

## **Report to Joint Consultative and Safety Committee**

**Subject: Review of the Council's delivery methods for community engagement**

**Date: 29 March 2012**

**Author: Corporate Director**

### **1. Purpose of the Report**

To outline the business case for changing the way that community engagement is delivered by the Council. The report sets out reasoning for the proposals, recommends a revised staffing structure to meet this business need and proposes a method of recruitment and selection to vacant posts in the structure. Members are asked to consider the report and listen to any comments made either direct by employees affected by the proposals or through trade union representation. Any comments or recommendations made by the Committee will be referred to the Chief Executive who, under delegated arrangements, has the authority to determine the final staffing structure to be adopted.

### **2. Background**

As part of the Council's major restructuring exercise that took place at the end of 2011, a post of Service Manager; Community Engagement was created but has never been recruited to. As the new officer structure of the Council has begun to bed in, and with the changing views of Members about how community engagement might better be addressed, it has become apparent that the structure originally proposed was not going to be fit for purpose and consequently the new proposals have been put forward and are detailed in the attached report.

### **3. Proposal**

The detailed proposal of how community engagement might be delivered in future is set out in the attached report (Appendix A). Formal consultation commenced with unions and employees potentially affected by the proposals on 8 March 2012 and closes 10 April 2012.

#### **4. Resource Implications**

The report at Appendix A sets out the business case for the review and also presents a proposal for a staffing structure to deliver this. At grade maxima, and including the proposed resource allocation to the Communication and Member Services teams, there is an increased salary cost for delivery of the new structure of around £8,000. It is anticipated that this should be met from other revenue savings within the organisation although, should this not be possible, and if the report is accepted in its current form, then the request for additional funding will be progressed through Cabinet and, if necessary, Council.

Although, as detailed in the body of the report, every reasonable attempt will be made to retain current employees in suitable work within the Council, should this not be possible, redundancy costs will arise and there may also be potential pension strain costs. The report suggests a staffing protocol that is designed to help mitigate potential redundancy.

#### **5. Recommendation**

The Committee is asked:

- i. to consider the detailed report at Appendix A,
- ii. to receive comments from employees and union representatives, and
- iii. subsequently to make any appropriate recommendations for consideration by the Chief Executive under whose delegated authority a final staffing structure will be implemented, subject to any emergent need to refer to Cabinet or other relevant committee of the Council should the proposal not be contained within existing revenue budgets.

**GEDLING BOROUGH COUNCIL**  
**Redesigning the Community Engagement Functions of the Council**

**A Proposal for Change**  
**COMMENCEMENT OF FORMAL CONSULTATION**  
**DATE 8<sup>th</sup> March 2012**

**1.0 The Business Case for Change**

The Central theme for the Council is putting the customer at the heart of everything it does, and this is integral to the Council's New Vision, Values and Priorities

- **Vision**      “Best Council in the **Eyes of residents** and staff”
- **Values**      “A listening and responsive Council”
- **Objectives**
  - Give People more say, choice and ownership of local facilities and services
  - Increase pride and personal responsibility
  - Increase support to, and profile of, Elected Members
  - Improve the customer experience of dealing with the Council
  - Increase participation in Sport
  - Encourage more people to get involved and active in their local community

Community engagement has become an increasing priority for the Council, partly as a result of a change in administration and partly as a result of the government's “Localism” agenda. In light of these changes, consideration has been given to the Council's current approach to community engagement and the need for it to be refreshed.

The proposals coming forward also acknowledge that the Council has a very valuable, knowledgeable and local expertise to carry out some of the work currently carried out by Council staff, namely the team of Neighbourhood Coordinators and that is the 50 locally elected ward Councillors ( and additionally the Parish Councils where applicable). There is also a need for Elected Members

to be given support to take on the role of community champions and effectively be involved in leading community engagement.

A high performing customer focussed Council should be able to demonstrate that front line services engage with residents as part of the service planning process and demonstrate how residents have influenced the service local action plans, and also be able to demonstrate how service managers have used information such as complaint procedures and customer insight information to change the delivery of front line services.

There is evidence to support the concept that where service providers themselves directly consult and engage with residents and local members, that this builds on responsiveness and ownership of service delivery.

This does not imply that services have to set up direct consultation events in every ward, liaison with Parishes and ward Members (the locality Experts who have engaged and listened to residents and have day to day contact with residents) are a rich source of information for this purpose, although a member may wish a specific service consultation event on local service delivery to take place on some occasions.

Community Events have a role to play in providing opportunities for communities to come together and connect with each other, promote empowerment, and social cohesion. Gedling Borough Council as developed an event programme including play days and two large community events which are developed with residents, and there is a desire to build further on this form of community empowerment and engagement.

In times of austerity the Council also to demonstrate the effective targeting of resources and services to areas of highest priority and most need.

## **2.0 The new Objectives for Gedling Borough Council' s Community Engagement activities are;**

- To make increased use of social media and new technology to engage residents and businesses for the purposes of providing information, collecting data and communication and consultation.
- To gather customer insight to improve services to residents
- To raise the profile of Elected Members and build the capacity of Elected Members to enable them to fully fulfil their representative and community leadership roles
- To improve the co-ordination between council services and partner organisations to engage and empower the local communities in problem solving at local area and street level.

- To prioritise Community Engagement by targeted intervention in a defined locality.
- To coordinate partnership working in a defined locality to support residents in areas/ localities of greatest need for the purposes of empowering residents to building stronger socially sustainable communities.

### **3. Current Structures**

Within the current service structure of the Council is a service area called Community Engagement.

#### ***Structure shown at Appendix 1.***

Three Neighbourhood Coordinators have responsibility for specific geographical areas and they report into a Service Manager post that is currently vacant; however there are officers in 2 of the 3 Neighbourhood Coordinator posts at the time of commencement of consultation.

### **4. Proposed Structures**

This proposal is built on the premise that the current Community Engagement Unit is disbanded and the resource is reallocated to other service areas and realigned to meet the new objectives of the Council. This proposal also results in the allocation of additional duties and responsibilities for two Service Manager posts (the current Service Managers for Leisure and Culture and for Housing). **The posts of two Service Managers and three Neighbourhood Co-ordinators are deleted from the establishment.**

### **5. It is therefore proposed that resource and functions are delivered as follows;**

#### **5.1. Supporting / Empowering Communities**

Many communities within the borough can and do resolve issues for themselves, often with the support of locally elected members.

However there are a small number of communities who do require additional support to enable them to resolve issues. This can be at a street level or locality level.

##### **5.1.1 The street level approach**

This should be a multi-disciplinary, co-ordinated approach to problem solving with a view to removal of the team after the issues have been resolved. Often Street level intervention revolves around Community Safety issues therefore: **Lead Responsibility for Street level intervention will sit within the Community Safety team.**

**5.1.2 For The locality approach**, to be most effective within the resources available to the Council, it should only be targeted to those areas where there is greatest need linked to deprivation indices. For Gedling Borough it is proposed that, initially, this work be focussed, in the main, on

- Newstead and
- Netherfield

**It is proposed that the functions being created for Priority localities are managed in Housing Services.**

*The current structure for Housing Services and the proposed structures for the new Housing and Localities Service are attached at Appendix 2a and 2b*

It is also proposed to create two new locality coordinator posts. (One based in Newstead and one based in Netherfield.)

*The job descriptions and person specifications for the Locality Coordinator are attached at Appendix 3*

The transfer in of new additional responsibilities for the Service Manager Housing is reflected in uplift in grading following a job evaluation of the Service Manager post.

