

## APPENDIX 3B: STAFF Q&As

<b>Staff Structures and Roles</b>		
No.	Question	Answer
1.	How do you envision the staff structure evolving?	<p>Nil change from 1<sup>st</sup> July. Will work out with the team what the medium/long term plan is. No preconceptions – no blueprint.</p> <p>We have different structures at different sites and will start from where you are. Maybe hours of operation may need to start earlier if there is demand in the future, which may impact on hours and resource required.</p>
2.	Where would you see the Shift Manager position in other structures you have?	We have various roles in various structures depending on the site/contract, we would need more information but typically it would be a 'Duty Manager.'
3.	Will you be keeping the same staff for marketing?	We use a combination of central and local staff for marketing. We will take on existing local marketing staff.
4.	Will you assess the current structures or roles? Are there any changes in the near future?	No – we do not have plans to change the structure from the start of the contract. There is no set template at our centres– will be on a bespoke manner. So will first need to understand the existing issues etc. and if there is a better solution going forward.
5.	Do you have back-office staff in centres?	Yes, we do have admin staff at centres, as you do, some processes will change as you change across to our systems.
6.	Is there going to be a centre manager per site or continue with existing structure. staff miss having a permanent centre manager on site	The current structure will remain as it is on 1 July, that is how we start. Once we understand how things work, we may review that, and may want to make some changes all based on delivering the service to our customers.
7.	Just need to know will we keep our jobs in the gym?	All staff including staff who work in the gym will transfer over to Freedom Leisure on their existing terms and conditions on the 1 <sup>st</sup> July 2021.

8.	In my role, I deal with a lot of the legal compliance testing issues withing the Leisure Centres (emergency lighting, Fire Doors, RCD checks, slips tests, Legionella prevention etc). Also, I have access, and use, the CAD 2019 program. What access to information will I have going forward?	There will be two roles within the council that will work on the leisure contract with Freedom and look after our responsibilities as the landlord. We will need to discuss the logistics of how Freedom Leisure intend to manage the compliance and what systems will need to be put in place in order for you to complete your role uninterrupted as there is some integration with NFDC data. Thank you for raising the issue and we shall ensure this is discussed further during the mobilisation period.
9.	Will we still receive support from ICT as they currently assist us with back-office tasks.	You will continue to receive ICT support from the central ICT team at Freedom Leisure.
10.	Will managers be more target/sales driven?	<p>There will be an element of upping the ante commercially. We want to exceed targets to invest more. We will put in more sales resource, but there will be more targets across the board – the whole range of activities. Most people working in Leisure like working to an objective. Don't be anxious – it will be an opportunity to demonstrate what you do well.</p> <p>In terms of Shift Managers, you will be accountable for delivery but sales is a specialist role. You deliver the outcomes, not necessarily the “doing”.</p>
11.	Where will the central team currently located at ATC be located	We will need to work through the working arrangements. Options could include working from home, or within the leisure centres – a less common option is to keep an office within the council offices.
12.	What will be your sales approach?	There is no one size fits all approach. You have 5 good sites, but we can do even better, including sales resource – we will put in whatever is appropriate. There will be training and upskilling too. We will be basing this on the leisure insight surveys to grow past the pre-covid levels.

<b>Staff Terms and Conditions</b>		
No.	Question	Answer
1.	Will we lose our length of continuous service by signing a new contract?	No, you will keep your continuous service. At the point of transfer, you will not have to sign a new contract you will simply transfer on your existing terms and conditions.
2.	How long does TUPE go on before you can change contracts and terms and conditions?	Your current terms and conditions transfer with you and can only be changed in consultation. We have no plans at present to make changes, but we will need to make changes and respond to the service over time the same as you do now.
3.	Will the minimum £9.25 per hour also apply for additional hours?	Yes, this minimum is the base for any hours worked for existing and new staff on the New Forest contract.
4.	What will TUPE arrangements be will we get information on TUPE	We will have meetings with staff and these can either be 1-2-1 or in small groups. We want to communicate in the best way we can. Some queries will be personal and so 1-2-1's can be arranged as necessary. Meetings will be with NFDC management and Freedom Leisure. We aim to provide staff with as much information as possible on an ongoing basis right up to transfer. After the transfer Freedom Leisure will continue to communicate with you. If employees wish we will deal with queries individually. Freedom keen to do 1 to 1 and group meetings whatever are appropriate.
5.	Staff would like more clarification on leave. Will there be any restrictions on how leave can be taken?	We will expect staff to take their leave in the year it applies, it is good for staff to have their leave, but there could be situations where staff may carry over some leave.
6.	Will we keep our extra 5 days for continuous service?	Yes, part of Terms and Conditions, so will transfer.
7.	What is your stance on casual contracts?	All current roles happening now need to happen going forward which would include casual staff for continuing delivery of service. For TUPE we looked back 12 weeks and identified the hours that were placed on the TUPE list.

