and customer demand. This post will manage a team of 3 permanent and 2 temporary full-time Health & Fitness Coaches delivering the following fee-paying sessions across the City to staff and public alike: Active for Life (GP Referral); Cardiac Rehabilitation; Pulmonary Rehabilitation; Lifestyle, Health & Fitness Assessments; Customised Fitness Programmes; and Personal Trainer Workouts. A large team of sessional Health & Fitness Coaches also delivers a varied programme of exercise classes in the two Swim Centres and three Sports Centres.
- 6.6 The scope of the Swimming Lessons' Co-ordinator has widened in the past 18 months and has encompassed a number of water based activities, it is proposed to re-designate this post to Aquatic Activity Coordinator. This post has fulfilled a vital role on a pilot basis over an 18-month period, in response to external funding awards and customer demand. She will manage a team of 2 full-time, 3 part-time and a range of sessional Swimming Teachers delivering fee-paying swimming lessons in Swim Centres and school pools across the City. In the interests of efficiency and improved customer service, the Head of Communities has agreed to transfer that Department's swimming lessons programme, with some funding, in order to capitalise on the specific Leisure & Arts management and training expertise. A large team of sessional Health & Fitness Coaches also delivers a varied programme of water-based exercise classes in Swim Centres and other pools.
- 6.7 The Aquatic Activity Assistant post has fulfilled a vital role on a pilot basis over an 18-month period, in response to external funding awards and customer demand for swimming lessons. This post will assist the Aquatic Activity Coordinator mainly in the areas of lessons' bookings, processing of awards and assignment of teaching staff across the City, including the extension of the swimming lessons' programme into the PPP school pools.
- 6.8 The Administration Assistant post has fulfilled a vital role on a pilot basis over an 18-month period, in response to external funding awards and customer demand. This post delivers the full range of administration services to both the Leisure Centres Section and the large Sports Development Section.
- 6.9 It is proposed that wherever possible, the existing employees of the Leisure Centres Section are matched into equivalent posts within the new structure of the Section.
- 6.10 Admission times will be extended on weekdays, for an hour in the morning and an hour in the evening, to meet increasing customer demand and to capitalise on the potential for increased income. The following additional posts will be created on a temporary basis, initially for a trial period ending on 31 March 2006, to confirm that projected increases in business and income are realised: 2 part-time Receptionists; 2 Health & Fitness Coaches; 1 Senior Lifeguard; 4 Lifeguards; and 1 Leisure Attendant.

7.0 CONSULTATION

- 7.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services), Assistant Chief Executive (Community Planning), Director of Education and Head of Communities have been consulted on this report and are in agreement with its contents. The trade unions have been consulted on the terms of the report.

8.0 BACKGROUND PAPERS

- 8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973, were relied on to any material extent in preparing this report.

