

DUNDEE CITY COUNCIL

REPORT TO: Policy and Resources Committee - 18 June 2001
Personnel and Management Services Committee - 18 June 2001

REPORT ON: Formation of New Department of Leisure and Arts

REPORT BY: Chief Executive
Director of Personnel and Management Services

REPORT NO: 363-2001

1 PURPOSE OF REPORT

- 1.1 To recommend the merger of the Leisure and Parks and Arts and Heritage Departments into a new Leisure and Arts Department; the transfer of certain Ground Maintenance Work to Dundee Contract Services; and to agree an organisational structure for the new department.

2 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:-

- 2.1 approves the merger of Leisure and Parks and Arts and Heritage into a new Leisure and Arts Department;
- 2.2 approves the transfer of certain Ground Maintenance and related work as detailed in this report to Dundee Contract Services.

It is recommended that the Personnel and Management Services Committee:-

- 2.3 approves the revised grades shown at Section 10, and approves the organisational structure and grades outlined in the appendices to this report;
- 2.4 notes that the appointment of the Director of Leisure and Arts will be made by the Personnel Appointments Sub-Committee, the first meeting of which to agree the job description, person specification and advertisement for the post will be held prior to the Council recess;
- 2.5 instructs the Chief Executive and the Director of Personnel and Management Services to initiate consultations with the appropriate trade unions on the filling of all other posts in the new structure, as outlined in paragraph 11.2.

3 FINANCIAL IMPLICATIONS

- 3.1 The adoption of the recommendations contained in this report will result in a full year saving in the region of £230,000. A summary of these savings is outlined at Appendix 7.
- 3.2 The full savings will take time to be achieved, as existing postholders unplaced in the new structure will need to be redeployed and/or possibly retrained. There may also be early retirements in a limited number of cases.

- 3.3 It is proposed that any saving achieved in the financial year 2001/2002 be vired to essential maintenance work on Leisure and Arts buildings.

4 **LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 It is anticipated that the new Leisure and Arts Department will emphasise the delivery of Leisure and Arts services in ways which will ensure that local needs are met locally, access is strengthened and increased, and that opportunities for culture, leisure and recreation are readily available to all.

5 **EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 The Leisure and Arts Department will emphasise equality for all in access to the city's leisure and arts services. The appointment process will be carried out in accordance with the Council's Equal Opportunities Policy.

6 **BACKGROUND**

- 6.1 At its meeting on 26 February 2001, the Personnel and Management Services Committee considered an agenda note by the Chief Executive and Director of Personnel and Management Services. The Committee approved the retiral of the Director of Leisure and Parks and authorised the Director of Personnel and Management Services and Chief Executive to prepare an organisational structure merging the existing Leisure and Parks and Arts and Heritage Departments.

- 6.2 The following Senior Management Structures for Leisure and Parks and Arts and Heritage Departments are currently in place:-

Director of Leisure and Parks, CO31 (£57,159)
 Parks Manager, SCP60-63 (£43,290 - £46,338)
 Leisure and Sports Manager, SCP53-56 (£36,693 - £39,369)
 Director of Arts and Heritage, CO24 (£48,138)
 Arts and Heritage Manager, SCP49-52 (£33,483 - £35,877)
 Arts and Heritage Manager, SCP46-49 (£31,221 - £33,483)

7 **CONSIDERATION/BENEFITS OF MERGER**

- 7.1 The merger will bring together all of the City's parks, indoor and outdoor leisure facilities, museums and arts facilities, relationships with external sports and arts providers (including Dundee Ice Arena, Dundee Rep and Dundee Contemporary Arts) within one integrated department.

This will maximise the opportunities for joined up working. A clear focus on decentralised and devolved management to individual parks, leisure and arts facilities (each with a dedicated team) will provide ownership at a local level encouraging diverse and stimulating programmes of activity throughout the city.

- 7.2 The merger and creation of dedicated teams for each of the City's parks will eliminate the traditional client and contractor split within the new Department, allowing for clear management and development responsibility. This will remove traditional shared responsibility and potential for overlap.
- 7.3 The merger will provide efficiencies of scale and cost savings through a reduction in both Senior Management and Administration.
- 7.4 The transfer of non parks related ground maintenance work (and limited large cyclical work in Parks) will enable Dundee Contract Services to establish a single contracting group for both grounds and building maintenance. Cost savings will be achieved through the amalgamation of support functions, the elimination of duplicated roles and more effective use of resources.

8 LEISURE AND ARTS DEPARTMENT – KEY PRINCIPLES

- 8.1 The proposed merger has provided an opportunity for existing Senior Management in both Leisure and Parks and Arts and Heritage to review existing practice and define key principles which will underpin the new department. These are:-

8.1.1 **Joined Up Working**

To maximise the opportunities for integrated operational delivery, all service delivery (across Parks, Leisure and Arts) to be brought together under a single Leisure and Arts Operations Manager. This will encourage working across traditional professional boundaries and ensure that the Council gets the best out of its various leisure and arts buildings and facilities. Greater flexibility will be possible in responding to local needs, and a more holistic approach to maximising the benefits of leisure and arts provision will be possible.

8.1.2 **Delivering Services Locally**

The Leisure and Arts Department will provide a focus on decentralised and devolved operational management. The creation of dedicated teams and a clear single point of management responsibility (with devolved responsibility for both budgets and operational decision making) will be established for each of the department's leisure, art and parks facilities.

8.1.3 **Clear Developmental Focus**

The emphasis on local ownership of service delivery will be complemented by a strong focus on leisure and arts development. Dedicated teams for business, sport, arts and environmental development will be established reporting to a Leisure and Arts Development Manager. The development division will:-

- promote and maximise the contribution of Leisure and Arts in Dundee to the development of; education and lifelong learning; improved health; social justice; economic development and urban regeneration;
- enrich the quality of life of citizens of Dundee and visitors to the city by delivering accessible attractive and exciting leisure and arts facilities, services and activities;
- enable as many people as possible to participate and develop their full potential in sports and the arts;
- develop partnerships with other key agencies, to ensure that inward investment and

income is maximised ;

- maintain and strengthen the city's growing cultural profile and the economic and regeneration impact of this activity;
- enhance the quality of the urban environment.

8.1.4 **Effective Financial and Administrative Control**

An integrated and efficient Services Division will provide a clear financial and administrative support service to the new Department, led by a Leisure and Arts Services Manager.

The opportunity has been taken to centralise the administration of the payroll function in the Finance Department Payroll Section, in line with opportunities identified by the Best Value Review of Payroll, agreed by the Best Value Sub Committee of 31 January 2000. This involves the transfer of duties relating to the input and processing of payroll and the establishment of two posts of Clerical Assistant, graded GS1/3 (£9,180 - £13,164).

