

# DUNDEE CITY COUNCIL

**REPORT TO:** Personnel Committee - 26 June 2006

**REPORT ON:** Leisure and Communities Department - Sports Development Section - Review of Organisational Structure

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

**REPORT NO:** 329-2006

## 1 PURPOSE OF REPORT

- 1.1 This report proposes changes to the organisational structure of the Sports Development Section within the Leisure and Communities Department following a review of the current structure and taking account of the cessation of Big Lottery New Opportunities for PE in Schools (NOPES) Funding and the vision and strategic actions of 'A Plan for Dundee's Children 2005 - 2008'.

## 2 RECOMMENDATIONS

It is recommended that the Committee approves the following changes to the organisational structure of the Sports Development Section:-

- 2.1 the deletion of posts as outlined in Appendix 1;
- 2.2 the establishment of permanent and fixed term 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.

## 3 FINANCIAL IMPLICATIONS

- 3.1 The proposed changes to the staffing structure will result in the following savings and costs in the following three financial years:-

Financial year	(Savings)/Cost (£)
2006/07	(9,403)
2007/08	17,848
2008/09	22376

- 3.2 The above savings and costs will be reflected in future years' Revenue Budgets.

## 4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The implementation of these recommendations will maintain opportunities for access to leisure and recreation activities for all, which helps encourage improvement in healthy lifestyles and promote social inclusion.

## 5 EQUAL OPPORTUNITIES IMPLICATIONS

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

## 6 BACKGROUND AND PROPOSALS

- 6.1 The Committee is aware that the Chief Executive and Chief Officers continue to monitor and review the organisational structures of departments to deliver efficiency and effectiveness and scrutinise costs. The present organisational structure of the Sports Development Section was agreed to be reviewed as part of the overall formation of the new Leisure and Communities Department, approved by the Personnel Committee on 13 February 2006 (Report No 750-2005 refers).
- 6.2 Personnel and Management Services Committee (Report No 557-2003) dated 9 February 2004 approved the Sports Development Section Plan 2003-2007 and subsequent restructure. The Sports Development Section has since undertaken a performance review and self assessment using the Nationally recognised Quest Management Process which is based on the EFQM, excellence model framework. In addition, the Section has regularly monitored and evaluated all of its programmes and service through an Annual Action Plan review process. Analysis of performance has demonstrated a 100% increase in attendance figures for the whole Section from 65,583 in 2002/2003 to 140,823 in 2005/2006.
- 6.3 On 19 May 2003, the Personnel and Management Services Committee (Report No 271-2003) approved the creation of the N2: Sport Project, funded by the Big Lottery NOPES fund. The project has made a significant impact in the Local Community by increasing the opportunities and physical activity levels as follows:-
- 155 classes per week operating throughout 05/06;  
47,936 attendance in 05/06.
- 6.3.1 The NOPES funding of £275k ceases in September 2006, therefore, exit strategies are being developed to ensure the continuation of as much of the project's programmes as possible through a variety of mechanisms.
- 6.3.2 Firstly, the Sports Specific programme can be sustained through building on the a partnership between SportTayside & Fife, and the re-allocation of resources within Sports Development. It is, therefore, proposed to delete the post of Sports Co-ordinator, graded AP2, 21.75 hours, £16,515 - £17,877 pro rata, and establish 2 x Sports Officer posts, graded AP3, £18,381 - £20,169.
- 6.3.3 A successful partnership has been developed with Active Schools through the establishment of Integrated Sports Planning Groups. Active Schools will lead and deliver a percentage of the Primary School Festival Programme in the future.
- 6.3.4 The Youth Activities and Martial Arts provision will transfer to the Youth Sport Development Project, which provides a Community Sports Service in the Community Regeneration areas across the City.
- 6.3.5 The Holiday Programme will be reallocated to the Youth Sport Development Project to deliver in the CRF areas across the city. To more accurately reflect the duties being undertaken, it is proposed to redesignate the existing Children's Sports/Activities Officer to Community Sports Activities Officer, who will lead, co-ordinate and implement holiday and term-time programmes and events in designate areas of the city.
- 6.3.6 The Basic Moves and Funky Feet Programmes have received Community Regeneration Funding to sustain and promote activities up to March 2008. It is, therefore, proposed to establish a post of Children's Physical Activities Officer, graded AP3/4, £18,381 - £23,034, and Dance Officer, graded AP3, £18,381 - £20,169, up to end March 2008.
- 6.3.7 The posts created under the banner of the N2:Sport Project will cease to exist as of 14 September 2006. It is the intention to redeploy the existing postholders with over 1 year's service into the newly established posts identified within this report, in line with Dundee City Council's redeployment procedures.