**It is therefore proposed that the current service manager post in Housing is deleted and a new Service Manager post of Housing and Localities is created.**

*The job description and person specification for the Service Manager Housing and Localities is attached at Appendix 4*

## **5.2 Events as a means of Engagement and Empowerment / Reviewing Grants and SLAs**

It is proposed to transfer functions remaining within the current Community Engagement service area to Leisure and Cultural Services, these functions being

- Community Centres
- Events and Play
- Grant Allocations
- Voluntary Sector Service Level Agreements

There is also commitment to build on Events as a forum for engaging communities, and to review service delivered by our voluntary sector partners to fit alongside and support the new community empowerment philosophy.

*The current and proposed structure for Leisure and Culture are attached at Appendix 5a and 5b*

It is proposed to create a manager post within in the Community Leisure section of Leisure and Cultural Services to reflect the new model of working.

*The job description and person specification for the post of Community Leisure Manager is attached at Appendix 6*

The transfer in of new additional responsibilities for the Service Manager Leisure and Culture has resulted in uplift in grading following a job evaluation of the Service Manager post.

**It is therefore proposed that the current service manager post in Leisure and Culture is deleted and a new Service Manager post of Leisure and Culture is created.**

*The job description and person specification for the Service Manager Leisure and Culture is attached at Appendix 7*

Currently the Service Manager Leisure and Culture directly line manages both the Fitness Promotion officer and the Administration Officers. It is proposed that line management of these posts is placed under the Business Strategy Officer. Following Job evaluation of the Business Strategy Officer post, the line management element of the new service has resulted in an uplift in the grading of the post.

**It is therefore proposed that the post of Business Strategy Officer is deleted from the establishment and that a new post of Business Strategy Manager is created.**

*The job description and person specification for the post of Business Strategy Manager is attached at Appendix 8*

### **5.3 Using Social media for engagement and Gaining Customer Insight**

#### **Functions being created in Communications**

- Customer insight
- Social media development for Community Engagement

It is proposed that the financial equivalent to 0.5 of a Band 6 post is transferred to Communication to undertake this activity.

### **5.4 Increasing the Profile of Members for Community Engagement**

#### **Functions being created and Services transferring to Members Services**

- Twinning

- Community Awards for Volunteers
- Member development for Community Engagement roles

It is proposed that the financial equivalent to 0.5 of a Band 6 post is transferred to Members Services to undertake this activity.

### 5.5 Service responses to Customer Priorities

**Responsibility for “knowing the customer’s needs” and changing services priorities**

- Sit within and embedded in all services areas

***A summary chart of ALL these proposals is attached at Appendix 9***

### 6 Proposal for the Protocol of Filling of Newly Created Posts

**6.1 As a result of the proposals set out in this consultation paper the following 7 posts will be deleted from the establishment, these are**

- X3 Neighbourhood Coordinator posts – Band 7 ( x1 vacant)
- X1 Community Engagement Service Manager - Vacant – Band 12
- X1 Service Manager – Housing – Band 13
- X1 Service Manager – Leisure and Culture – Band 13
- X1 Business Strategy Officer – Band 7/8

### **6.2 The Following 6 New posts will be Created**

X2 Locality Coordinators at Band 9

X1 Community Leisure Manager at Band 10.

X1 Business Strategy Manager – Band 9

X1 Service Manager – Housing and Localities – Band 14

X1 Service Manager – Leisure and Culture– Band 14

### **7.0 PROTOCOL**

If the proposals, following a period of 30 days of consultation, are implemented then all 6 post holders in the posts being deleted would potentially be at risk of redundancy.

To mitigate against a redundancy situation then:

It is proposed that only officers at potential risk of redundancy be ring fenced to allow application for suitable posts in the first instance; however there is no guarantee of appointment, as applicants will need to demonstrate the necessary



skills and competency through the application and selection process. It is further proposed that:

**7.1** The Service Manager Housing and the Service Manager Leisure and Culture be ring-fenced for interview against the new Service Manager posts for Housing and Localities and Leisure and Culture.

**7.2** The Business Strategy Officer and the two Neighbourhood Coordinators is ring fenced for invitation for application for the posts of Community Leisure Manager (Band 10), the two Locality Coordinators (Band 9) and the Business Strategy Manager (Band 9).

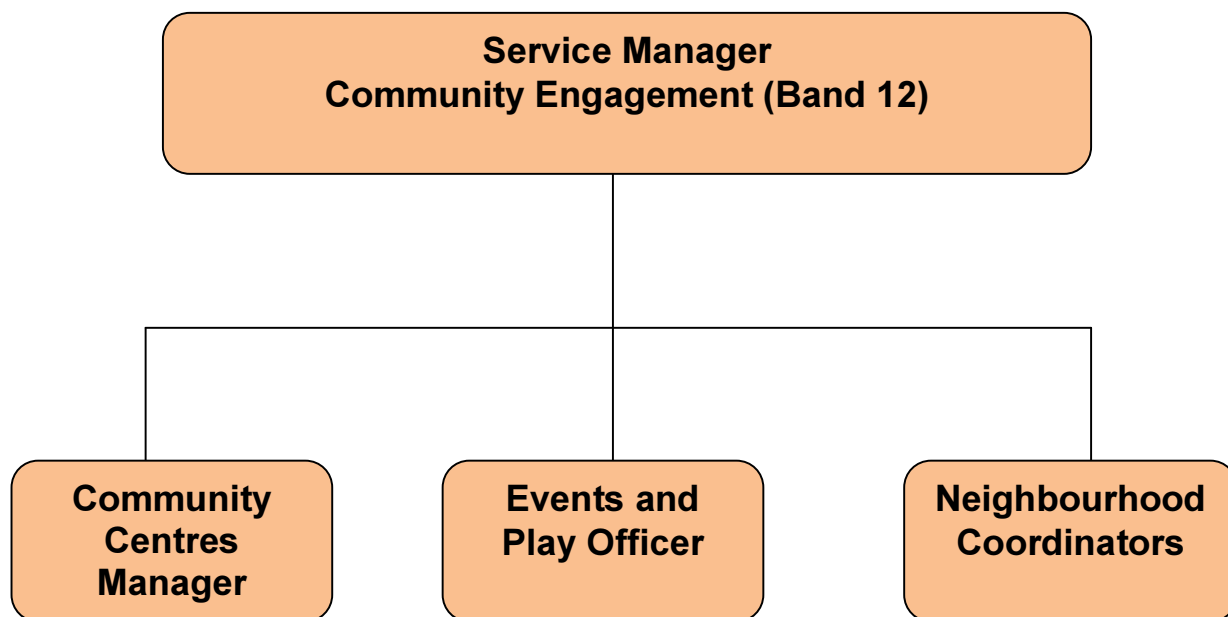
**7.3** Any post remaining unfilled following the ring fenced recruitment process for the at risk employees will be advertised internally within the Council and open to application from all permanent staff. Should there no be other internal applicants at this stage other than the at risk candidates, then these employees would not be re-interviewed at this stage without competition and such, vacancies would be put out for external advertisement. Internal candidates, including those potentially at risk would then again be eligible to apply for these vacancies.

**7.4** If there are any unsuccessful at risk staff from the Community Engagement restructure following this process, then those individuals would remain at risk of redundancy and, if possible, alternative suitable employment will be sought from within the Council.