8.1.5 **Local Parks Management**

The Leisure and Arts Department will focus on managing and maintaining the city's country park, parks and playgrounds with dedicated teams of staff maximising local ownership. An elimination of the traditional client contractor split will ensure resources are invested in delivering quality services. The new focus on local parks management will ensure that leisure management and grounds maintenance delivery (including park areas, golf, grass sports pitches, planted areas, borders, pitch and putt, tennis, cricket, playgrounds in parks, agriculture, gamekeeping and leisure management) is provided by a dedicated team of operatives for each park. It is further anticipated that this new focus will be augmented by the definition of a new Service Level Agreement with Dundee Contract Services for limited (large cyclical) contracted elements of work within Parks. This would replace the current complex and administratively inefficient Schedule of Rates.

9 **DUNDEE CONTRACT SERVICES: GROUNDS AND BUILDINGS MAINTENANCE CONTRACTOR**

9.1 It is proposed that non parks related grounds maintenance and limited cyclical works within Parks (where efficiencies of scale make this more cost effective) are transferred to Dundee Contract Services to be delivered by a new integrated Grounds and Buildings Maintenance Contractor.

9.2 The new DSO Section within Dundee Contract Services will undertake both Client and Contractor roles for Ground Maintenance for all Council Departments, with the exception of the new Leisure and Arts Department.

Dundee Contract Services will also take responsibility for the workshops, plant, equipment, stores, glasshouse, nursery, sawmill, forestry and arboriculture.

The work to be undertaken for other departments will include Housing Landscape Areas, the Garden Maintenance Scheme, Maintenance for all Open Spaces, Landscape Contracting, Playground Areas including equipment maintenance, work formerly undertaken by the ex TRC Contract, and any other work required by Council departments.

The Section will also provide support to Leisure and Arts (where efficiencies of scale apply) for the provision of fencing works, specialist grass cutting, plants and playground repairs.

9.3 The establishment of this new DSO section in Dundee Contract Services will provide for benefits which include:-

- All functions will operate initially under the auspices of Schedule of Rates Contracts, requiring similar administrative support for wages and billing etc and similar purchasing systems and contract costing systems, offering efficiencies of scale. Once established, an integrated move away from Schedule of Rates to a more effective Service Level Agreement will also be progressed.
- All functions require fleet management, plant maintenance and stores operations which will be brought together in the new structure.
- This level of synergy enables the transfer of clerical and administrative roles only (supervisory roles being already in place at Dundee Contract Services), thereby decreasing overhead costs.
- The establishment of a combined workforce will enable indirect costs to be allocated and absorbed over a larger productive base, thereby making the merged department as a whole more competitive.
- There will be opportunities to reduce the costs of some functions by providing them internally rather than buying in from central services.
- The management information requirements are derived from similar operations and will therefore require reduced overall maintenance and support costs.
- Accommodation at Dundee Contract Services' premises on Clepington Road is sufficient to meet requirements thereby giving the opportunity to reduce property costs.
- This proposal moves the Council forward in terms of Joined-Up Services and the concept of reducing customer journey, by bringing together grounds and buildings maintenance in a single department.
- It is anticipated the above efficiencies will result in immediate savings of £56,000 over the retention of this work in a stand alone Leisure and Arts DSO.

10 PROPOSED STRUCTURE

10.1 The Senior Management Structure proposed by the Chief Executive and Director of Personnel and Management Services for the Leisure and Arts Department is as follows:-

Director of Leisure and Arts, CO31 (£57,159)
 Leisure and Arts Operations Manager, SCP57-60 (£40,311 - £43,290)
 Leisure and Arts Development Manager, SCP54-57 (£37,554 - £40,311)
 Leisure and Arts Services Manager, SCP47-50 (£31,932 - £34,242)

10.2 A detailed structure for the Leisure and Arts Department, reflecting the key principles outlined in section 8 for Operations, Development and Services Divisions, is provided in Appendices 1-4.

10.3 A structure for the Finance Department Payroll Section is shown at Appendix 5.

- 10.4 A structure for the Dundee Contract Services Grounds Maintenance Group is provided at Appendix 6.
- 10.5 The new structures maintain current permanent numbers of grounds maintenance and leisure operatives redistributing them between the Leisure and Arts Parks Teams and Dundee Contract Services.
- 10.6 The new structures include a number of new posts, re-designated posts and posts which transfer from existing departmental structures.
- 10.7 The operation of the new structure will be closely monitored following its implementation and will be subject to a follow-up review after a period of 6-12 months has elapsed.
- 10.8 The role, duties and grade of the post of Parks Manager within Dundee Contract Services will be reviewed once the leisure and grounds maintenance DSO workload has been fully integrated within the DLO organisation.

11 APPOINTMENTS PROCESS

- 11.1 It is proposed that appointment to the post of Director of Leisure and Arts should be made by inviting applications from existing employees of the City Council. The appointment will be made by the Personnel Appointments Sub Committee.
- 11.2 It is proposed that, following consultation with the appropriate trade unions, a process of job content matching or competitive interview from existing employees of the Leisure and Parks and Arts and Heritage Departments will be decided upon for each post in the new structure, with the exception of the post of Leisure and Arts Services Manager, which should be advertised Council-wide, and the post of Health and Safety Officer which, due to its specialised nature, should be advertised Council-wide and externally.
- 11.3 The new ground maintenance teams in Leisure and Arts and Dundee Contract Services will be established initially by job content matching, with a limited number of appointments made by inviting applications from existing employees of Leisure and Parks.

12 CONSULTATION

- 12.1 The Directors of Finance, Support Services, Corporate Planning, Dundee Contract Services, Arts and Heritage and Leisure and Parks were consulted in the preparation of this report.

13 BACKGROUND PAPERS

- 13.1 No background papers as defined by section 50D by Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report).

