

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 13 February 2006

REPORT ON: Leisure and Communities Department - Organisational Structure

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

REPORT NO: 750-2005

1.0 PURPOSE OF REPORT

- 1.1 To seek approval for the proposed organisational structure of the Leisure and Communities Department.

2.0 RECOMMENDATIONS

It is recommended that the Committee approves:-

- 2.1 the deletion of posts as outlined in Appendix 1;
- 2.2 the establishment of posts as outlined in Appendix 2;
- 2.3 the redesignation and regrading of posts as outlined in Appendix 3;
- 2.4 the regrading of posts as outlined in Appendix 4;
- 2.5 the redesignation of posts as outlined in Appendix 5;
- 2.6 an increase in the hours of the proposed post of Adult Learning Manager (7.1.2 refers) from 21 to 37 per week;
- 2.7 the increase in hours of the Environment Assistant post from 20 to 37 per week (7.3.7 refers);
- 2.8 the transfer of posts within services of the new Department, as outlined in the Proposals Section of this report;
- 2.9 the posts of Building Maintenance Inspector and Buildings Maintenance Officer transfer to the Economic Development Department on 1 April 2006;
- 2.10 in addition, it is proposed that the Committee remits to the Director of Leisure and Communities and the Assistant Chief Executive (Management) to bring forward recommendations, early in 2006, on the following reviews:-
 - 2.10.1 the Arts and Heritage Section organisational structure;
 - 2.10.2 the Sports Development Section structure;
 - 2.10.3 the Wildlife Centre structure;
 - 2.10.4 Parks and Security Staffing;

- 2.11 the Director of Leisure and Communities and the Assistant Chief Executive (Management) review the progress of the implementation of this report and report back to Committee in 6 months.

3.0 **FINANCIAL IMPLICATIONS**

- 3.1 The proposals plus those already approved in Report No 552-2005 will result in savings of £124,165, £25,835 of which will be retained in the Department's budget to address those areas of service which are still the subject of further scrutiny or negotiation with the trade unions.

4.0 **SUSTAINABILITY IMPLICATIONS**

- 4.1 The proposed structure is designed to create a robust and efficient organisation with the capacity to respond to current demands and take the department forward for the foreseeable future.

5.0 **EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 All posts will be established and filled in accordance with the City Council's Equal Opportunities Policy.

6.0 **BACKGROUND**

- 6.1 Reference is made to Article II of the Personnel Committee of 12 September 2005 where the merger of the Communities Department and the Leisure and Arts Department was agreed. The Director of Leisure and Communities and Assistant Chief Executive (Management) were remitted to report back to Committee regarding the organisational structure of the department and the financial implications.

7 **PROPOSALS**

7.1 **Community Learning & Development Service**

- 7.1.1 The Section Leader (Literacies), (Health), (Regeneration) and (Children and Young People) to be redesignated Adult Learning Manager, Health Development Manager, Regeneration Manager and Children and Young People Manager. The Unit Leader (Social Inclusion), (Community Safety) and the Explore Partnership Co-ordinator to be redesignated Social Inclusion, Community Safety and Explore Partnership Section Leader.
- 7.1.2 For reporting purposes, the post of Adult Learning Manager will be based within the Community Learning & Development Service. It is also proposed to increase the substantive hours of work for this post from 21 to 37 hours per week.
- 7.1.3 The Centre Manager (Outdoor Education) currently PO1-4 (£26,379-£28,632), is to be redesignated Outdoor Education Team Leader and regraded PO5-8 (£29,541-£31,860), to reflect a significant increase in the duties and responsibilities of the post.

- 7.1.4 The post of Assistant Storeperson Trainee Outdoor Education Worker to be redesignated Assistant Storeperson, to reflect the duties and responsibilities being undertaken.
- 7.1.5 The post of Outdoor Education Worker currently AP3/4 (18,341-£23,034), to be redesignated Senior Outdoor Education Worker and regraded AP5 (£23,739-£25,857), to reflect the increase in the duties and responsibilities of the post.
- 7.1.6 The regrading of the post of Senior Clerical Assistant currently GS3 (£14,466-£15,063) to AP1 (£15,063-£16,116) to reflect the increase in the duties and responsibilities of the post.
- 7.1.7 The redesignation of the post of Administrative Assistant (Managerial Support) to Secretary to the Head of Community Learning and Development.