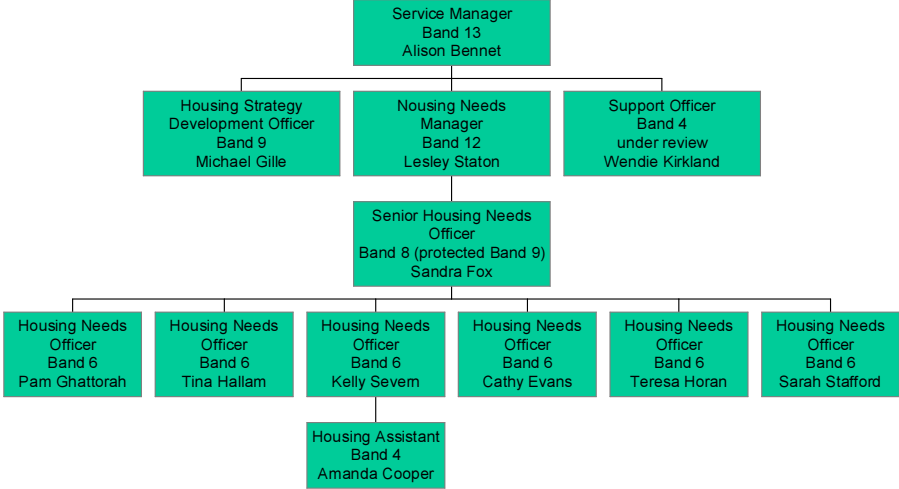
[A summary of the timetable for Consultation is attached at Appendix 10](#)

Paula Darlington, Corporate Director  
Date 8<sup>th</sup> March 2012

## Appendix 1

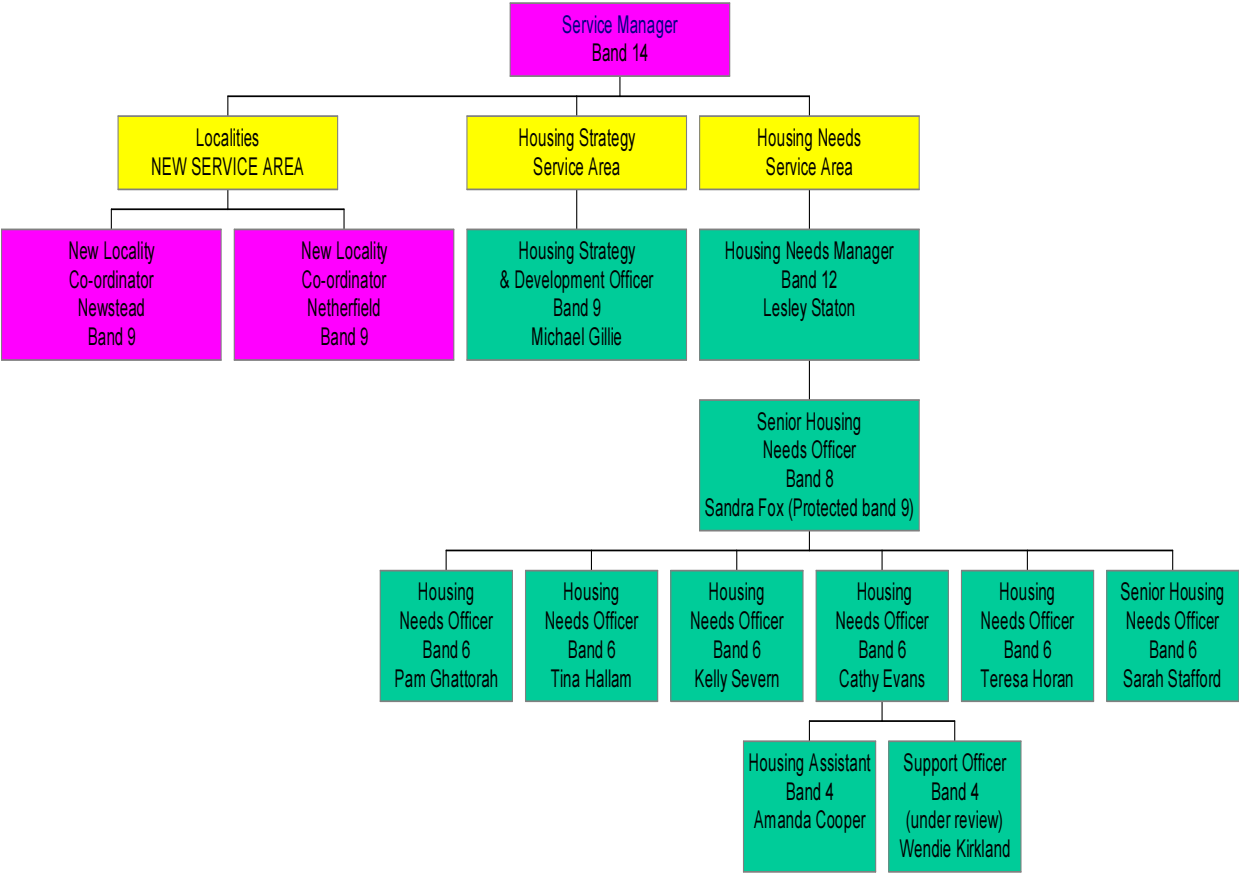


# Current Structure – Housing Services January 2012 Appendix 2a



# Proposed Housing and Localities Structure

## Appendix 2b



## **Appendix 3**

**Locality Co-ordinator**

**CCP08**

### **SALARY**

Band 9

### **DEPARTMENT**

Housing and Localities

### **SECTION**

Localities

### **LOCATION**

This post will be based in Arnold Civic Centre and Newstead or Netherfield. This may be subject to change in the future.

### **RESPONSIBLE TO**

Service Manager - Housing and Localities

### **RESPONSIBLE FOR**

No supervisory responsibility

Gedling Borough Council is changing the way it engages with its residents and sees Community Engagement and the Empowerment of Communities, putting the customer at the heart of decisions about their locality as a key priority.

### **JOB PURPOSE**

To consult residents to determine local priorities and be responsible to the Service Manager for the production of a locality based plan.

To engage residents to enable then influence how services are delivered in their community

To support residents in areas of high levels of deprivation to develop services and work holistically with partners to resolve issues which are often prevalent in those areas.

To focus predominately in the locality area assigned focussing on issues such as Employment, Environment, School – engagement and educational achievement Energy efficiency, Crime, Anti Social Behaviour and Health

## **MAIN DUTIES**

1. To lead on and coordinate the regeneration of the defined locality
2. To Lead in the development of community engagement, development and capacity building plans that assist local people in articulating community aspirations and enable communities to increase their involvement in local decision making.
3. To be the lead officer for the development and implementation of the locality plan.
4. To engage with a wide range of individuals and organisations to harness the necessary support (both practical, financial and staffing) to ensure progress against the action plan.
5. To project manage the locality plan, manage the area budget and to research and bid for additional grants/ funding
6. To bring a visionary element to the 'locality plan' to ensure that the correct organisations and individuals are engaged and accountable for their contribution to the outcomes detailed in the plan.
7. To research good practice in locality management and devise new ways of working to improve the priority neighbourhoods.
8. To arrange and speak at open public events and meetings in relation to the 'locality plan' and instigate initiatives in the area
9. To undertake statistical analysis of key indices, measures and performance data, and devise services in response to this
10. To work closely with the communities, partners, businesses, internal and external organisations, elected members and MP's

11. Ensure compliance and good working practices to deliver the Council's Equality Standards
12. Design and deliver training for council employees, partner organisations and wider community groups, to include for example, capacity building, engagement and crime reduction and community safety training etc
13. Promote and develop a policy and practice of equality of opportunity within local community groups, thereby promoting equal opportunities within the local community.
14. Maintain and develop a good working knowledge of relevant legislative and good practice issues relating to the work areas within the scope of the post, and advise colleagues and partners on these issues.
15. Any other duties commensurate with the grade and scope of the post.