14 **SIGNATURE**

A. Stephen
Chief Executive

Date

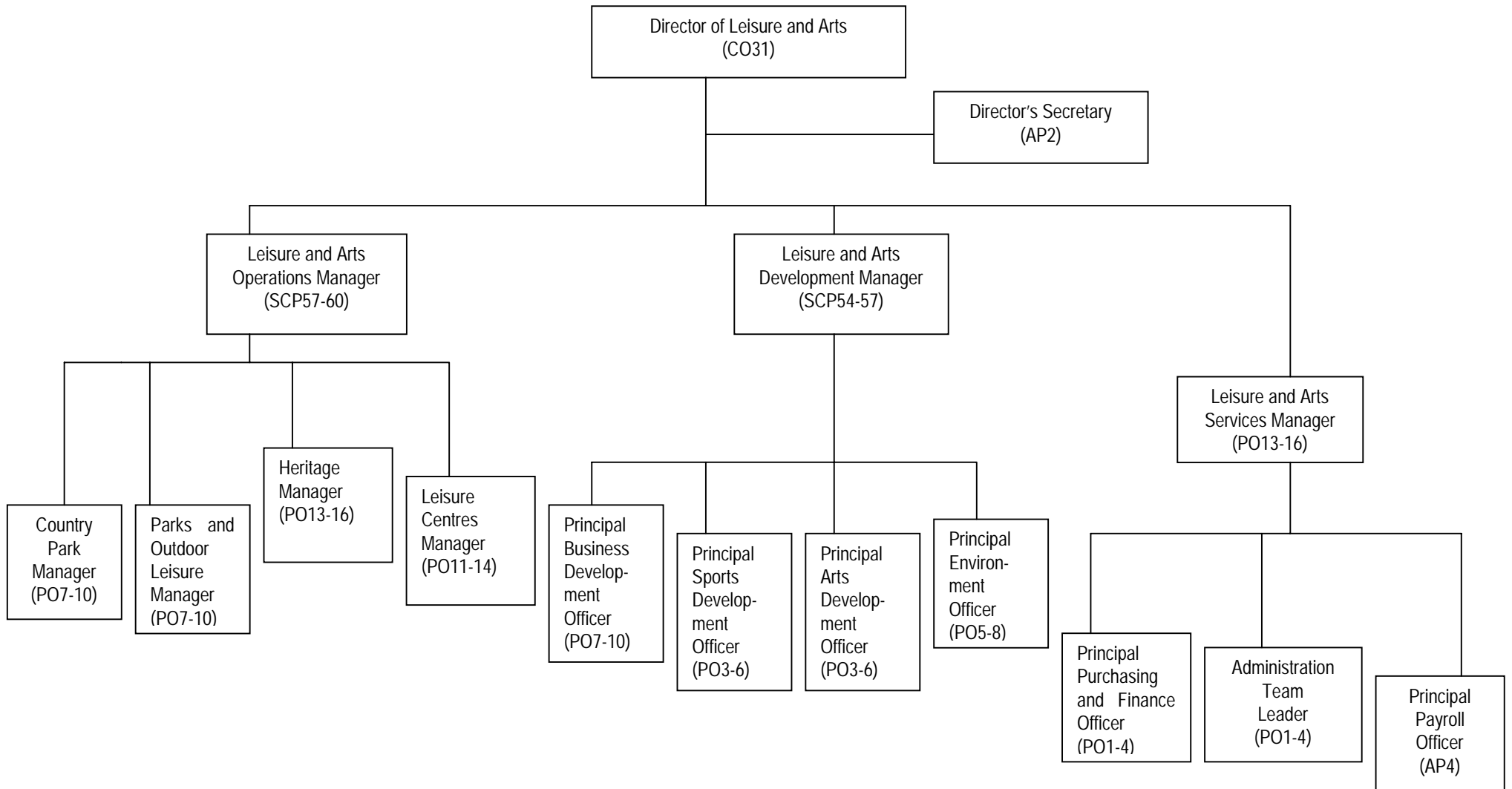
J.C. Petrie
Director of Personnel and Management Services

Date

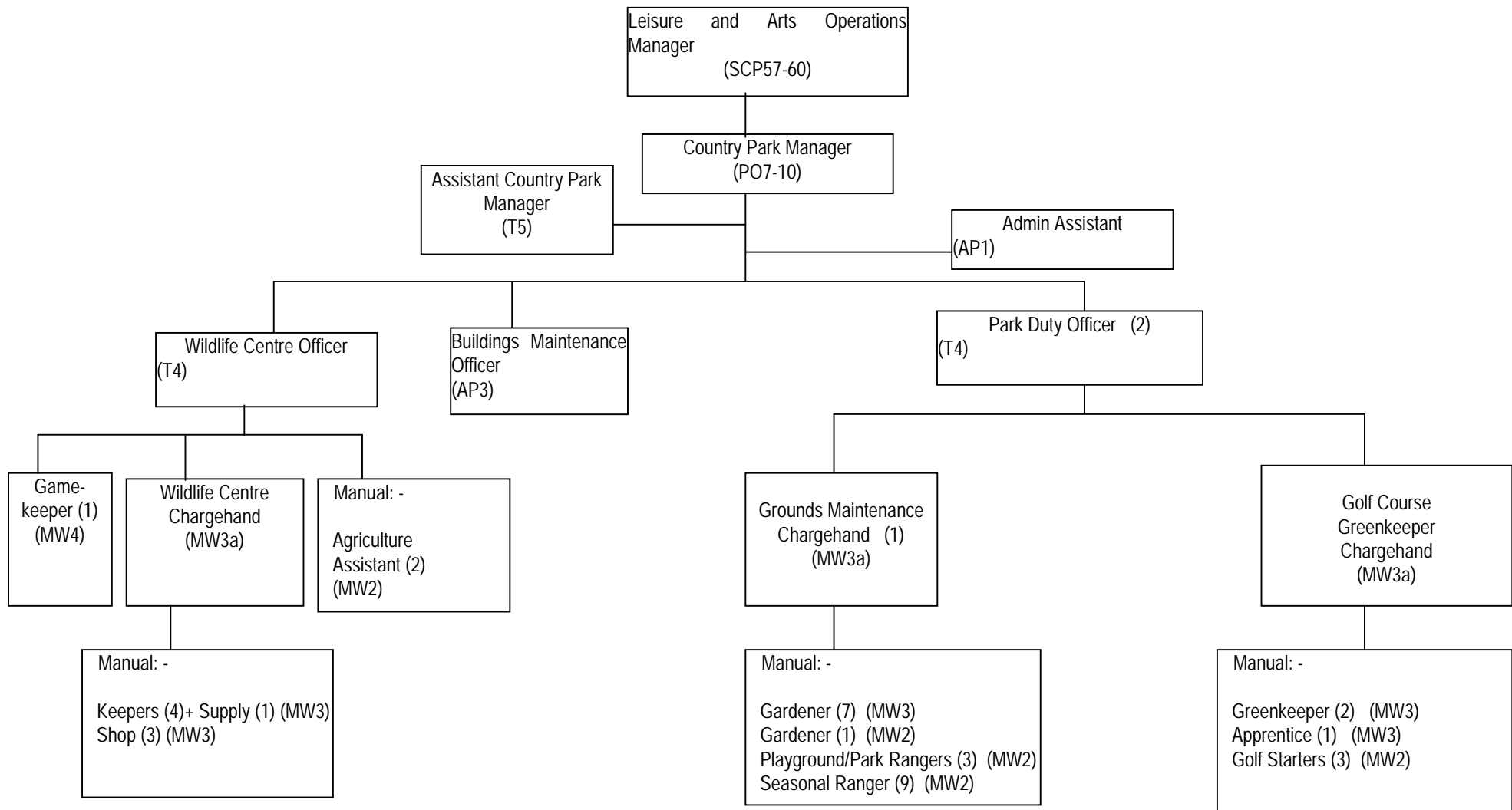
APPENDICES

- Appendix 1-4 Leisure and Arts Department Proposed Structure
- Appendix 5 Finance Department Payroll Section Structure
- Appendix 6 Dundee Contract Services Proposed Structure
- Appendix 7 Summary of Savings