- 6.3.8 As a result of reduced funding for the Basic Moves Programme, the post of Sport Coach x 2, 16 hours per week, graded AP1, £15,063 - £16,116 pro rata, will be deleted and two fixed term posts of Sports Coach, 12 hours per week, graded AP1, £15,063 - £16,116 pro rata, will be established until 31 March 2008. The current postholder with over one year's service will be matched into these posts.
- 6.4 The Section has evolved and grown over the past ten years. The duties and responsibilities of the Sports Development Manager were reviewed and regraded by Personnel Committee in August 2005, giving that post a much wider strategic role on behalf of the Leisure and Communities Department. This current review of the management and administration of the Section, has highlighted the need for enhanced management time to ensure the continuous improvement and quality of services. The current post of Physical Activities Development Officer, graded PO3-6, (£27,822-£30,288) is designated to act as depute to the Manager. However, this review has shown that this has not proven to be a practical arrangement, as individual section heads report directly to the Manager or to senior management in the Manager's absence, in respect of their own areas of work.
- 6.4.1 It is, therefore, proposed to delete the posts of Physical Activities Development Officer, graded PO3-6, £27,822 - £30,288, and the Sports Activities Development Officer, graded PO1-4, £23,739 - £28,632, as part of the re-focussing of the management arrangements within the section.
- 6.5 The Physical Activities Team, which aims to increase physical activity levels for children and young people across the City, will be led by a new post of Sports Development Officer (Physical Activities), graded PO1-4, £23,739 - £28,632. It is proposed to match the current Physical Activities Development Officer into this post and to preserve the existing grade of the postholder pending the implementation of single status job evaluation.
- 6.6 Increasing legislation, including health and safety, child protection in sport, employment procedures for sessional coaches, service level agreements with clubs and organisations, has has a significant impact on the workload of the section. It is proposed to establish a post of Sports Development Officer (Policy), graded PO1-4, £23,739 - £28,632, which will be responsible for leading the creation and management of policies and procedures relating specifically to the section. It is proposed to match the current Sports Activities Development Officer into this post and to preserve the grade of the postholder pending the implementation of single status job evaluation.
- 6.7 Furthermore, the increase in the workload highlighted in 6.5 above, together with the increase in the employment of sports coaches, has caused significant pressure on the existing administrative support to the Section. It is, therefore, recommended to delete the existing posts of Administrative Assistant, graded AP1, £15,063 - £16,166, review the job content and establish 2 Sports Administrative Assistant posts, graded AP1, £15,063 - £16,166, to ensure the section is administered efficiently and effectively and all policies, procedures and regulations are adhered to consistently. The present incumbents of the Administrative Assistant posts will be matched into these newly created posts. In addition, it is proposed to establish an additional post of Administrative Assistant (18.5 hours).
- 6.8 One of the recommendations approved in the Personnel Committee Report No 750-2005 was the redeployment of a Senior Clerical Assistant to the Sports Development Section. This post will support the work of the Physical Activities and Sports Specific Teams.
- 6.9 The department has recently developed a Physical Activity Strategy from Birth to 5 (2006-2011) in conjunction with Early Years and Childcare Partnership. National research from sportscotland advocates the need to learn fundamental movement skills in the Early Years. The Section has a number of Officers delivering in the 0-5 Early Years settings across the City.
- 6.9.1 To ensure the Strategy is effectively implemented across the City, and human resources developed and managed to achieve Sure-Start Strategy standards, the duties and responsibilities of the current Pre School Activities Officer have been reviewed and it is proposed to redesignate the post Early Years (0-5) Activities Development Officer and regrade from AP3/4, £18,381 - £23,034, to AP5, £23,739 - £25,857. The regrading is up to March 2008, and will be reviewed along with Sure-Start funding reviews.