## **HOURS**

37 hours per week

Normal office hours are between

Monday to Thursday 8.45am - 5.15pm

Friday 8.45am - 4.45pm

The Authority operates a flexible working hours scheme.

Although the broad aspects of the flexitime scheme do apply to this post, the job will entail hours of work, as directed or required, in excess of those quoted and beyond the normal hours or days of work, for which lieu time off will be granted. Salary is inclusive of this arrangement.

The post holder will be required as part of the agreed duties, to work outside normal office hours including evenings, early mornings, weekends and bank holidays.

The above is not intended to be a full description of the duties or conditions of service attached to this post and is only given as an indication of the main duties and conditions relevant at this time.

## **CAR ALLOWANCE**

Casual car allowance is applicable to this post.  
February 2012



# PERSON SPECIFICATION

**\*KEY**

**A = Application form**

**I = Interview**

**T = Test**

**M = Medical**

**E/D = Essential or Desirable criteria**

<b>POST TITLE:</b>	Locality Co-ordinator	<b>POST REF:</b>	
<b>UNIT</b>	Localities	<b>PAY BAND:</b>	<b>Band 9</b>
<b>SECTION:</b>	Housing & Localities	<b>DATE:</b>	<b>28-2-12</b>

<b>FACTOR</b>	<b>CRITERIA</b>	<b>E/D*</b>	<b>ASSESS BY A/I/T/M*</b>
<b>1. RELEVANT EXPERIENCE</b>  Consider type, absolute minimum period, depth, evidence from outside work eg voluntary experience	Comprehensive experience of leading on projects and engaging with a wide range of stakeholders – residents, community groups, internal and external organisations, businesses and elected members etc	E	A/I/
	Previous experience of neighbourhood management and similar community engagement principles.	E	A/I
	Significant experience of producing locality plans, or similar documents, in response to the needs to local communities	E	A/I
	Understanding of the key influences that contribute to social exclusion, community	E	A/I

	cohesion and community engagement and how these can be addressed	E	A/I
	Experience of financial management of budgets and projects, including identifying accessing external funding	E	A/I
	Considerable experience of various consultation techniques	E	A/I
	Experience of working on community regeneration programmes	E	A/I
	Experience of organising and speaking at public events		
<b>2. QUALIFICATIONS/TRAINING</b>			
Academic, professional, job related/vocational training	Degree level qualification – ideally in a related subject	E	A/I
<b>3. JOB RELATED SKILLS</b>			
Level and type of skill eg oral, written, number driving, lifting, language	Ability to represent the Council and engage with local communities, stakeholders and members to deliver significant change	E	A/I
	Ability to devise a visionary approach to addressing neighbourhood management issues which deliver real change.	E	A/I
	Excellent communication, presentation and engagement skill	E	A/I/T
	Experience of engaging with a wide range of stakeholders, and persuading stakeholders to commit resources to ensure the delivery of key tasks.	E	A/I
	Able to identify training and development needs and to design and deliver training programmes in response to this to a wide range of audiences.	E	A/I
	Ability to win and retain trust and confidence amongst community groups, local residents, stakeholders, members' internal and external organisations.	E	I
	Ability to act as an advocate for local community groups and residents	E	A/I
	Excellent IT skills using various Microsoft packages including Word (high level); Excel; Outlook and Powerpoint, and other software	E	A/I
	Demonstrate a proven track record of researching and delivering good practice in neighbourhood / locality management	E	A/I

	Ability to undertake research and statistical analysis to evidence need and devise solutions	E	A/I
	Demonstrate a good level of numeracy and Excellent report writing skills	E	A/I
	Demonstrate Political awareness and sensitivity		
<b>4. PERSONAL ATTRIBUTES</b>			
The personal characteristics required to carry out the duties of the post and deal with the pressures	Proven ability to engage with residents ,stakeholders and members to deliver change and meet the needs and aspirations of local communities	E	A/I/
	Strong persuasive and negotiation skills	E	A/I
	Tact and diplomacy in dealing with confidential information	E	A/I
	Ability to work under pressure , prioritise competing workloads , demonstrate resilience and deliver against measured targets such as an action plan	E	A/I/T
	Ability to work with a low level of supervision / management and able to work on own initiative,	E	A/I
<b>5. EQUAL OPPORTUNITIES</b>			
Minimum requirement and particular requirements for this post (eg specialist knowledge)	To understand in a way appropriate to the job, how the principles of equality and diversity need to be applied within the Council	E	A/I
<b>6. The Gedling Employee</b>			
	To be committed to the principles of the "Gedling Employee" in a way appropriate to the job	E	A/I
<b>7. WORK CIRCUMSTANCES</b>			
Unusual hours, travel, residential post.	Flexible working hours, as needed to meet demand	E	I
	Frequent evening, early morning bank holiday and weekend working	E	I
	Access to a vehicle and current driving licence or ability to arrange independent travel to sites.	E	A

## **Appendix 4**

**SERVICE MANAGER,  
HOUSING & LOCALITY**

**HOU01**

**DATE: MARCH 2012**

**SALARY: Band 14+ 5%**

**SERVICE AREA: Housing & Locality**

**LOCATION:**

Civic Centre, Arnot Hill Park, Arnold

**RESPONSIBLE TO:**

Corporate Director

**JOB PURPOSE:**

Service Managers are the Council's principal advisors on all professional/technical matters relating to their allocated service area. They are responsible for ensuring that their service areas operate efficiently and effectively to a high level of customer satisfaction. Responsibilities fall into two main categories. A generic set of responsibilities that apply to all Service Managers and a separate set of responsibilities that reflect the different requirements of each service.

**GENERIC RESPONSIBILITIES:**

1. To be the Council's principal advisor on all technical/professional matters relating to the service area, providing high quality advice, as and when required, to the Senior Leadership Team, Elected Members, and partners.
2. Manage the performance and continuous development of the service with a focus on improving customer satisfaction and value for money.
3. Manage directly, or through team managers, all staffing issues of the service including recruitment, training and development, effective communication, health and safety, conduct and performance.
4. Develop, implement and monitor service and financial plans, preparing objectives, targets and actions that reflect the Council's priorities and values.
5. Promote a positive culture of empowerment, creativity and innovation, that challenges existing ways of working, promotes change and recognises and rewards success.
6. Accountable for the planning and use of all resources, ensuring that effective

financial controls are in place, opportunities are maximised to lever in additional income and the service continuously strives to reduce waste and inefficiency.

7. Effectively manage, empower, appraise and develop direct reports, and ensure that the same happens at all levels within the service.
8. Seek out and build positive internal and external relationships that support the service to meet customer needs and improve value for money.
9. Develop, produce and embed, either directly or through staff, relevant policy and procedures that reflect good practice and current/future legislation.
10. Produce reports, returns, and data enquiries either directly or through team managers, for internal and external audiences.
11. Represent the views of the service and the Council at internal and external meetings, as and when required.
12. Consult, communicate and encourage regular feedback from customers.
13. To contribute, and on occasions lead/manage corporate, and cross/cutting initiatives and projects.
14. To contribute to the Council's developing focus on local areas, for example, acting as lead contact for a specific patch if required.
15. Ensure that administrative systems are properly managed and maintained across the service.

