



**Armagh City
Banbridge
& Craigavon
Borough Council**

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Leisure Transformation

Review of the Health and Recreation Department



What we are going to cover today



Phase one:

Transformation of indoor Leisure Review of the Health and Recreation Department.

Phase two:

Commencement of the Review of Health and Recreation Department.

Phase three:

Completing the RPA Structures as agreed in 2015 with the amalgamation of the three Councils.

Phase Four:

Complete the review and implementation the transformation of the Health and Recreation Department.

Phase 1: Transformation of indoor Leisure



In 2018, following Council decision to keep the operation of indoor Leisure 'in house, South Lake Leisure Centre (SLLC) became the focal point and instigation of ABC Councils transformation/ change management programme to allow four service teams to work together:

It was agreed that Council needed to transform the existing service by :

- Setting clear aims and objectives (timeframe for transformation).
- Leadership programmes developed for staff.
- New job descriptions agreed for staff.
- Harmonisation of the pay structures.
- Structured training plan introduced.
- Harmonising of work practices.

In order to make this transformation process work we engaged with Members of Council, Unions, staff, customers and external stakeholders.

The transformation of indoor leisure took place over two year period with all changes now implemented in indoor Leisure as of November 2021.

Phase 2 : Review of Health and Recreation Department



STEP 1 What is the review for

- What we deliver.
- Why we deliver in the way that we do.
- How effective is our delivery of the service.
- Should we be doing something else instead? If so, what and how?

STEP 2 What are the review objectives?

- To determine Members priorities using an evidenced-based approach.
- To align resources to achieving the priorities.
- To rationalise resources (improving effectiveness and create efficiencies).
- But not all about savings: could be about reinvestment/reallocation/redistribution.
- To inform a departmental restructure to meet the revised priorities ('form to follow function').
- To develop a Performance Monitoring Framework (PMF) to monitor delivery using KPIs.

STEP 3 & 4 What's in scope?

- H&R (including SLLC/IL).
- Other related services eg, Parks & Open Spaces, Grounds Maintenance, Community Services, Capital Programme.
- To ensure a joined-up/ collaborative approach.
- Relationships with external partners/ funders.

STEP 5 Outcomes

- Delivering more efficient services.
- Work together more effectively
- Insure we deliver on members priorities
- Restructure to deliver the service effectively and efficiently.
- Restructure to harmonise JD's.
- Deliver on the KPI's set.

Review to date

As part of the review, a number of workshops have taken place with Members (both at a Party Grouping level and at Leisure & Community Services committee). The output of these workshops are a set of priorities and agreed principles that we will use to develop an action plan for the next three years (2022-2025). The priorities and principles are set out below:

MEMBERS PRIORITIES

Important issues • Health • Wellbeing • Inequalities

Prioritise: • General health improvements • Mental health • Children and young adults • Health inequalities

Target resources : 80% on general health improvements 20% on the other priorities

Improve all services in terms of : Efficiency • Effectiveness

DEVELOP A THREE YEAR PLAN

- Define our objectives more clearly and in-line with Member priorities.
- Better align our activities with those objectives.
- It is proposed to use the 5 Ways to Wellbeing as the template.
- Build on the GetMoving Framework.
- Activities to be designed based on evidence of what works.
- Develop an integrated programme of activity across H&R/CD/Env Services.
- Restructure H&R to better align to the priorities.
- Address inconsistencies in terms of policy and practice.
- Develop the three year plan in line with the council's efficiencies and transformation agendas

Workstreams

- The Programme Group – What activities do we need to run in order to realise the vision and hence what functions will each service carry out?
- The Infrastructure Group – What buildings and assets do we need in order to realise the vision and how can we best use the assets that won't be required? in particular identifying opportunities to invest/disinvest
- Consistency & Alignment – How do we identify anomalies and develop strategies to minimise them? In particular, Reviewing Fees & Charges and harmonising our policies and procedures across the Borough
- The Relationships Group – Who, internally and externally, needs to be involved in order to realise the vision? What facilities and services will be involved and how do they work together effectively and efficiently?
- The Engagement Group – what do the stakeholders think of the Vision and how can they help to shape it

Groups led by H&R managers; but includes Community Development, Environmental Services, Finance

Structures



Part of this review will also mean looking at structure of the Department;

- When the three Councils amalgamated in 2015 under RPA a new structure for the department was agreed; however this structure was not fully implemented.
- As this was not fully implemented we now need to re-visit the RPA structure that was agreed at that time in order to allow us to move forward with the review of the Department as a whole.

You will all be aware there will be issues that need to be addressed during this process, including :-

- The different job descriptions both in style and content.
- Some Single Status appeals still outstanding.
- Different approaches to Job Evaluation across the previous Councils.
- Staff taking on additional duties since April 15.
- Staff on long term secondment/acting up/fixed term and temporary contracts.
- That we ensure equality and fairness and transparency throughout the process.

Commitments



- Unions will be involved through out this process
- Consultation will take place regarding JDs with staff during June/July.
- Small Group (for those undertaking the same duties) or Individual Meetings will be organised if requested.
- If your JD is changing from a legacy Council to ABC – **your terms and conditions will NOT be affected.**
- All new JD's must be finished by August 22.
- No member of staff will be at detriment.
- There will be no redundancies.

Moving forward



Once the RPA issue has been resolved we will then continue with the review of the H & R Department and build on the work that has already taken place to date:

- A number of workshops have already taken place with Members who detailed what their priorities for the department should be.
- Report to Leisure & Community Services Committee 13th June
- We will hold further staff engagement sessions with staff to discuss the review.
- We will continue to engage with staff on a fortnight basis through the Leisure Matters information magazine will continue for all H & R staff to ensure that you are kept informed with the review progress.
- We will look at appointing a number of Champions within the department to help share information with colleagues.
- Work collaboratively with union representatives

We will be open with you and share information with you as soon as we are able to

Questions and comments