8.	I understand that the current NFDC contracts will be honoured but will the staff still be able to pay into their Hampshire Local government pension when they are no longer employed by government? If this is not the case, I am presuming the LGPS will effectively become “paid up” whilst Freedom Leisure will engage their preferred provider.	There is a requirement within the contract for Freedom Leisure to obtain Admitted Body Status from the LGPS (Local Government Pension Scheme). This will provide all transferring staff with continued access to the Local Government Pension Scheme.
9.	Will the transition year affect how we can take annual leave during that year.	No, normal annual leave will remain in place
10.	Will my annual leave allowance remain the same,	Yes
11.	Will the holiday year still run from April to March each year,	All staff transfer with their current terms and conditions and this includes the holiday year. This is different to Freedom Leisure’s holiday year which runs from January to December, this may mean at some point in the future we may look to review this in order to have a consistent approach across the business, however, we would always consult with all of the staff teams before any decisions were taken.
12.	Will we still have access to an employee handbook, as we currently have access via Forestnet.	Whilst you will no longer have access to Forestnet, you will have full access to the Freedom Leisure Intranet documents. All staff and employee information are contained within the intranet as well as all health and safety and other documentation that you will need for your specific job role and operations of the facilities.
13.	Do you plan to harmonise any Terms and Conditions after TUPE?	No – we currently have 23 different sets of Terms and Conditions across the business and we are not looking to harmonise.
14.	Will there be a Uniform for staff – as a Group Exercise Instructor do you have the same uniform for gym, Personal Training and Group Exercise	Uniform provided for all staff. More relaxed about Group Exercise Instructors, so it's available if they want it. All others we insist on wearing of uniform.  Had a change of style prior to covid, new styles have gone down well, and we did consult with a good number of staff and we took on their feedback.

<b>Training, Qualifications and Progression</b>		
No.	Question	Answer
1.	What sort of training and progression is available for managers?	We have an internal training department that oversees all statutory training requirements. In addition, we have two management programmes that have been offered which focus on the level below General Manager for aspiring GM's and then a programme for GM's aspiring to be Area Managers. There is an open application process for these when new programmes are launched. We are very proud that the majority of our GM's and AM's have been promoted in to those positions over the years.
2.	Our training has often been on the job and not always via formal means. How will you approach this?	We have a mix of local and central run training along with continuous on the job training.
3.	NPLQ (National Pool Lifeguard Qualification) renewal is coming up – what will the procedure be?	As long as you are up to date with the training hours then all would renew as normal/with the trainer. Deadline has been extended also, due to Covid.
4.	What would the opportunities be for progression within each centre? E.g., for SLAs to Shift Managers and beyond. - done	The structure will transfer as it is – we have been clear that we will not change that structure, and we do not have a template structure – different at each partnership.  We will need to spend some more time speaking to Jo, Mark and Ross to see how it is working. But over a period there may well be opportunities for you.  As a large leisure focussed operation, there may well be opportunities for you beyond the new forest contract too.
5.	CARDO post. There will be other roles like that, that will be introduced. What other roles might these be?	Likely to introduce some sales posts, and as we go on there might be other roles that may be introduced. Also, kickstart for apprenticeships.
6.	How will lifeguarding work with the new operator e.g. Will we still follow basic Royal Life Saving Society guidelines on lifeguards? As some leisure facilities can be poor at lifeguarding.	Freedom do follow the Royal Life Saving Society guidelines and will look to come down with their existing Trainer Assessor's and complete competency assessments before the 1 <sup>st</sup> July.