## **SERVICE SPECIFIC RESPONSIBILITIES**

- To be the Council principal adviser on all matters relating to housing
- To ensure that the Council's statutory duties and responsibilities as a strategic housing authority are fulfilled
- To ensure the provision of high quality, cost effective services to prevent homelessness and to fulfil the Council's responsibilities in respect of statutory homelessness and meeting housing needs
- To lead the development and implementation of housing policy and strategy
- To seek out, secure and deliver housing investment opportunities, working with developers, Government and other partners

- To support and where necessary lead, physical and social regeneration work within local neighbourhoods through housing led activity

To develop and manage the locality co-ordinators

To enhance community engagement and partnership working

The postholder will be required as part of the agreed duties, to work outside normal office hours including, evenings, early morning, weekends and bank holidays. Subject to these requirements, the Council's Flexitime Scheme is applied to this post.

The above is not intended to be a full definition of the duties or conditions of service relating to the post and is given only as an indication of the principal duties and conditions relevant at this time

### **CAR ALLOWANCE**

The post carries a Casual User Car Allowance

**PERSON SPECIFICATION FOR POST OF HOUSING MANAGER**

**DATE: NOVEMBER 2011**

<b>GENERIC REQUIREMENTS (Applicable to all Service Managers)</b>	<b>MEASUREMENT</b>			
	<b>A</b>	<b>I</b>	<b>T</b>	<b>D</b>
• Successful track record of managing teams to develop services and improve value for money				
• Experience of effectively managing the performance of individuals, teams and services through use of performance management systems				
• Ability to initiate, communicate and implement change				
• Evidence of ability to critically review and analyse services and to formulate plans that drive performance				
• Experience of successfully managing a range of complex projects				
• Ability to think creatively and to generate innovative and practical solutions				
• Evidence of effective financial management and ability to be creative in the use of resources				
• Political nous and an ability to work effectively within a political environment				
• Proven ability to motivate, influence and develop others				
• Ability to build and maintain positive relationships with a range of stakeholders				
• Highly developed oral, written and presentation skills				
• Ability to demonstrate a practical and up to date understanding of equality issues				
<b>WORK RELATED CIRCUMSTANCES (Applicable to all Service Managers)</b>				
• Honesty and Integrity				
• Evidence of a commitment to continuous personal development				
• Ability to work outside normal office hours				
• Ability and willingness to travel both inside and outside the Council area as required				

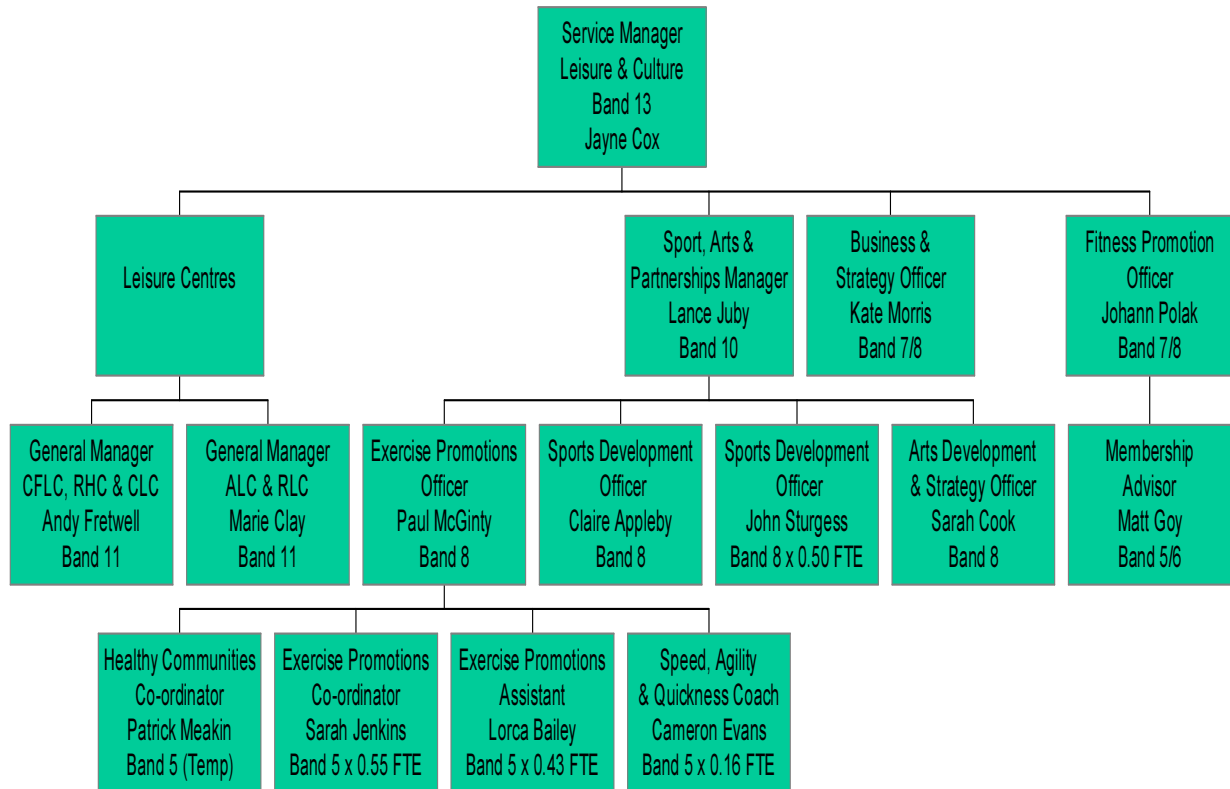
SERVICE SPECIFIC REQUIREMENTS	MEASUREMENT			
	A	I	T	D
• Relevant degree or professional or management qualification (equivalent to NVQ level 5) and full membership of Chartered Institute of Housing.	x			x
• Substantial experience of operating at a senior level managing strategic housing services	x	x		
• Thorough understanding and knowledge of the relevant legislation and regulatory framework relating to housing	x	x	x	
• Extensive experience of effective partnership working with housing developers, funding agencies, and Registered Social Landlord	x	x		
• Proven track record of ability to deliver effective housing developments	x	x		
• Evidence of leading staff and partners to deliver improvements in the value for money and quality of housing services	x	x		
• Able to demonstrate a deep understanding of, and sensitivity towards the needs of homeless people and the local authority's role in improving their quality of life.	x	x		
• Experience of managing off site staff	X	X		
• Thorough understanding of community engagement and empowerment	X	X		
• Ability to engage local communities, stakeholders and politicians to agree a series of actions to redress specific problems and facilitate regeneration	X	X		