- 6.9.2 It is also proposed to redesignate the posts of Youth Sport Officer (Pre-school) to Physical Activity Officer (Sure-Start) and the post of Pre-School Physical Activity Disability Officer to Early Years (0-5) Disabilities Activity Officer, to better reflect the nature of the posts.
- 6.10 The Youth Sports Development Project, currently externally funded until 31 March 2008, will assume the N2:Sport Project's strategic role through allocation of a designated officer to each of the Community Planning Areas (CRF). The duties and responsibilities of the Youth Sports Development Officer have increased to a higher level and, therefore, the post is recommended to be regraded from AP5, £23,739 - £25,857, to AP5/PO4, £23,739 - £28,632.
- 6.11 The Youth Sports Development Project (YSDP) together with the Physical Activities Team will be based in the new Caird Park Stadium Sports Development Offices. The duties and responsibilities of the current YSDP Senior Clerical Assistant will increase. It is recommended that this post is regraded from GS3, £14,466 - £15,063, to GS3/AP1, £14,466 - £16,116. This regrading will commence once the Youth Sport Development Project moves to Caird Park.
- 6.12 The demand for Gymnastics and Football has increased significantly over the past few years. Waiting lists of over 400 children are held for Gymnastics. Football is emerging to show similar trends. Due to public demand, it is therefore recommended to create part-time co-ordinator posts to deliver increased Gymnastics and Football provision in the local Community settings and to co-ordinate the day-to-day operations of the Community classes releasing the Development Officers to tackle issues identified in Dundee's Gymnastics/Trampolining Strategy 2006-2011, and Scottish Football Association's Youth Development Strategy. It is proposed to establish posts of Gymnastics Co-ordinator, graded AP2, 18 hours, £15,063 - £16,166, and Football Co-ordinator, graded AP2, 18 hours, £15,063 - £16,166, up to end March 2008. The growth of these sports has resulted in an increase in the duties and responsibilities of the Gymnastics and Football Development Officers, therefore, it is recommended to regrade these posts from AP3/4, £18,381 - £23,034, to AP4, £20,808 - £23,034. Furthermore, the Gymnastics/Trampolining Strategy has identified an increase in the duties being undertaken in respect of Trampolining. It is, therefore, proposed to redesignate the post of Gymnastics Development Officer to Gymnastics and Trampolining Development Officer.
- 6.13 The success of the Sports Specific Development Officers working together through Planning Groups to achieve increasing participation levels and improved sports pathways is evident. It is, therefore, proposed to improve the integration and create a team of Sports Specific Development Officers, led and managed by a new post of Sports Development Officer (Sports Specific), graded PO1-4, £23,739 - £28,632. Recruitment into this post will be open to officers currently employed in the section graded AP5 and above.
- 6.14 The recent launch of "ClubDundee" (now viewed as one of Scotland's leading club development programmes) aims to empower local sports clubs to embrace their long term development, hence contributing to Dundee's Community Plan themes of Building Stronger Communities and Health and Care.
- 6.14.1 The Sports Development section is currently rolling out the scheme to 15 sports clubs in the City. The implementation of ClubDundee, along with the investment and development of coaches and volunteers across all Sports Development programmes, changed the focus and the responsibilities of the existing Community Sports Development Officer, graded AP3/4, £18,381 - £23,034. To reflect the change, it is recommended to regrade and redesignate this post to Coach/Club Development Officer, graded AP4, £20,808 - £23,034.
- 6.15 The Section encourages the integration for children with a disability within all of its programmes, it is, therefore, recommended to delete the vacant post of Disability Sports/Activities Officer and ensure the provision for children with a Disability is an integral part of all section's officers' job remits.
- 6.16 This section review has highlighted the requirement to look at the overall role and remit of all officers currently involved in the provision of disability sports. It is proposed to undertake a separate review of these officers over the next 12-18 months.

- 6.17 It is proposed to redesignate the post Swimming Development Officer to Aquatic Development Officer to better reflect the activities within Dundee's Aquatic Strategy 2004-2008. However, the duties and responsibilities of this post will have to be reviewed over the next 12 months in light of the creation of the new Regional Swimming Development Manager within SportTayside and Fife Partnership, the duties of which will impact on the workload of this post.
- 6.18 It is proposed to delete the vacant posts of Playworker (20 hours per week) and Physical Activities Leader (16 hours per week) both graded GS1/2, £10,671 - £14,220 pro rata.

## **7 CONSULTATION**

- 7.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and Assistant Chief Executive (Community Planning) have been consulted on this report and are in agreement with its contents. The trade unions have also been consulted.

## **8 BACKGROUND PAPERS**

- 8.1 None.