LEISURE AND ARTS SENIOR MANAGEMENT STRUCTURE

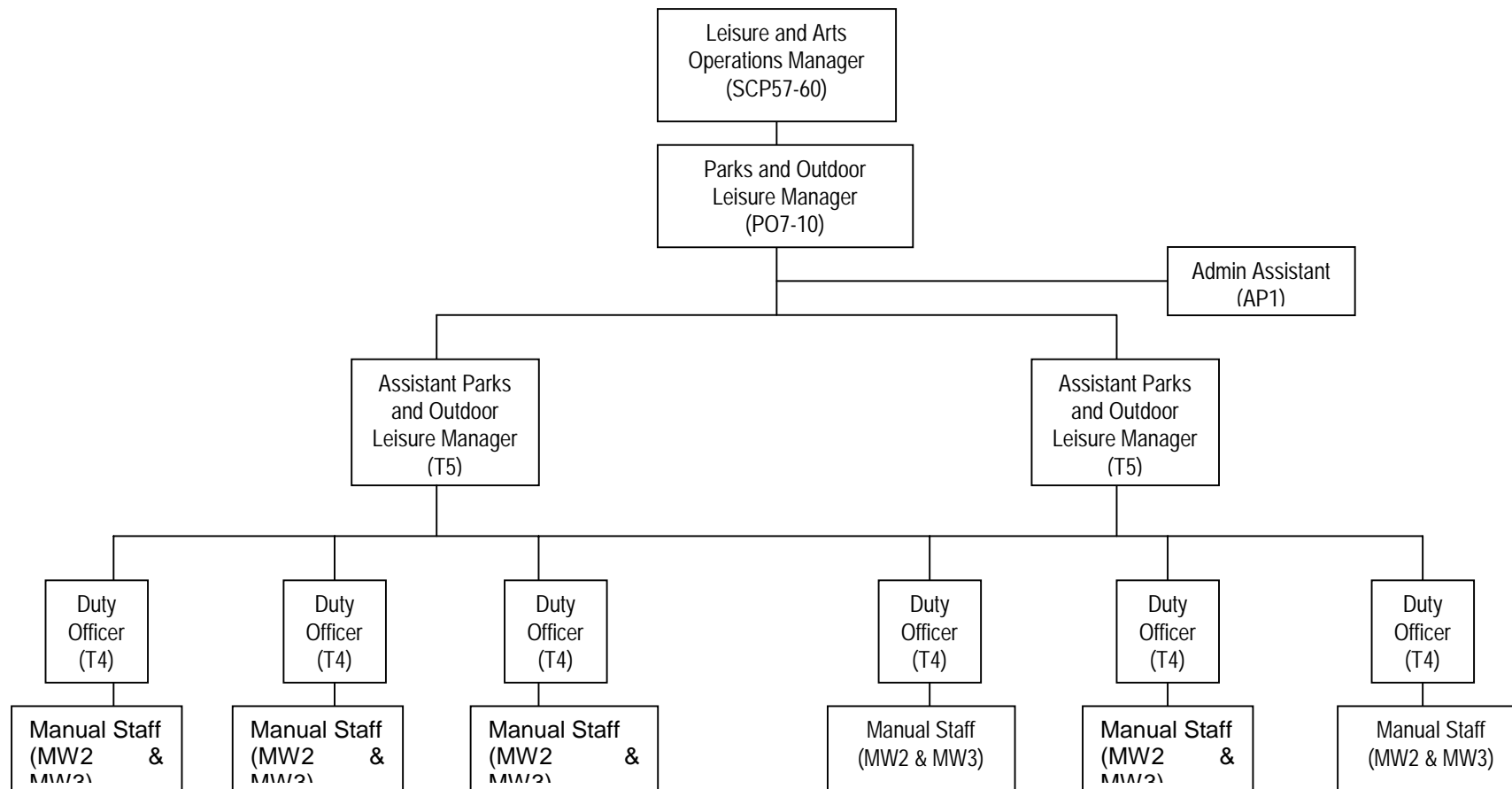


LEISURE AND ARTS OPERATIONS DIVISION (COUNTRY PARK)



Staffing: -
20 Manual (including seasonal and part time staff)