7.2 **Libraries, Information and Cultural Services**

- 7.2.1 The redesignation of the posts of Section Leader (Central Library), Section Leader (Libraries and Learning Centres), Section Leader (Centres and Projects) to Central Library Manager, Community Library and Learning Centres Manager and Centres and Projects Manager. The redesignation of the posts of Unit Leader (Reader Services) and Unit Leader (Centres and Projects) to Reader Services Section Leader and Centres and Projects Section Leader.
- 7.2.2 The post of Finmill Centre Manager to be deleted and the duties and responsibilities transferred to the redesignated post of Centres and Projects Section Leader.
- 7.2.3 To reflect the increase in duties and responsibilities of the Senior Clerical Assistant post, GS3 (£14,466-£15,063) based at Finmill Centre, it is proposed to redesignate and regrade this post to Centre Administrator AP1 (£15,063 -£16,116).
- 7.2.4 To reflect the increase in the duties and responsibilities of the post of Caird Hall Manager, particularly the development of the Caird Hall/City Box Office and Music Development across the City, it is proposed that the post be redesignated Halls and Music Development Team Leader and regraded from PO5-8 (£29,541-£31,860) to PO7-10 (£31,068-£33,423).
- 7.2.5 The regrading of the post of Senior Library and Information Worker currently AP5 (£23,739-£25,857) to PO1-4 (£26,379-£28,632) to reflect the increase in the duties and responsibilities of the post.
- 7.2.6 To reflect the increase in workload in Broughty Ferry Library, it is proposed that a post of Part-time Library and Information Assistant GS1-3 (£10,671-£15,063 pro rata) be established for 4 hours per week.
- 7.2.7 Reference is made to Article V of the Personnel Committee of 13 December 2004. This report outlined temporary organisational changes within the Arts Development and Heritage Section of the Leisure & Arts Department, as a result of the refurbishment/redevelopment of McManus Galleries and Museums. It is proposed to remit to bring forward the review of the section from 2007/2008 to 2006/2007.

7.2.8 A review of the Clerical workload of the Arts Development Team, Heritage Team and Marketing and Design Team has been undertaken and in light of the increased requirements identified, it is proposed to transfer a Senior Clerical Assistant from the Support Services Team to be based at Barrack Street Museum in the short term and eventually McManus Galleries once the refurbishment is complete.

7.2.9 The redesignation of the post of Administrative Assistant (Managerial Support) to Secretary to the Head of Libraries, Information and Cultural Services.

7.3 **Parks, Sport and Leisure Service**

7.3.1 Reference is made to the Agenda Note of the Personnel Recess Sub Committee of 11 July 2005, which agreed the early retiral of the Country Parks Manager. It is now proposed that the post of Country Parks Manager graded PO7-10 (£31,068-£33,423) is deleted.

7.3.2 In order to ensure consistency of and improvement in service delivery, it is proposed to merge the operations of the Parks and Country Parks sections of the Department and establish a Parks Operations Section. It is therefore proposed to delete the post of Parks and Outdoor Leisure Manager graded PO7-10 (£31,068-£33,423) and to establish the posts of Parks Operations Manager PO11-14 (£34,173-£36,624) and Parks Development Manager PO7-10 (£31,068-£33,423). These posts will be advertised internally, in the first instance.

7.3.3 It is proposed that during 2006 the administration for Cemeteries move from the Support Services Section to the Parks Operations Section. This will achieve efficiencies, improve communication and customer service in this delicate and high profile service area of the Department.

7.3.4 To provide a more co-ordinated approach and efficient use of resources it is proposed to transfer the 3 Security Officers from the Finance Team to the Parks Operations Section and to review the duties and responsibilities of the posts. This will be the subject of a report to Committee in 2006.

7.3.5 A review of the Wildlife Centre in Camperdown Park is currently being undertaken, the outcome of which will be the subject of a report to Committee, early in 2006

7.3.6 The post of Principal Environment Development Officer PO5-8 (£29,541-£31,860) to be redesignated Environment Development Section Leader and regraded to PO7-10 (£31,068-£33,423), to reflect the increase in the duties and responsibilities of the post, particularly the Events and Flower and Food Festival co-ordination.