<b>A – Application</b>	<b>I – Interview</b>	<b>T – Test</b>	<b>D – Documentary Evidence</b>
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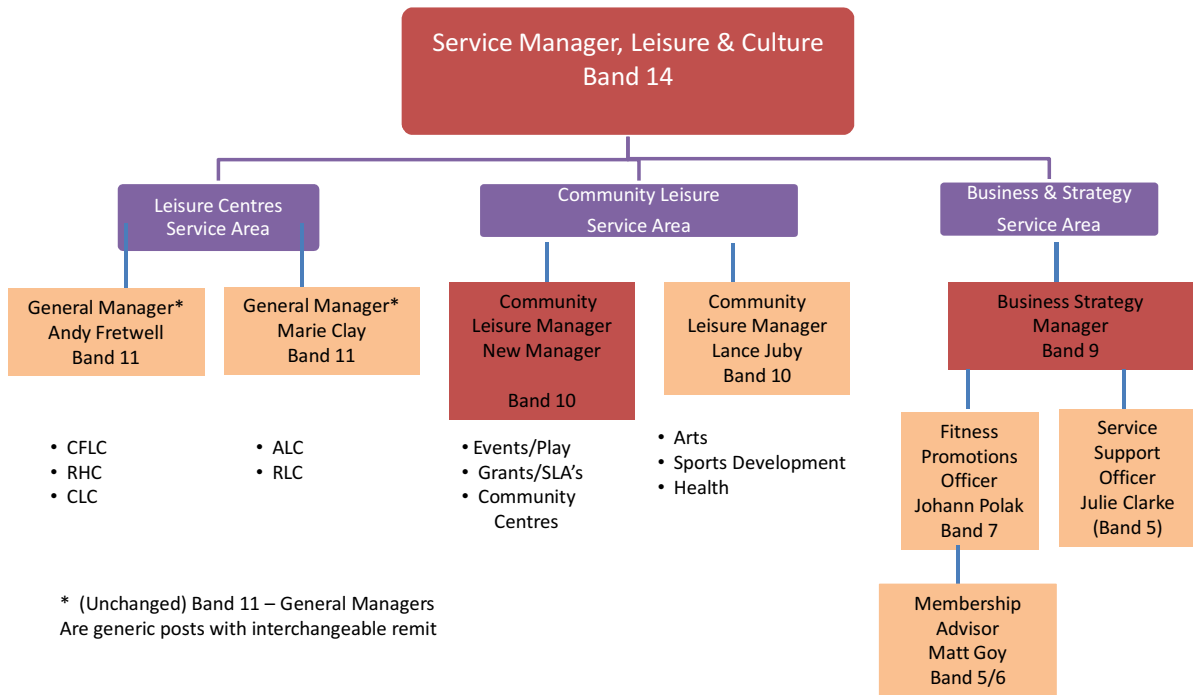
# Current Leisure Services

## January 2012 Appendix 5a



# PROPOSED LEISURE & CULTURE STRUCTURE

## APPENDIX 5b



## **Appendix 6**

### **COMMUNITY LEISURE MANAGER (EVENTS, PLAY, COMMUNITY CENTRES)**

CLM 02

#### **SALARY**

Band 10

#### **SERVICE AREA**

Leisure and Culture

#### **LOCATION**

Arnot Hill Park, Arnold

#### **RESPONSIBLE TO**

Service Manager- Leisure and Culture

#### **RESPONSIBLE FOR**

Events, play, tourism, community centre's and partnerships including service level agreements.

#### **JOB PURPOSE**

Management of the events, play, community centre's and tourism in the Borough including the strategic direction and the management of staff and resources.

To promote active community engagement/ empowerment through community leisure provision and partnership arrangements.

To lead on the development and management of partnership arrangements.

To develop and monitor Service Level Agreements and grant allocations to voluntary organisations.

To lead on the identification of, application for and management of funding.

#### **MAIN DUTIES**

1. To produce, maintain and review the sections strategies and the implementation of Action Plans to ensure their delivery.
2. To ensure an agreed level of activities are provided for the community, prioritising as required using the Borough's Vision, developing partnerships as a delivery mechanism.
3. Manage and coordinate the work of the section to deliver a co-coordinated and complimentary programme.
4. To develop partnerships to maximize sustainable opportunities in the Borough for events, play, community centres and tourism. Including the development of Service Level Agreements, grant aid arrangements, leases/ licenses or

commissioning arrangements etc.

5. To support and develop voluntary organisations in the creation of strategic vision and service delivery especially in relation to events, play, community centres etc. but also in relation to wider corporate priorities.
6. Responsible for research and consultation with target groups (Including young people), in order to develop and deliver activities that assist in addressing priority issues such as anti-social behaviour, social cohesion, community engagement, obesity/ health etc.
7. Promote, publicise and market a range of activities provided by the section either directly or in partnership with others (Including attending/ supporting events).
8. Responsible for the management of resources, including staff and budgets. Ensuring compliance with standing orders.
9. Prepare and present reports on matters relating to the section and attend meetings of Council and external partners as necessary or required.
10. Responsible for the service/ performance planning and development of performance indicators for the section and subsequently monitoring and reporting upon them.
11. Ensure that the department is kept aware of new Health and Safety legislation and all staff affected by it undertakes the training.
12. Responsible for the coordination of pricing and concessions for the Borough's events, play, community centres and activities promoted by the Section.
13. To ensure the provision of a training programme for the service as required.
14. Responsible for developing and promoting the use of I.T. in the Section.
15. Liaison with Government, Professional and Governing bodies as required remaining informed of professional developments.
16. To be committed to the principles of the Gedling Employee and Gedling Manager.
17. Carry out any other duties consistent with the above or which may be considered appropriate in relation to the position.

## **HOURS**

Due to the nature of the position, the post holder will be required to demonstrate flexibility and be prepared to attend at times appropriate to the demands imposed by the above duties and responsibilities.

## **CAR ALLOWANCE**

This post will attract a Casual User Car Allowance with mileage claims being capped at the mid-point band of NJC allowances, you will be allocated a car park permit allowing you to use the staff car park.

The above is not intended to be a full description of the duties or conditions of service attaching to this post and is only given as an indication of the main duties and conditions relevant at this time.

21 February 2012

# PERSON SPECIFICATION

**\*KEY**

A = Application form

I = Interview

T = Test

M = Medical

E/D = Essential or Desirable criteria

<b>POST TITLE:</b>	<b>Community Leisure Manager- Events, Play &amp; Community Centres</b>	<b>POST REF:</b>	<b>CLM02</b>
<b>SERVICE AREA:</b>	<b>Leisure and Culture</b>	<b>PAY BAND:</b>	<b>10</b>
		<b>DATE:</b>	<b>5-3-12</b>

<b>FACTOR</b>	<b>CRITERIA</b>	<b>E/D*</b>	<b>ASSESS BY A/I/T/M*</b>
<b>4. RELEVANT EXPERIENCE</b>  Consider type, absolute minimum period, depth, evidence from outside work e.g. voluntary experience	Substantial work experience in two or more of the areas of events management/ development, play , management of community centres/facilities and /or management of service level agreements and grant aid arrangements	E	A/I/T
	Substantial experience of management at a senior level	E	A/I
	Experience of managing teams and setting direction	E	A/I
	Experience of financial management and budget monitoring	E	A/I
	Experience in strategic planning and development of services	E	A/I
	Experience of partnership working at an operational and strategic level	E	A/I
	Experience of actively engaging communities	E	A/I/T
	Experience of consulting with residents to determine priorities	E	A/I
<b>5. QUALIFICATIONS/TRAINING</b> Academic, professional, job related/vocational	Degree Level Qualification in Leisure or Recreation Management /Sports/ Arts/ Health Promotion, events, play, or other appropriate degree level qualification	E	A/I

training			
<b>6. JOB RELATED SKILLS</b>  Level and type of skill e.g. oral, written, number driving, lifting, language	Experience in the use of information technology, particularly Microsoft Office (i.e. Outlook, Word , Excel & PowerPoint). Able to conduct detailed research, write and present reports to a range of audiences Experience of working with elected members Demonstrate the ability to successfully manage performance Knowledge of events, play, community centre's, tourism, Grant aid and service level agreements	E  E E E E	A/I  A/I/T A/I A/I A/I/T
<b>4. PERSONAL ATTRIBUTES</b>  The personal characteristics required to carry out the duties of the post and deal with the pressures	The ability to demonstrate excellent Leadership Demonstrate the ability to drive customer focused service delivery Good negotiator, able to persuade others Able to demonstrate innovation in the development of services Ability to support residents/ communities in influencing how services are delivered Excellent communication skills	E E E E E E	A/I A/I A/I A/I A/I/T A/I/T
<b>8. EQUAL OPPORTUNITIES</b> Minimum requirement and particular requirements for this post (e.g. specialist knowledge)	To understand in a way appropriate to the job, how the principles of equality and diversity need to be applied within the Council	E	A/I/T
<b>6. THE GEDLING EMPLOYEE</b>	To be committed to the principles of "The Gedling Employee" and, "The Gedling Manager" in a way appropriate to the job.	E	I
<b>9. WORK CIRCUMSTANCES</b>  Unusual hours, travel, residential post.	Able to work evenings and weekends Access to vehicle and current driving licence or ability to arrange independent travel to sites.	E E	A/I A

## **APPENDIX 7**

**POST: SERVICE MANAGER- LEISURE AND CULTURE    DATE: 5/3/12**

**SALARY: BAND 14+ 5%**

### **LOCATION:**

Civic Centre, Arnot Hill Park, Arnold

### **RESPONSIBLE TO:**

Corporate Director

### **JOB PURPOSE:**

Service Managers are the Council's principal advisors on all professional/technical matters relating to their allocated service area. They are responsible for ensuring that their service areas operate efficiently and effectively to a high level of customer satisfaction. Responsibilities fall into two main categories. A generic set of responsibilities that apply to all Service Managers and a separate set of responsibilities that reflect the different requirements of each service.