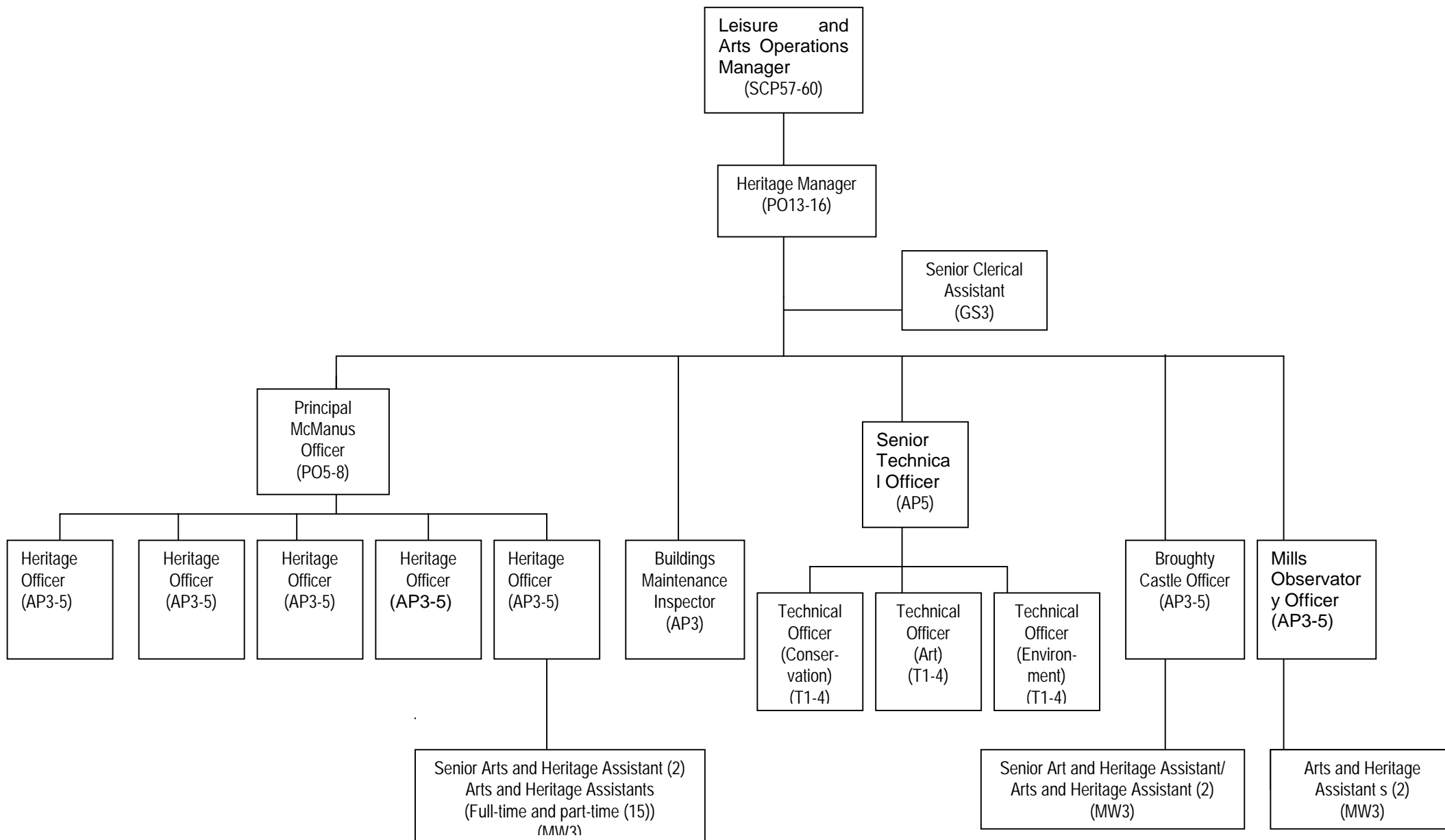
LEISURE AND ARTS OPERATIONS DIVISION (PARKS)



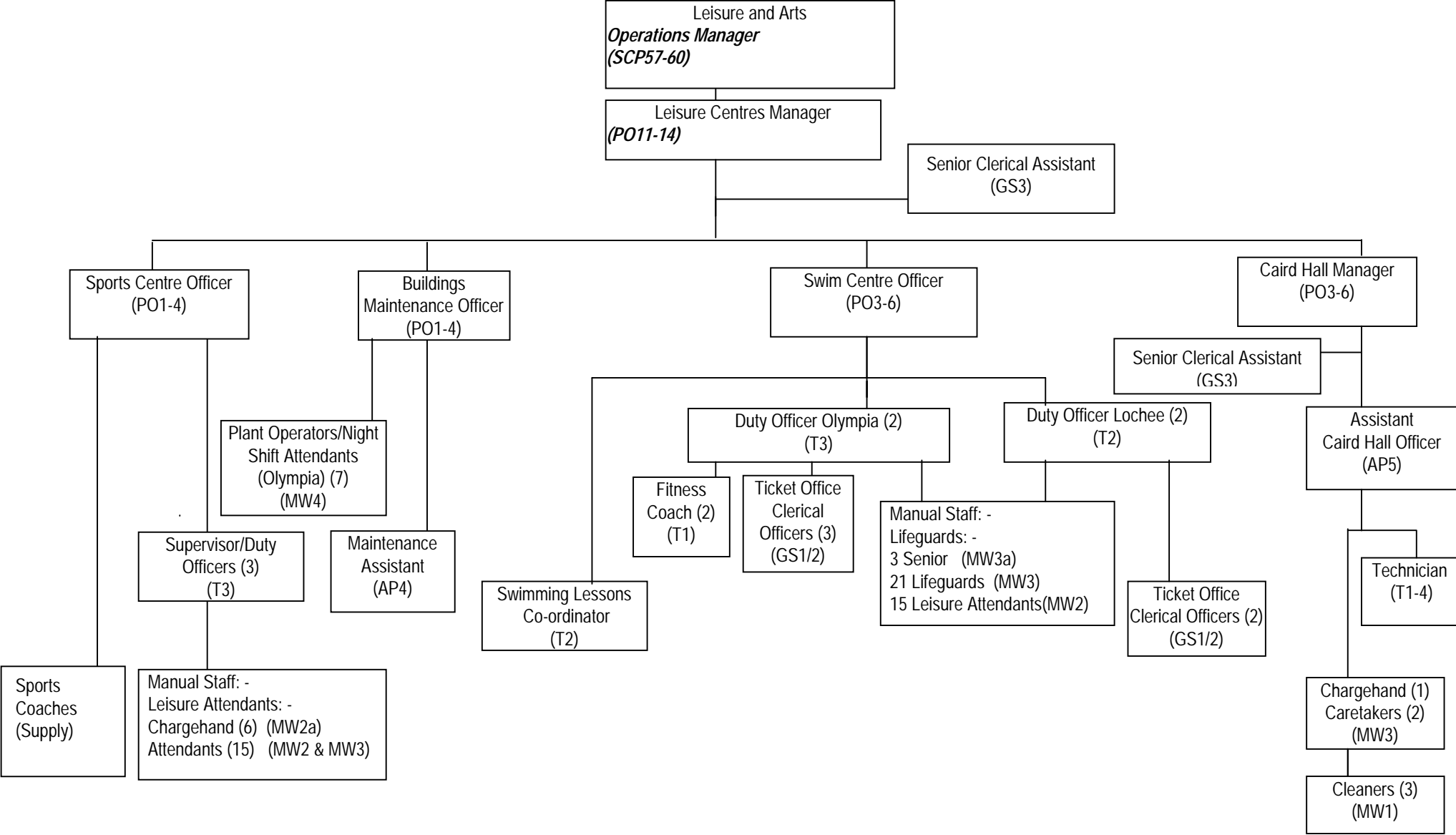
Total Number of Manual Staff: 79 + temps

Responsibilities include: bowling, cemeteries, cricket, golf, grass sport pitches, planted areas, perimeter borders, planting, pitch & putt, sports work, tennis, playgrounds in parks, agriculture