Steve Grimmond
Director of Leisure and Arts

7 March 2005

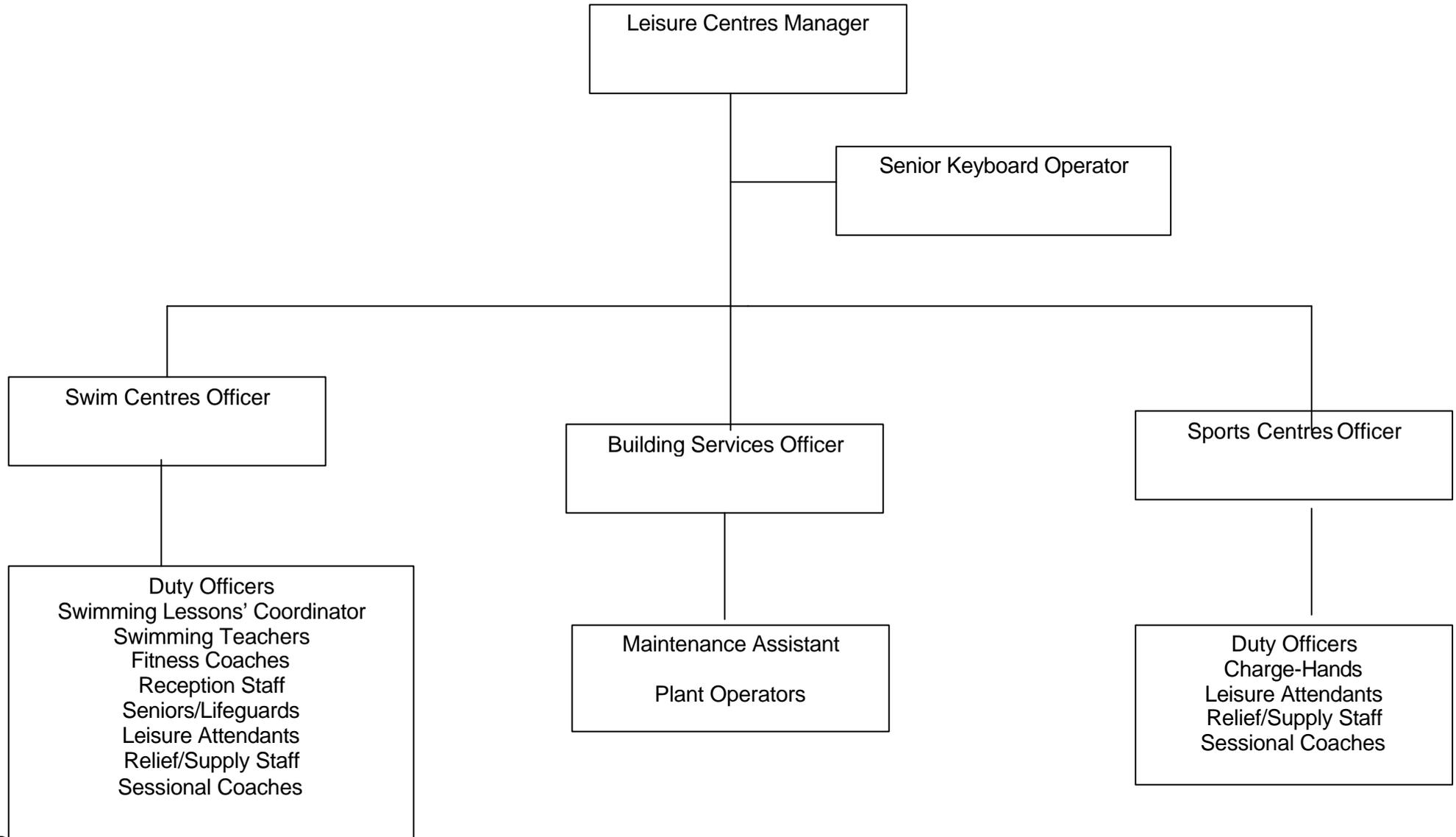
Jim Petrie
Assistant Chief Executive (Management)

7 March 2005

Staff Costs	FTE		Revenue Budget £
Posts Created			
Permanent Posts Created			
Leisure Centres Officer	1.0	PO3-6	37,641
Senior Duty Officer (Swim Centres)	1.0	T5	29,401
Senior Duty Officer (Sports Centres)	1.0	T5	29,401
Training Co-ordinator	1.0	T3	22,659
Health & Fitness Co-ordinator	1.0	AP3	23,396
Health & Fitness Coach	1.0	AP1	18,917
Aquatic Activity Assistant	1.0	GS1-2	17,018
Administration Assistant	1.0	AP1	18,917
Total	8.0		197,350
Posts Deleted			
Swim Centres Officer	1.0	PO3-6	(37,641)
Sports Centres Officer	1.0	PO1-4	(35,556)
Senior keyboard Operator	1.0	GS3	(18,485)
Total	3.0		(91,682)
Net Cost of Permanent Posts	5.0		105,668
Temporary Posts Created			
Health & Fitness Coach	2.0	AP1	37,834
Senior Lifeguard	1.0	MW3CH	17,629
Receptionists	1.5	GS1-2	25,527
Lifeguards	4.0	MW3	76,408
Leisure Attendants	1.0	MW2	17,527
Total	9.5		174,925
Total Additional Staff Costs	14.5		280,593
Additional Fees & Charges			£
Funded from LeisureActive Income			(54,000)
Health & Fitness Assessments			(51,000)
Fees & Charges (Opening Hours)			(34,593)
Aquatic Activity Programme			(11,000)
Activity Rooms			(37,000)
Dance Rooms			(37,000)
Total Fees & Charges			(224,593)
External Funding			
External Funding - Aquatics			(10,000)
External Funding - Health & Fitness			(34,000)
External Funding - Passport			(12,000)
Total External Funding			(56,000)
Total Additional Income			(280,593)

The additional fees and charges relate to expanded activities and do not involve price increases.

LEISURE CENTRES SECTION – 2001 STRUCTURE



Dundee City Council – Leisure & Arts Department

LEISURE CENTRES SECTION – 2005 RE-STRUCTURE PROPOSALS