### **GENERIC RESPONSIBILITIES:**

16. To be the Council's principal advisor on all technical/professional matters relating to the service area, providing high quality advice, as and when required, to the Senior Leadership Team, Elected Members, and partners.
17. Manage the performance and continuous development of the service with a focus on improving customer satisfaction and value for money.
18. Manage directly, or through team managers, all staffing issues of the service including recruitment, training and development, effective communication, health and safety, conduct and performance.
19. Develop, implement and monitor service and financial plans, preparing objectives, targets and actions that reflect the Council's priorities and values.
20. Promote a positive culture of empowerment, creativity and innovation, that challenges existing ways of working, promotes change and recognises and rewards success.
21. Accountable for the planning and use of all resources, ensuring that effective financial controls are in place, opportunities are maximised to lever in additional income and the service continuously strives to reduce waste and inefficiency.



22. Effectively manage, empower, appraise and develop direct reports, and ensure that the same happens at all levels within the service.
23. Seek out and build positive internal and external relationships that support the service to meet customer needs and improve value for money.
24. Develop, produce and embed, either directly or through staff, relevant policy and procedures that reflect good practice and current/future legislation.
25. Produce reports, returns, and data enquiries either directly or through team managers, for internal and external audiences.
26. Represent the views of the service and the Council at internal and external meetings, as and when required.
27. Consult, communicate and encourage regular feedback from customers.
28. To contribute, and on occasions lead/manage corporate, and cross/cutting initiatives and projects.
29. To contribute to the Council's developing focus on local areas, for example, acting as lead contact for a specific patch if required.
30. Ensure that administrative systems are properly managed and maintained across the service.

### **SERVICE SPECIFIC RESPONSIBILITIES**

- To be the Council principal adviser on all matters relating to leisure and culture.
- To ensure the efficient and effective provision and management of leisure and cultural activities/ facilities including: Leisure and community centres, events, play, tourism, arts (Including theatre), health promotion and sports development.
- To lead on the management, monitoring and review of partnership arrangements for service and facility provision including service level agreements and grant aid
- To lead the development and implementation of policy and strategy in relation to leisure and culture.

The postholder will be required as part of the agreed duties, to work outside normal office hours including, evenings, early morning, weekends and bank holidays.

Subject to these requirements, the Council's Flexitime Scheme is applied to this post.

The above is not intended to be a full definition of the duties or conditions of service relating to the post and is given only as an indication of the principal duties and conditions relevant at this time

### **CAR ALLOWANCE**

The post carries a Casual User Car Allowance

**PERSON SPECIFICATION FOR POST OF SERVICE MANAGER**

**SERVICE AREA: LEISURE & CULTURE**

**DATE: 28 FEBRUARY 2012**

<b>GENERIC REQUIREMENTS (Applicable to all Service Managers)</b>	<b>MEASUREMENT</b>			
	<b>A</b>	<b>I</b>	<b>T</b>	<b>D</b>
• Successful track record of managing teams to develop services and improve value for money				
• Experience of effectively managing the performance of individuals, teams and services through use of performance management systems				
• Ability to initiate, communicate and implement change				
• Evidence of ability to critically review and analyse services and to formulate plans that drive performance				
• Experience of successfully managing a range of complex projects				
• Ability to think creatively and to generate innovative and practical solutions				
• Evidence of effective financial management and ability to be creative in the use of resources				
• Political nous and an ability to work effectively within a political environment				
• Proven ability to motivate, influence and develop others				
• Ability to build and maintain positive relationships with a range of stakeholders				
• Highly developed oral, written and presentation skills				
• Ability to demonstrate a practical and up to date understanding of equality issues				
<b>WORK RELATED CIRCUMSTANCES (Applicable to all Service Managers)</b>				
• Honesty and Integrity				
• Evidence of a commitment to continuous personal development				
• Ability to work outside normal office hours				
• Ability and willingness to travel both inside and outside the Council area as required				

SERVICE SPECIFIC REQUIREMENTS	MEASUREMENT			
	A	I	T	D
<ul style="list-style-type: none"> <li>Relevant degree or professional or management qualification (equivalent to NVQ level 5)</li> </ul>				
<ul style="list-style-type: none"> <li>Substantial experience of leisure services at a senior/ strategic management level i.e. Leisure and community centres, events, play, tourism, arts (Including theatre), health promotion and/ or sports development.</li> </ul>				
<ul style="list-style-type: none"> <li>Extensive experience in managing a variety of partnership arrangements to ensure effective use of resources in the provision on activities and facilities.</li> </ul>				
<ul style="list-style-type: none"> <li>Experience of effectively engaging with all sections of the community through the provision of leisure and cultural services including events</li> </ul>				

<b>A – Application</b>	<b>I – Interview</b>	<b>T – Test</b>	<b>D – Documentary Evidence</b>
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## **Appendix 8**

### **LEISURE BUSINESS STRATEGY MANAGER**

**LBSM01**

#### **SALARY**

Band 9

#### **SERVICE AREA**

Leisure & Culture

#### **LOCATION**

Arnot Hill Park, Arnold

#### **RESPONSIBLE TO**

Service Manager- Leisure & Culture

#### **PRINCIPAL RESPONSIBILITIES**

1. To provide strategic business support in the planning and delivery of Leisure and Cultural Services.
2. To manage the business administration for the service including the general administrative functions and the management of key business areas such as Health & Fitness promotions and the Direct Debit membership scheme.
3. To assist in the service planning, customer care and performance management process and to oversee the marketing and marketing planning function.
4. To drive the implementation of quality management and "excellence" initiatives.
5. To support officers and managers with specific large projects, e.g. Performance Reviews, 'Capital Schemes' etc.
6. To represent the section at key internal and external project and partnership groups, acting as lead officer on specific issues.
7. Constantly seek information on external developments and opportunities that may impact on leisure provision.
8. Research and prepare responses to external consultation as directed, including planning applications

## **JOB ACTIVITIES**

### **STRATEGIC BUSINESS PLANNING AND DEVELOPMENT**

1. Support to specific projects, including research, implementation and monitoring, strategies, business plans.
2. Assist in the production of the annual Business/Performance Plans, incorporating departmental key tasks and section plans.

### **CONSULTATION AND MARKETING**

1. To develop the strategic marketing plan; organising and developing new marketing strategies for Leisure & Cultural Services in conjunction with the Service Manager to increase and widen the profile and take up of its services.
2. To develop and monitor a programme of consultation and market research that will underpin the forward planning of services to meet the cultural and community needs of the district.
3. To identify new products and markets for the service within the approved marketing strategy, including product brand development.