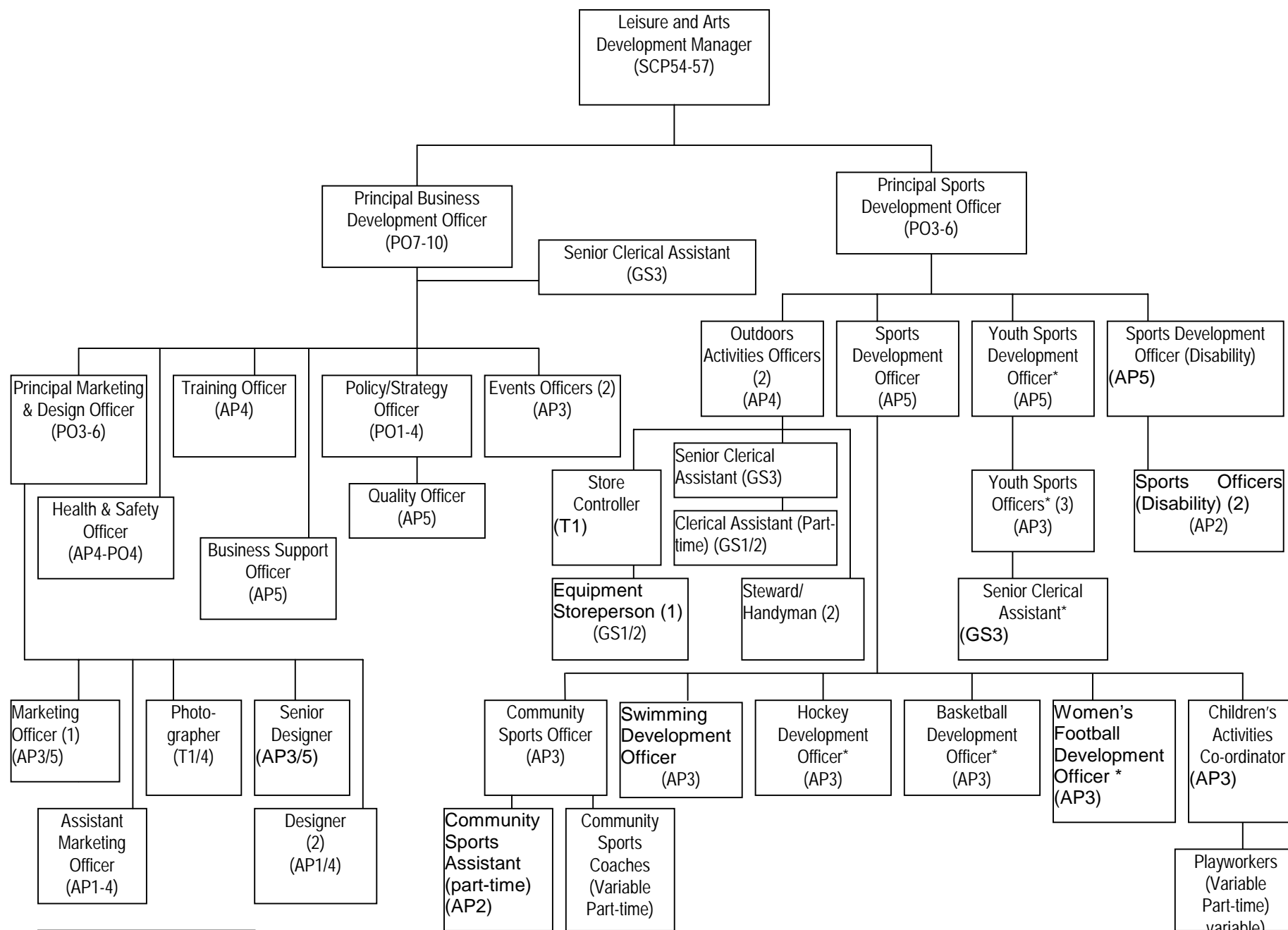
LEISURE AND ARTS OPERATIONS DIVISION (HERITAGE)



LEISURE AND ARTS OPERATIONS DIVISION (LEISURE CENTRES)

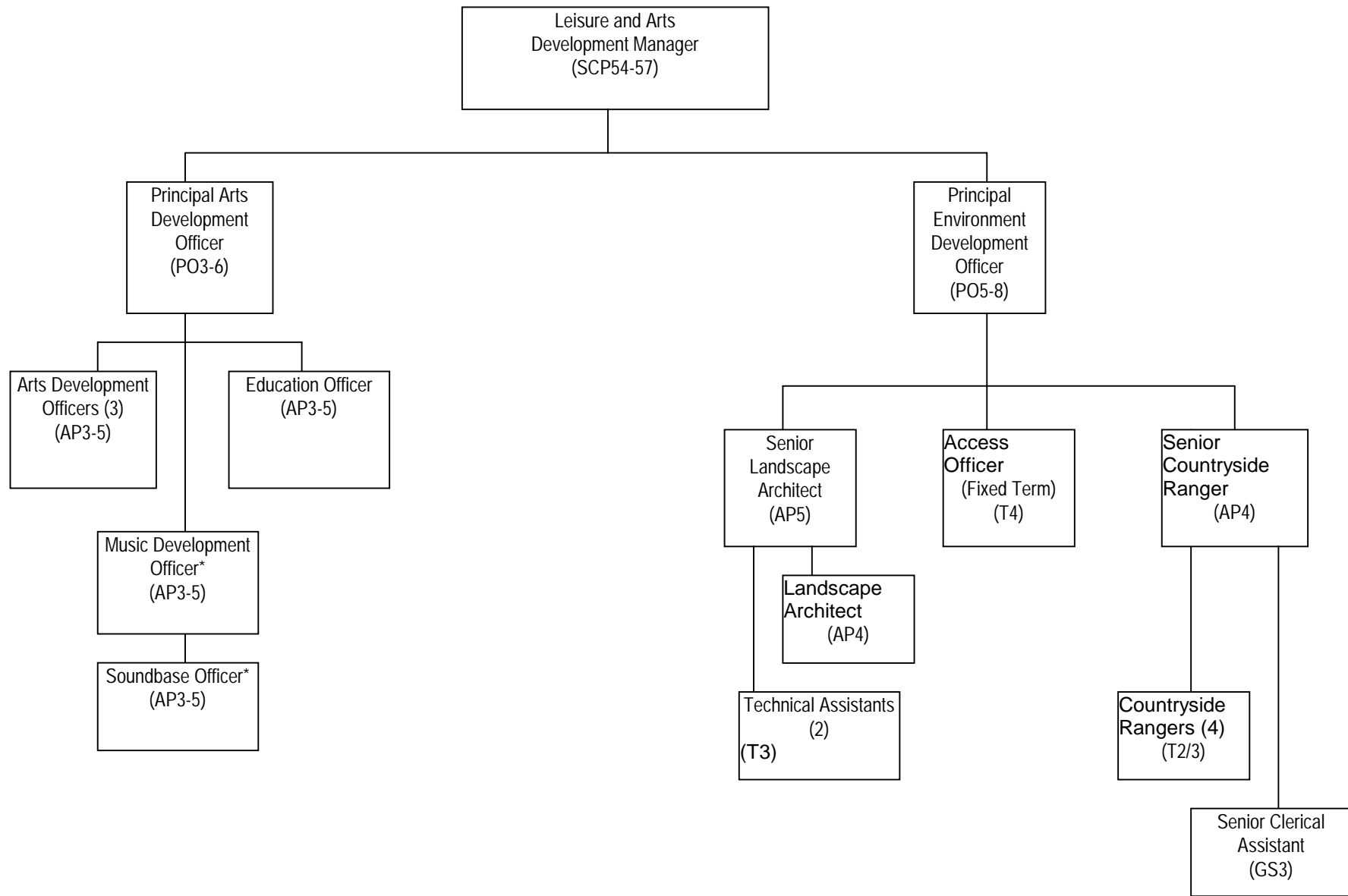


LEISURE AND ARTS DEVELOPMENT DIVISION (BUSINESS AND SPORTS)