7.3.7 It is proposed to create an Environment Events Support Team, by bringing together posts from different sections of the former Leisure and Arts Department. The team's remit will be to co-ordinate and develop all Parks Events including the Flower & Food Festival. It will provide a supporting role for procedures in parks, the issuing of tenders, Parks and Cemetery policies and strategies, Management Rules and Events Management procedures. It is therefore proposed to establish an Environment Events Team Leader graded AP5 (£23,739-£25,857). The post is to be open to existing members of staff with experience in events and policy issues e.g. cemeteries. The following posts will transfer into the new Team. 1.5 FTE Events Co-ordinator posts, the Environment Arts Officer, the Environment Assistant and a Senior Clerical Assistant. It is also proposed to increase the hours of work of the Environment Assistant post from 20 to 37 per week to take on the co-ordinating role of the Flower and Food Festival activities.

- 7.3.8 As a result of the review of the responsibilities of the post of Leisure Centres Manager, particularly in respect of the development of community access to PPP school leisure facilities and the co-ordination of community swimming, it is proposed to regrade the post from PO7-10 (£31,068-£33,423) to PO11-14 (£34,173-£36,624).
- 7.3.9 In order to more accurately reflect the duties and responsibilities of the posts of the Senior Duty Officers (Sports Centres) and (Swim Centres), it is proposed to redesignate the posts to Sports Centres Officer and Swim Centres Officer.
- 7.3.10 A review of the clerical workload of the Sports Development Section has been undertaken and in light of the increase identified, it is proposed to transfer a Senior Clerical Assistant from the Support Services Team to be based with the Sports Development Section.
- 7.3.11 A review of the Sports Development Section particularly in light of the time limited nature of the externally funded Youth Sports Development Team and the N2 Sports Team is currently being undertaken, the outcome of which will be the subject of a report to Committee, early in 2006.
- 7.3.12 The redesignation of the posts of Building Maintenance Officer to Technical Support Officer and Leisure Centres Officer to Leisure Centres Team Leader.
- 7.3.14 In the period since merger proposals have been under discussion, proposals have also been developed which may lead to the establishment of a Leisure Trust. These proposals are reported separately and will be considered between now and March 2006. Should the proposed establishment of a Leisure Trust go ahead, staff identified in the merger report as having responsibility for the delivery of Leisure Centres Section would transfer to the Trust.
- 7.4 Business Development and Support Service**
- 7.4.1 It is proposed to have 3 sections within the Business Development and Support Service; Finance Section, Administration Section and Staff Development and Quality Assurance. The organisational structure is based on an assessment of the principal processes required not an amalgamation of the posts that exist in the two departments at present.
- 7.4.2 The main proposal is to establish a Finance Section that can support the complex and numerous cost centre and financial transactions in the new diverse department. It is therefore proposed to establish a post of Finance & Business Development Manager graded PO19-23 (£40,988 - £44,985) and to confirm the current Communities Manager (Support Services) to the post. This post would also deputise for the Head of Service. The duties, responsibilities and grade of this post may be the subject of a further review in due course. It is proposed to redesignate and regrade the vacant post of Finance Officer PO7-10 (£31,068-£33,423) to Finance Manager PO13-16 (£35,748-£38,296) and confirm the current Leisure and Arts Services Manager, to the post. The duties, responsibilities and grade of this post may be the subject of a further review in due course.
- 7.4.3 The posts of Purchasing and Finance Officer, Graded AP4 (£20,8098-£23,034), the Principal Business Development Officer graded PO7-10 (£31,069-£33,423) and the Business Development Officer PO1-4 (£26,379-£28,632) will be deleted from the establishment.

- 7.4.4 It is proposed that the Business Development Team will be led by a new post of Business Development Team Leader PO3-6 (£27,822-£30,288), recruitment to which will be open to the current External Funding Officer, who will transfer to this team, and the Business Development Officer, both currently PO1-4 (£26,379-£28,632).
- 7.4.5 There are a number of redesignation to post titles in the Business Development and Support Section which are detailed in Appendix 5.
- 7.4.6 The proposed Administration Team will provide a centralised service to utilise economies of scale and create continuity across the department. The Section would be supervised by an Administration Team Leader, with a Staffing and Payroll Team, a Property and IT Liaison Team and a General Administration Team. The Building Maintenance Inspector (AP3) and Building Maintenance Officer (Tech 3) will transfer to the Economic Development Department on 1 April 2006.
- 7.4.7 To reflect the increase in the duties and responsibilities of the Administration Officer currently PO1-4 (£26,379-£28,632), it is proposed to redesignate and regrade this post to Administration Team Leader, PO3-6, (£27,822-£30,288).
- 7.4.8 The proposed Staff Development and Quality Assurance Team supervised by the Staff Development & Quality Assurance Manager would provide a staff and organisational support across the whole new department. This would cover Health & Safety, Staff Training, Quality Assurance and Management Information with posts transferring from other sections from both parts of the newly merged Department.
- 7.4.9 As a result of the move from the Podium Block to Central Library by the Communities Department, it was identified that one vacant post of Clerical Assistant, GS1/2, (£10,671-£14,220) was no longer required and the vacancy was taken as part of the budgetary savings exercise for 2006/2007. It is therefore proposed to delete this vacant post.
- 7.5 **General**
- 7.5.1 The redesignation exercise is to amalgamate the two departmental structures into a simpler format with continuity across each tier and harmonisation of grades wherever practicable e.g. Managers PO11-14, Section Leaders PO7-10, Team Leaders PO5-8 and PO3-6 and Seniors at PO1-4.
- 7.5.2 The process for placing existing staff into posts will be via substantive matching with competitive interviews as outlined above.
- 7.5.3 Existing grades will be protected until the Single Status Job Evaluation exercise is completed and results are implemented. Employees whose posts are subsequently downgraded as a result of Single Status Job Evaluation, will receive conservation in accordance with the National Agreement.

