

HEALTH AND LEISURE SERVICE UPDATE

1. INTRODUCTION

- 1.1 At the Panel meeting on 14 June 2016, members were brought up to date with the management restructure of the Health and Leisure Service, together with the broader review of the future vision, and business strategy.
- 1.2 This report will bring the Panel up to date with progress made so far.

2. MANAGEMENT RESTRUCTURE

- 2.1 The Executive Management Team at their meeting on 5 July 2016 approved the proposed management structure for Health and Leisure. Appendix 1 shows the structure of centralised roles based at Appletree Court, and Appendix 2 shows the management structure in each of the 5 leisure centres.
- 2.2 Throughout July and August, the Service has been appointing to the posts in the new structure which becomes effective from 1 September 2016.
- 2.3 It was agreed that both Facility Managers and Programme Managers should have an equal opportunity to apply for the new posts, together with Managers affected by the changes to the structure. In the original structure, Facility Managers and Programme Managers contributed equally to the Service objectives from two different perspectives (operations and programming), however in the new structure, there will be a strong 'one team' culture at the Centres, and the new roles of Centre Manager and Deputy will have a broad inclusive responsibility for all aspects of the Centre's performance, and will work as one team with joint objectives.
- 2.4 Interviews took place on 21 and 22 July for key roles and the following appointments were confirmed:

Physical Activity and Partnership Manager	Jamie Burton
Business and Fitness Manager	Toby White
Centre Manager (Applemore)	Ross Archibald
Centre Manager (New Milton)	Mark Jackson
Centre Manager (Lymington)	Sally Stafford
Centre Manager (Ringwood)	Rob Mangles
Centre Manager (Totton)	Anthony Whittle

- 2.5 Interviews for the remaining posts of Deputy Managers and Active Lifestyles Manager took place on August 23 and August 24, and the following appointments were made:

Deputy Centre Manager (Applemore)	Peter Johnson
Deputy Centre Manager (New Milton)	Ann Morgan
Deputy Centre Manager (Lymington)	Joe Doyle
Deputy Centre Manager (Ringwood)	Rie Brown
Deputy Centre Manager (Totton)	Sonia Robins
Active Lifestyles Manager	Richard Bell

3. UPDATE ON CENTRALISATION OF SWIM ADMIN AND CUSTOMER ADVISORS

- 3.1 The shift to centralise Swim Admin and Customer Advisors (key role in sales and retention of memberships) has now been fully implemented and also contributes to the savings target.
- 3.2 This has now been fully functional for approximately 2 months and early indications are that it is working well and providing a better customer experience and has increased the capacity to complete more proactive work such as contacting lapsed members. There has also been no discernible negative impact on the Centres from the removal of these posts.
- 3.3 Additionally the Service is now able to offer 'webchat' to customers which was launched in mid August and is proving very popular with customers.

4. PROPERTY SERVICES

- 4.1 A review was undertaken to consider how best to organise the Property team going forward. The proposed way forward is to place resources and skills with the client groups to improve delivery and efficiency.
- 4.2 This means that the Senior Surveyor, together with a small team who have responsibility for the entire reactive and proactive maintenance plan for the Health and Leisure Centres and golf course will report direct to the Service Manager for Leisure, and be a key part of the senior management team within Leisure.
- 4.3 This, it is felt, will improve clarity of roles and accountability, and enable the Service to complete a large proportion of planned maintenance work and projects within agreed deadlines and budgets.

5. FUNDAMENTAL SERVICE REVIEW

- 5.1 Once the new management structure is in place, the focus will turn to the broader fundamental service review which will aim to consider a range of delivery options for the future, and determine which of those delivery options will best meet the future objectives of both the Service and the Council.
- 5.2 Officers have been learning more about the most common delivery options in the Sector and have also met with Officers in other authorities to understand the perceived benefits and disadvantages of the various options.
- 5.3 Scoping of the review is expected to be completed by March 2017, with a full review scheduled for 2017 which will develop a full feasibility report for the 'preferred' options arising from the scoping.

6. VISION FOR THE SERVICE

- 6.1 A key element of the future of the Service is the potential for positioning sport and leisure as integral to health improvement and addressing health inequalities within our communities.
- 6.2 Austerity has not only had an impact on District Councils but also on the Health Service, and there is a recognition that to address the 'timebomb' of the impact of physical inactivity,

declining resources in the health sector need to be switched from dealing with the symptoms of acute conditions to preventative services.

- 6.3 With the transfer of budgets to GP's and Clinical Commissioning Groups which brings decision making closer to local communities, there is an opportunity to align our Service with the health sector and develop long term projects, targeting those with long term health conditions or risks, in a preventative culture.
- 6.4 For this to come to fruition, the Council, and the health sector have to see services primarily as a 'provider of better health and wellbeing' rather than a provider of 'sport and leisure'. The Council could provide a 'universal' service available to all, and in addition, could also provide a 'needs led' service which targets those within local communities who are disadvantaged socially, economically or have health needs.
- 6.5 A key objective for the Service will be to review its 'image' and develop a 'brand' which clarifies that the Council's raison d'être is to be a provider of better health and wellbeing and not a provider of sports and leisure facilities.
- 6.6 The Service is currently working with Sport England and local Care Commissioning Groups to develop a pilot project targeted at those with diabetes, pre-diabetes or hypertension to improve their physical activity. It has been indicated that funding may be available from Sport England to help the Council with the collection and analysis of tangible outcomes from this pilot which will be essential is securing funding to develop longer term partnerships.

7. FINANCIAL IMPLICATIONS

- 7.1 Notwithstanding the outcomes of the Service review the proposed management restructure and action plan to meet the stabilisation target will reduce the cost of the service by a minimum of £635k whilst maintaining current levels of service and quality of provision.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 There are no environmental implications.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 There are no crime and disorder implications

10. EQUALITY AND DIVERSITY IMPLICATIONS

- 10.1 There are no Equality and Diversity implications.

11. CONCLUSION

- 11.1 Health and Leisure is making good progress in implementing the agreed management restructure and overall is on track to deliver a service that is more affordable to the Council, and aligns itself to be best placed to take advantage of future opportunities.

12. RECOMMENDATIONS

12.1 That the Panel acknowledge the proposed principals contained in the report.

For further Information contact:

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Background Papers:

None