### **ADMINISTRATION AND MANAGEMENT**

1. Management of the health and fitness brand/ activities including staff and the monitoring of the Section's income/ attendance/ membership performance, performance monitoring and the production of performance reports.
2. Management of the administration functions for the service including staff and systems.
3. Responsible for the monitoring and reporting on procedures including complaints monitoring.
4. To manage the overall marketing and promotions for the service including liaison with facility managers, community leisure managers and external service providers.

### **PERFORMANCE MANAGEMENT**

1. To lead on the performance management for the service (including the development and monitoring of performance management systems and performance benchmarks) in order to ensure continuous improvement, value for money and customer focus.

2. To research, evaluate and produce implementation plans for Information technology Developments, particularly with respect to Front Desk, Internet and electronic communications.

## **HOURS**

Due to the nature of the position, the post holder will be required to demonstrate flexibility and be prepared to attend at times appropriate to the demands imposed by the above duties and responsibilities.

## **CAR ALLOWANCE**

This post will attract a Casual User Car Allowance with mileage claims being capped at the mid-point band of NJC allowances, you will be allocated a car park permit allowing you to use the staff car park.

The above is not intended to be a full description of the duties or conditions of service attaching to this post and is only given as an indication of the main duties and conditions relevant at this time.

28 February 2012

# PERSON SPECIFICATION

**\*KEY**

**A** = Application form

**I** = Interview

**T** = Test

**M** = Medical

**E/D** = Essential or Desirable criteria

<b>POST TITLE:</b>	<b>LEISURE BUSINESS STRATEGY MANAGER</b>	<b>POST REF:</b>	<b>LBSM01</b>
<b>SERVICE AREA:</b>	<b>LEISURE &amp; CULTURE</b>	<b>PAY BAND:</b>	<b>BAND 9</b>
<b>SECTION:</b>		<b>DATE:</b>	<b>28 FEB 2012</b>

<b>FACTOR</b>	<b>CRITERIA</b>	<b>E/D*</b>	<b>ASSESS BY A/I/T/M*</b>
<b>7. RELEVANT EXPERIENCE</b>  Consider type, absolute minimum period, depth, evidence from outside work e.g. voluntary experience	Experience in leisure management in an operational or strategic capacity Experience in the Marketing and Promotion of Leisure facilities/ activities Experience of research methodology and strategic analysis Experience of partnership working at an operational and strategic level Understanding of the influences and drivers of local government leisure provision	E E E E D	A/T A/I A/I A/I A/I
<b>8. QUALIFICATIONS/TRAINING</b>  Academic, professional, job related/vocational training	Relevant degree level qualification or equivalent (such as NVQ Level 5)	E	A



<p><b>9. JOB RELATED SKILLS</b></p> <p>Level and type of skill eg oral, written, number driving, lifting, language</p>	<p>Able to conduct detailed research and write reports  Detailed understanding of Performance Management and Quality systems  Comprehensive understanding of corporate and service / business planning  Ability to understand and evaluate markets and competition  Highly developed analytical skills  Ability to manage budgets  Knowledge and understanding of the implementation of change management</p>	<p>E E E E E D</p>	<p>A/T A/I/T A/I/T A/I A/I A/I A</p>
<p><b>4. PERSONAL ATTRIBUTES</b></p> <p>The personal characteristics required to carry out the duties of the post and deal with the pressures</p>	<p>Highly self motivated and the ability to motivate and lead others (Staff and Partners)  Confident, able to present to a wide range of audiences  Calm, well disciplined, able to manage a diverse workload and meet deadlines  Imaginative, able to develop innovative solutions  Demonstrate the ability to drive customer focused service delivery  Good negotiator, able to persuade others  Able to demonstrate innovation in the development of services</p>	<p>E E E E E E</p>	<p>A/I A/T I A/I A/I A/I A/I</p>
<p><b>10. EQUAL OPPORTUNITIES</b></p>	<p>To understand in a way appropriate to the job, how the principles of equality and diversity need to be applied within the Council</p>	<p>E</p>	<p>I</p>
<p><b>11. THE GEDLING EMPLOYEE</b></p>	<p>To be committed to the principles of "The Gedling Employee" in a way appropriate to the job.</p>	<p>E</p>	<p>I</p>
<p><b>7. WORK CIRCUMSTANCES</b></p> <p>Unusual hours, travel, residential post.</p>	<p>Flexible to work from other locations if required.  Driving licence and access to transport.</p>	<p>E E</p>	<p>I I</p>

## Appendix 9

### REDESIGN / RESTRUCTURE OF COMMUNITY ENGAGEMENT

#### FUNCTIONS TRANSFERRING AND OR CREATED.

The Current Services area of Community Engagement will be removed and the posts of Service Manager (Vacant) and x3 Neighbourhood Coordinators all will be deleted from the establishment. Other Service Areas currently within Community Engagement will transfer to existing service areas within Leisure and Culture and Housing Council and a New Locality Service will be created within Housing Services

<b>SERVICE FUNCTION</b>	<b>AREA FUNCTION TRANSFERRING TO</b>	<b>RESOURCE FOR NEW SERVICE</b>
Community Centres	Leisure Services	Current Resource unchanged
Events and Play	Leisure Services	New Manager post created
Social Media and Consultation	Communications	Financial resource equivalent to 0.5 of Band 6 post transferred
Member Development as Community Engagement Champions. Twinning.	Member Services	Financial resource equivalent to 0.5 of Band 6 post transferred
Street level Intervention	Community Safety	No new resource
Locality Coordination in 2 key neighbourhoods	Housing Services	X2 New posts of Locality Coordinator created

<p><b>LEISURE AND COMMUNITY</b></p> <ul style="list-style-type: none"> <li>• Community Centres</li> <li>• Play and Events</li> <li>• SLA and Grant Allocation</li> </ul>	<p><b>MEMBER SERVICES</b></p> <ul style="list-style-type: none"> <li>* Supporting Member-Customer Engagement</li> <li>* Twinning</li> <li>* Community Awards</li> </ul>	<p><b>FRONT LINE SERVICES</b></p> <ul style="list-style-type: none"> <li>* Customer engagement</li> <li>- Service improvement</li> </ul>
<p><b>HOUSING AND LOCALITIES</b></p> <ul style="list-style-type: none"> <li>• Locality coordination</li> </ul>	<p><b>COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>* Social media as a means of engagement</li> <li>* Customer insight and consultation</li> </ul>	<p><b>COMMUNITY SAFETY</b></p> <ul style="list-style-type: none"> <li>* Street level intervention</li> </ul>

## Appendix 10

### REDESIGN / RESTRUCTURE OF COMMUNITY ENGAGEMENT

#### FORMAL CONSULTATION TIMETABLE

<b>DATE</b>	<b>DETAIL</b>	<b>INFORMATION</b>
8/3/12	Commencement of Formal 30 day Consultation with Staff affected and Trade Unions	<ul style="list-style-type: none"><li>a) Business case for change</li><li>b) Posts to be deleted</li><li>c) Posts to be created</li><li>d) Current and Proposed Staff Structure Charts</li><li>e) New Job Descriptions and Person Specifications</li><li>f) Function Areas Transferring</li><li>g) Process for Filling posts</li><li>h) Timetable for Consultation</li></ul>
W/C 2/4/12	JCSC Meeting	
9/4/12	Formal Consultation Ends	
	Consideration of Issues Raised Through Consultation	
	Feedback on Final Proposals	
	Issue of At Risk Letters	
	Ring fence Interviews	