Stewart Murdoch  
Director of Leisure And Communities

16 June 2006

Jim Petrie  
Assistant Chief Executive (Management)

16 June 2006

**LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION****DELETION OF POSTS**

<b>POST TITLE</b>	<b>GRADE</b>	<b>SALARY</b>
Physical Activities Development Officer	PO3-6	£27,822 - £30,288
Sports Activities Development Officer	AP5/PO4	£23,739 - £28,632
Sports Co-ordinator (21.75 hours)	AP2	£16,515 - £17,877 (pro rata)
Disability Sports/Activities Officer (21.75 hours)	AP2	£16,515 - £17,877 (pro-rata)
Administrative Assistant x 2	AP1	£15,063 - £16,116
Sports Officer (16 hours) x 3	AP1	£15,063 - £16,116 (pro-rata)
Playworker (20 hours)	GS1/2	£10,671 - £14,220 (pro rata)
Physical Activities Leader (16 hours)	GS1/2	£10,671 - £14,220 (pro rata)

**Appendix 2****LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION****ESTABLISHMENT OF POSTS - PERMANENT**

<b>POST TITLE</b>	<b>GRADE</b>	<b>SALARY</b>
Sports Development Officer (Physical Activities)	PO1-4	£23,739 - £28,632
Sports Development Officer (Sports Specific)	PO1-4	£23,739 - £28,632
Sports Development Officer (Policy)	PO1-4	£23,719 - £28,632
Sports Officer x 2	AP3	£18,381 - £20,169
Sports Administrative Assistant x 2	AP1	£15,063 - £16,166
Administrative Assistant (18.5 hours)	AP1	£15,063 - £16,166 (pro rata)

**ESTABLISHMENT OF POSTS - FIXED TERM TO 31 MARCH 2008**

<b>POST TITLE</b>	<b>GRADE</b>	<b>SALARY</b>
Children's Physical Activities Officer	AP3/4	£18,381 - £23,034
Dance Officer	AP3	£18,381 - £20,169
Gymnastics Co-ordinator (18 hours)	AP1	£15,063 - £16,166 (pro-rata)
Football Co-ordinator (18 hours)	AP1	£15,063 - £16,166 (pro-rata)
Sports Officer (12 hours) x 3	AP1	£15,063 - £16,116 (pro-rata)

**LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION****REDESIGNATION AND REGRADING OF POSTS**

<b>POST TITLE</b>	<b>GRADE</b>	<b>SALARY</b>
Pre-school Activities Officer TO	AP3/4	£18,381 - £23,034
Early Years (0-5) Disabilities Activities Officer	AP5	£23,739 - £25,857*
Gymnastics Development Officer TO	AP3/4	£18,381 - £23,034
Gymnastics and Trampolining Development Officer	AP4	£20,808 - £23,034
Community Sports Development Officer TO	AP3/4	£18,381 - £23,034
Club & Coach Development Officer	AP4	£20,808 - £23,034

\* This regrading is up to 31 March 2008, in line with current Sure-Start funding.

**LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION****REGRAIDING OF POSTS**

<b>POST TITLE</b>	<b>GRADE</b>	<b>SALARY</b>
Youth Sport Development Officer	AP5	£23,739 - £25,857
	TO	
	AP5/PO4	£23,739 - £28,632
Football Development Officer	AP3/4	£18,381 - £23,034
	TO	
	AP4	£20,808 - £23,034
Senior Clerical Assistant	GS3	£14,466 - £15,063
	TO	
	GS3/AP1	£14,466 - £16,116

**LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION****REDESIGNATION OF POSTS****POST TITLE (current)**

Swimming Development Officer  
Children's Sports/Activities Officer  
Youth Sports Officer (Pre-school)

**POST TITLE (proposed)**

Aquatic Development Officer  
Community Sports/Activities Officer  
Physical Activities Officer (Sure Start)

Appendix 6**LEISURE AND COMMUNITIES DEPARTMENT - SPORTS DEVELOPMENT SECTION**

	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>
<b>Posts Established</b>	<b>101,538</b>	<b>206,767</b>	<b>209,730</b>
<b>Regraded Posts</b>	<b>1,541</b>	<b>5,849</b>	<b>9,376</b>
<b>Total Additional Expenditure</b>	<b>103,079</b>	<b>212,616</b>	<b>219,076</b>
<b>Funded By</b>			
<b>Posts Deleted and Regraded</b>	<b>72,482</b>	<b>147,768</b>	<b>149,730</b>
<b>Reduction of Non Staff Costs Budgets</b>	<b>40,000</b>	<b>47,000</b>	<b>47,000</b>
<b>Total Funding Available</b>	<b>112,482</b>	<b>194,768</b>	<b>196,730</b>
<b>Revenue Budget Deficit/(Surplus)</b>	<b>(9,403)</b>	<b>17,848</b>	<b>22,376</b>