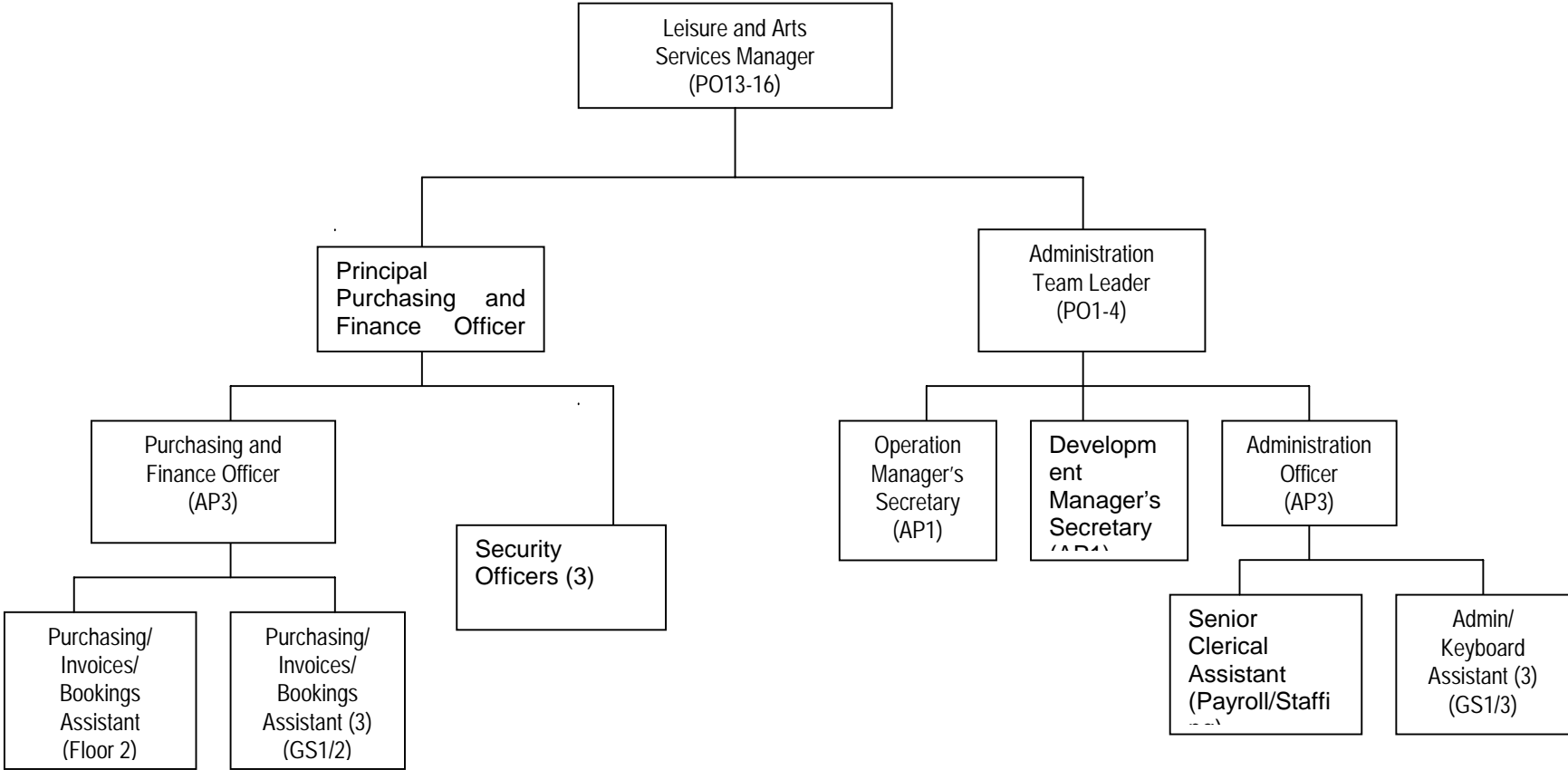
* Externally funded

LEISURE AND ARTS DEVELOPMENT DIVISION (ARTS AND ENVIRONMENT)