8 **CONSULTATION**

- 8.1 The Chief Executive, Depute Chief Executive (Finance) and Depute Chief Executive (Support Services) have all been consulted and are in agreement with this report. Trade unions and staff have also been consulted and the consultation process will continue during the implementation phase of these proposals.

9 **BACKGROUND PAPERS**

Article II of the Personnel Committee of 12 September 2005
 Agenda Note of the Personnel Recess Sub Committee of 11 July 2005
 Article V of the Personnel Committee of 13 December 2004
 Article V of the Personnel committee of 17 January 2005

S Murdoch
 Director of Leisure and Communities

3 February 2006

J C Petrie
 Assistant Chief Executive (Management)

3 February 2006

LEISURE AND COMMUNITIES DEPARTMENT - ORGANISATIONAL STRUCTURE**DELETION OF POSTS**

SECTION	POST TITLE	GRADE	SALARY
Libraries, Information & Culture Service	Centre Manager Finmill	AP5	£23,739-£25,857
Parks, Sport & Leisure Service	Country Parks Manager	PO7-10	£31,069-£33,423
	Parks and Outdoor Leisure Manager	PO7-10	£31,069-£33,423
Business Development & Support Service	Principal Business Development Officer	PO7-10	£31,069-£33,423
	Business Development Officer	PO1-4	£26,379-£28,632
	Purchasing and Finance Officer	AP4	£20,808-£23,034
	Clerical Assistant	GS1/2	£10,671-£14,220

LEISURE AND COMMUNITIES DEPARTMENT - ORGANISATIONAL STRUCTURE**ESTABLISHMENT OF POSTS**

Section	Post Title	Grade	Salary
Libraries, Information & Cultural Services	Part Time (4 hours) Library and Info Asst	GS1-3	£10,671-£15,062 (pro rata)
Parks, Sport & Leisure Services	Environment Events Team Leader	AP5	£23,739-£25,857
	Parks Operations Manager	PO11-14	£34,173-£36,624
	Parks Development Section Leader	PO7-10	£31,068-£33,423
Business Development & Support Service	Business Development Team Leader	PO3-6	£27,822-£30,288
	Finance & Business Development Manager	PO19-23	£40,998-£44,985

LEISURE AND COMMUNITIES DEPARTMENT - ORGANISATIONAL STRUCTURE

REDESIGNATION AND REGRADING OF POSTS

POST TITLE	GRADE	SALARY
Community Learning & Development Service		
Current		
Centre Manager (Outdoor Education)	PO1-4	£26,379-£28,632
Outdoor Education Worker	AP3/4	£18,381-£23,034
Senior Clerical Assistant	GS3	£14,466-£15,063
Proposed		
Outdoor Education Team Leader	PO5-8	£29,541-£31,860
Senior Outdoor Education Worker	AP5	£23,739-£25,857
Administrative Assistant	AP1	£15,063-£16,116
Libraries, Information & Cultural Service		
Current		
Caird Hall Manager	PO5-8	£29,541-£31,860
Senior Clerical Assistant (Finmill)	GS3	£14,466-£15,063
Proposed		
Halls and Music Development Section Leader	PO7-10	£31,068-£33,423
Centre Administrator	AP1	£15,063-£16,116
Parks, Sport & Leisure Service		
Current		
Principal Environmental Development Officer	PO5-8	£29,541-£31,860
Proposed		
Environment Development Section Leader	PO7-10	£31,068-£33,423
Business Development & Support Service		
Current		
Finance Officer	PO7-10	£31,068-£33,423
Quality Assurance Officer	PO7-10	£31,068-£33,423
Training Officer	AP4	£20,808-£23,034
Administration Officer	PO1-4	£26,379-£28,632
Proposed		
Finance Section Leader	PO13-16	£35,748-£38,295
Staff Development and Quality Assurance Manager	PO11-14	£34,173-£36,624
Staff Development Officer	AP5	£23,739-£25,857
Administration Team Leader	PO3-6	£27,822-£30,288