		Freedom also confirmed they would use NFDC's existing Trainer Assessor's for training thereafter.
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<b>Programming/Memberships/Operations</b>		
No.	Question	Answer
1.	Existing memberships offers – will these all change on 1 <sup>st</sup> July 2021?	These will stay the same, and members may also access all 101 of our centres.
2.	What are your plans for fitness moving forward?	<p>Investment in facilities – gyms and in studios. We will continue to develop and support the existing programme. We want to provide an inclusive service to a wide demographic, e.g., some are older, and some will have health needs. Need good staff, as they are a lead part of the product.</p> <p>We recognise that NFDC have good/extensive group exercise. We will work with you on what to add or enhance. We know that some Les Mills virtual is offered but we will look at what other digital offering options these will be based on demand.</p>
3.	I teach yoga – will Freedom Leisure continue with this?	No change in programming from 1 <sup>st</sup> July, so Yoga will continue.
4.	Emergency Actions Plans and Standard Operating Procedures?	During the mobilisation period between now and July we will look over the operating procedures with the management team and ensure that we understand them and are happy with the processes put in place. We need to ensure we are comfortable with the existing processes before we gain responsibility on the 1 <sup>st</sup> July. After 1 <sup>st</sup> July we will look to review them and make some format changes along with any further improvements if we feel they are required.
5.	Do you follow British gymnastics and RLSS agenda?	<p>Gym and trampolining – keen to know where you are at the moment.</p> <p>Freedom operate to National Governing Bodies standards.</p> <p>We also operate to Royal Life Saving Society (RLSS) standards.</p> <p>We follow RLSS standards and agenda</p> <p>As part of mobilisation, we will come down with some Trainer Assessors and complete competency tests on lifeguards, this is standard for mobilisation, not a reflection on NFDC at all.</p>

6.	What will the gymnastics or gym tots programme be like? For example, following British Gymnastics guidelines in running recreation including badge schemes and instructors.	Freedom is interested to know where you are in terms of British Gymnastics and trampolining and have a range of varieties across there centres. Here will be more discussions regarding this closer to mobilisation.
7.	You mentioned the management system for maintenance. What will happen with existing contractors, and with onsite maintenance?	We would not reduce on-site maintenance. As far as Contractors – ahead of transfer we will get a list from NFDC – some will be the same anyway, and then we will decide. We have some national contracts, but we also want local for quick response times etc.

<b>Investment</b>		
No.	Question	Answer
1.	What investment will there be in Lymington?	Swimming pool features, equipment, energy management. These are just our proposals – there may be other elements that come up through the 11 years. If there are issues/opportunities, we'll do this but we will need to deliver the income targets
2.	What will happen to the staff room, it looks like on the investment plans that this could change?	We will work with architects and with the team to figure out how it would work in reality. The plans will need tweaking once we are on site.
3.	I note the investment which will mean building work in centres. Will this mean temporary closures? What will happen to the staff during this time?	No full closures but there will be some partial. No plans to close. We have done far greater amounts of work in other sites and remained open. We may need to look at options such as reallocating gym into the Sports Hall during works. All but one of our previous contracts have been done whilst the buildings are in operation.
4.	What sort of features are you looking at adding to pools?	We work closely with Hippo leisure. We recognise that we can offer some children's integration panels for water confidence. possibly small slides depending on ensuring its does not compromise safety We have not got a fixed outcome, but financial provision made for water features so dependent on discussions to get the right outcome for each pool. Further site visits will help inform the right decisions to make pools more attractive

Freedom		
No.	Question	Answer
1.	I googled Freedom – staff reviews are negative regarding communication from management.	Communication is easy to comment on or criticise. We do pretty well across the board. One observation is that social media is associated with discontent. We have 4,500 staff – often you will get a number of staff who do not think it is a 100% utopia. Survey outputs are by and large very positive. But perhaps we can revisit this in 12 months - so that you can judge for yourselves.
2.	Can you give us insight into what is key to your success?	Engagement of people, getting them to deliver. We believe in what we say – local delivery, not one size fits all. Head office supports the staff – belief is key. Be bespoke. People have a passion for making a difference in people's lives.
3.	What is your inclusivity of staff i.e., do you employ any staff with disabilities?	We have very clear Equality & Diversity as well as Disability Discrimination Policies that all levels of staff are required to comply with. We will always work with individuals to ensure they are able to fulfil their potential regardless of any disability.
4.	What is your process for customer feedback, and how do you like to take it forward as it can be emotive during a transfer?	Customer feedback – absolutely welcome feedback, our business only works if we deliver the service for customers. We have formal feedback (comments cards, net promotor score etc) and informal through staff. It is important this is captured to understand what that means for delivery of service.
5.	How do you communicate with the range of staff employed?	Payslips are now on an electronic portal, so we can share information via there, we find this has been an additional way of communicating with staff.