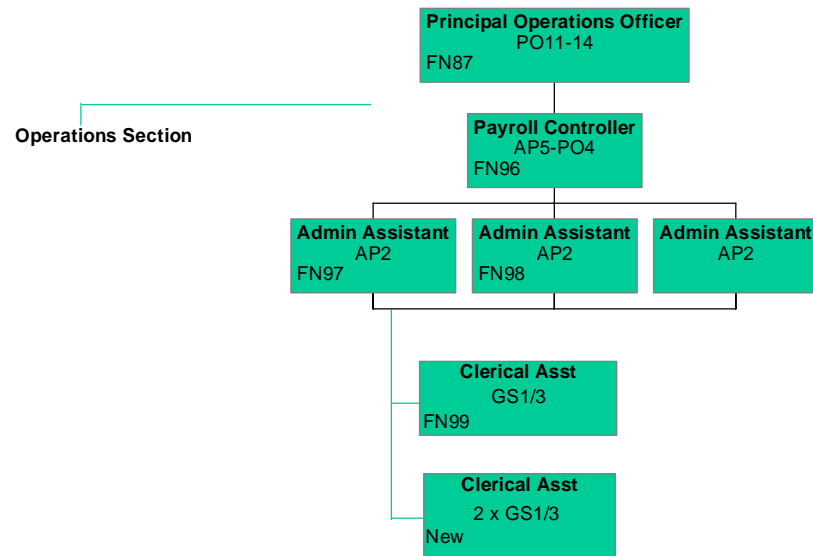
* Externally funded

LEISURE AND ARTS SERVICES DIVISION

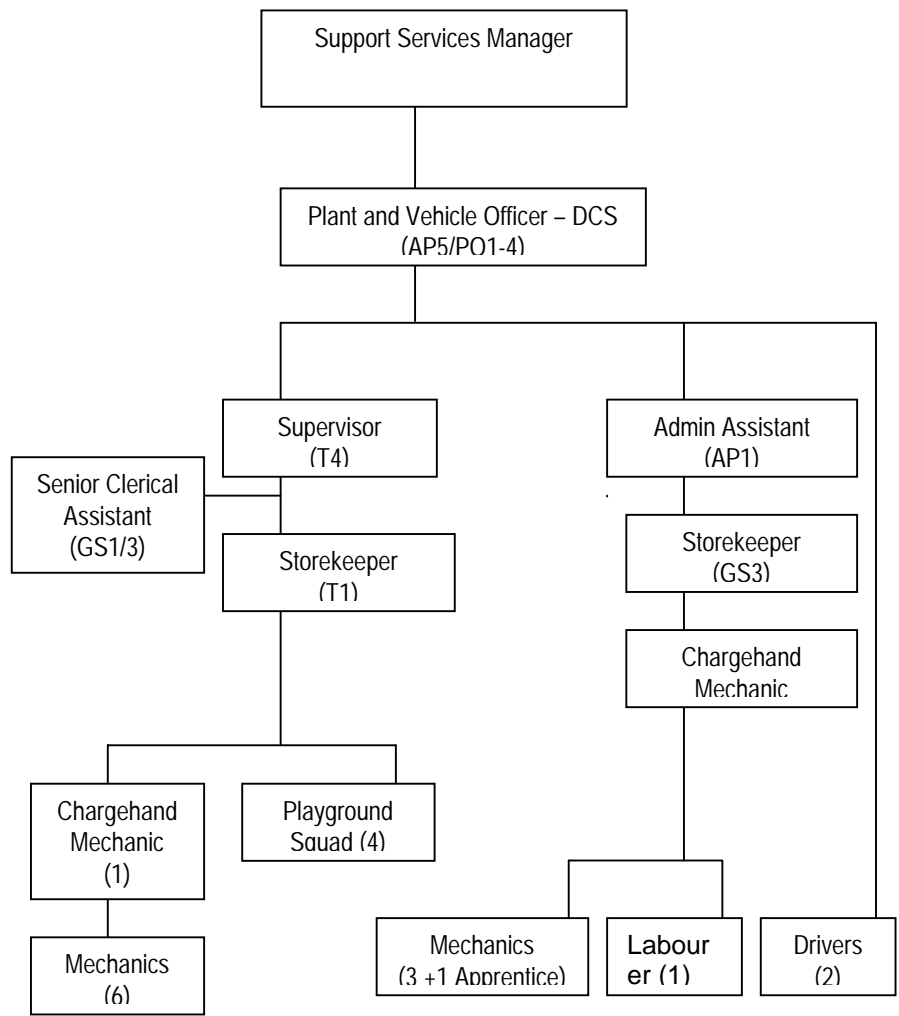
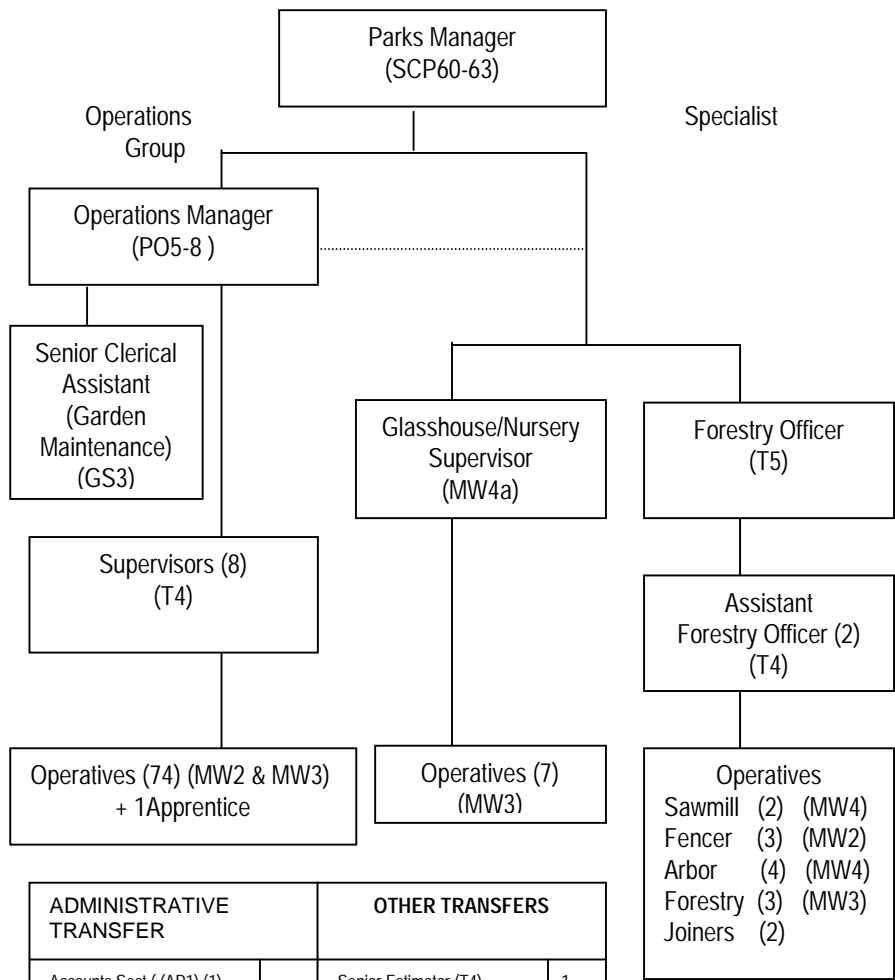


Appendix 5

FINANCE DEPARTMENT - FINANCIAL SERVICES DIVISION
PAYROLL SECTION
PROPOSED STRUCTURE



JMcD/LAB
04-08-01
PPoint/PayrollPropStruct



ADMINISTRATIVE TRANSFER		OTHER TRANSFERS	
Accounts Sect (AP1) (1)	2	Senior Estimator (T4)	1
Accounts Sect (GS1/2) (1)		Management Services Officer (AP4)	1
Data Input (GS1/2)	1		
Purchasing (GS1/2)	1		
WP Operator (GS1/3)	1		
Wages (GS1/2)	1		
TOTAL	6	TOTAL	2

SUMMARY OF SAVINGS

LEISURE & PARKS / ARTS & HERITAGE MERGER

RECONCILIATION OF BUDGET FIGURES BEFORE AND AFTER MERGER

Before Merger		12,842,000
<u>Less:</u>		
Savings in Ground Maintenance Costs	55,712	
Savings in Salaries	<u>175,173</u>	
		<u>230,885</u>
After Merger		<u>12,611,115</u>