LEISURE AND COMMUNITIES DEPARTMENT - ORGANISATIONAL STRUCTURE**REGRADING OF POSTS**

POST TITLE	GRADE	SALARY
Parks, Sport & Leisure Service		
Leisure Centres Manager	PO7-10	£31,068-£33,423
	To	
	PO11-14	£34,173-£36,624
Libraries, Information and Cultural Service		
Senior Library and Information Worker	AP5	£23,739-£25,857
	To	
	PO1-4	£26,739-£28,632

LEISURE AND COMMUNITIES DEPARTMENT - ORGANISATIONAL STRUCTURE

REDESIGNATION OF POSTS

CURRENT TITLE

PROPOSED TITLE

Community Learning & Development Service

Assistant Storeperson Trainee Outdoor
Education Worker

Assistant Storeperson

Section Leader (Literacies)
Section Leader (Health)
Section Leader (Regeneration)
Section Leader (Children and Young People)

Adult Learning Manager
Health Development Manager
Regeneration Manager
Children and Young People's Manager

Xplore Partnership Co-ordinator
Community Safety Unit Leader
Unit Leader (Social Inclusion)
Administration Assistant (Managerial Support)

Xplore Partnership Section Leader
Community Safety Section Leader
Social Inclusion Section Leader
Secretary to Head of Community Learning
and Development Service

Libraries, Information & Cultural Service

Section Leader (Central Library)
Section Leader (Libraries and Learning Centres)

Central Library Manager
Community Library and Learning
Centres Manager
Community Centres & Projects Manager
Centres and Projects Section Leader
Reader Service Section Leader
Secretary to Head of Libraries, Information and
Cultural Services

Section Leader (Centres and Projects)
Unit Leader (Centres and Projects)
Unit Leader (Reader Service)
Administration Assistant (Managerial Support)

Parks, Sport & Leisure Service

Senior Duty Officer (Sports Centres)
Senior Duty Officer (Swim Centres)
Building Maintenance Officer
Leisure Centres Officer

Sports Centre Officer
Swim Centres Officer
Technical Support Officer
Leisure Centres Team Leader

Business Development & Support Service

Systems Development Officer
Senior Assistant Finance Officer
Assistant Finance Officer
Senior Finance/Administrative Assistant
Membership Administrator
LeisureActive Clerical Assistant
Administration Team Leader
Senior Assistant Administrative Officer
Administrative/...

Management Information Officer
Finance Officer
Finance Officer
Assistant Finance Officer
Assistant Finance Officer
Clerical Assistant
General Administrative Officer
Property and IT Liaison Officer

Appendix 5 (Contd.)**CURRENT TITLE****PROPOSED TITLE****Business Development & Support Service (Contd.)**

Administrative/Finance Assistant	Administrative Assistant
Assistant Administrative Officer (Payroll)	Staffing and Payroll Officer
Administrative Assistant (Payroll)	Staffing and Payroll Officer Assistants
Administrative/Finance Assistant	Staffing and Payroll Officer Assistants
Cemeteries Assistant	Cemeteries Clerical Assistant
Purchasing/Invoices/Booking Assistant	Cemeteries Clerical Assistant
Purchasing/Invoices/Booking Assistant (3)	Clerical Assistant (3)
Admin/Keyboard Assistant (2)	Senior Clerical Assistant (2)
Staff Development Worker (Arthurstone)	Care and Protection Officer
Staff Development Worker (Libraries, Information and ICT)	Libraries and ICT Officer
Principal Marketing and Design Officer	Marketing and Design Team Leader
Part Time Marketing Assistant	Part Time Assistant Business Development Officer
Principal Purchasing and Finance Officer	Finance Officer
Business Support Officer	Business Development Officer
Administration Assistant (Managerial Support)	Administration Assistant
Administration Officer	Assistant General Administration Officer