

 Employment Committee – 17th June 2015		Agenda Item No. 8
Title	Sports & Leisure – conversion of casual hours to contracted posts	
For further information about this report please contact	Stuart Winslow Stuart.winslow@warwickdc.gov.uk 01926 456028 Kevin Carty kevin.carty@warwickdc.gov.uk 01926 456202	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	Yes
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Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	3 rd June 2015	Andrew Jones
Head of Service	3 rd June 2015	Rose Winship
CMT	3 rd June 2015	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	3 rd June 2015	Mike Snow
Monitoring Officer	3 rd June 2015	Andrew Jones
Finance	3 rd June 2015	Mike Snow
Portfolio Holder(s)	3 rd June 2015	Cllr Susan Gallagher
Consultation & Community Engagement		
n/a		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report from Cultural Services outlines a proposal to convert 264 hours that are covered by casual staff each week, within the Sports and Leisure service, into established contracted posts. The recommendation is based on improving the resilience of the service by removing the reliance on a small number of casual workers.
- 1.2 As a result of this change, the service will benefit from sustained more consistent staffing structure that would allow for better customer engagement, improved customer satisfaction levels, improved service delivery and a more secure and committed workforce, proficient in delivering the service.

2. RECOMMENDATIONS

- 2.1 The Employment Committee are asked to approve the addition of new part time Leisure Attendant posts to the establishment, as detailed in Appendix 1, with immediate effect.

The 264 hours are equivalent to 7 full time posts.

3. REASONS FOR THE RECOMMENDATION

- 3.1 The Leisure Development Programme is undertaking a review of how the Council delivers services at the Council's four main leisure facilities (Newbold Comyn Leisure Centre, St Nicholas Park Leisure Centre, Abbey Fields Swimming Pool and Castle Farm Recreation Centre) and the two dual use sites (John Atkinson Sports Centre and Meadows Community Sports Centre).
- 3.2 Historically, these facilities have operated with an establishment of contracted full and part-time staff, supplemented by casual workers filling the additional shift patterns as required by the normal operating procedure, activity programme or to absorb seasonal peaks in usage. Operationally, this approach has its advantages as it allows the centres to be flexible about when they need additional staff. However, over recent years it has become more and more difficult to recruit casuals and as a result, the pool of casual workers has become reduced. This has resulted in a greater reliance on a small pool of casuals and increasing the risk to the service when casuals refuse to work.
- 3.3 The increased reliance on small pool of casual workers to cover regular shifts would lead to the accrual of employment rights and potential legal challenge in relation to the Council's use of casual staff. This proposal seeks to address and minimise that risk to the Council.
- 3.4 Casuals are not obliged to accept work when offered and this often leads to difficulties ensuring that qualified members of staff are available for work during core business hours. Removing this vulnerability will ensure that the service can be delivered consistently and that all staff are suitably trained, which will ensure that standards of service are maintained to an acceptable level
- 3.5 As part of the review of the in-house management of the leisure centres, a review has recently been undertaken with the aim of establishing the true staffing requirement for the leisure facilities, leading to the proposal that a significant number of the current casual hours are converted into part-time

contracted posts that are included on the establishment. In future, this will limit the use of casuals to covering annual leave and sickness of contracted staff and the extremes of the peak periods of school holidays.

- 3.6 All Leisure Attendants are required to undertake regular training (2 Hours per Month) to maintain their lifeguarding qualifications. It is difficult to get casuals to undertake regular training as they may be university or college students, part time workers, shift workers or seasonal workers. Without this training they are not deemed competent and therefore would not be available for work until they have attended a training session and had a competency test. This effectively reduces an already small number of casual workers even further and creates greater risk that the service is not able to operate efficiently.
- 3.7 Casual workers often cannot attend corporate training and inductions or briefing sessions regarding changes to the service. Often they have to receive information via memo or update from supervisors whilst on shift. The opportunity for them to ask questions and share in any learning, team building and culture development is limited.
- 3.8 Supervisors at the leisure centres spend valuable time trying to get cover for the 264 hours each week. It can take up until Friday before all shifts are confirmed as being covered for the following week. There are occasions when the Operations Managers and Supervisors end up working these shifts whilst on duty in order to keep the service running. When this happens the service is at its most vulnerable as the Operations Managers and Supervisors are now delivering the service instead of managing its delivery and customers may not receive the level of service expected.
- 3.9 At times it is not possible to cover all the available hours and this may lead to admissions being restricted so that the Council's Health and Safety Policy is not compromised. This can lead to a disruption in service and reputation which leads to customer dissatisfaction.
- 3.10 The service quality may also suffer when there are insufficient members of staff to perform the routine daily tasks in a timely manner which can lead to customer complaints.

4. POLICY AND FRAMEWORK

- 4.1 This proposal supports the Council's Fit for the Future vision by supporting the Leisure Services in the delivery of Health and Well Being within the District.
- 4.2 The proposals further support the Council's commitment to Fit for the Future by being a good employer that supports staff by creating established positions offering security of employment and contractual benefits.
- 4.3 Equality Impact Assessment is attached as Appendix 2

5. BUDGETARY FRAMEWORK

- 5.1 Employee costs for the sports and leisure service comprise of Salaries (paid to contracted staff) and Wages (paid to casual workers and coaches). The challenge for the managers within this team is to ensure that these two budgets

are continually balanced off against each other to ensure that they operate within budget.

- 5.2 Subject to approval of the recommendation in 2.1, budget would be transferred from Wages to the Salary code to cover the cost of the additional established posts. The reduced Wages budget would remain to cover the costs of the reduced number of "true casual" workers and coaching staff required by the service.
- 5.3 The cost involved in the transfer are similar to the current position in that casuals workers pay National Insurance and have the right to join the pension scheme.

6. RISK

- 6.1 The risk of doing nothing may lead to the service not being able to offer a complete service to the public at all times.
- 6.2 Not converting these regular weekly casual hours to contracted posts and relying on a small number of casual workers may leave the Council open to a challenge from a casual worker regarding the legality of their employment.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 If the above proposals are not implemented then the service will continue to be vulnerable. Casual will still have the ability to refuse work that is offered. They have no contractual commitment to the service and can pursue other interests and employment. Managers spend abnormal amounts of time recruiting casual staff to maintain a suitable balance of casuals. Managers and Supervisors spend an disproportionate amount of time covering shifts which takes them away from other key duties.
- 7.2 The use of agency workers again does not give consistency, commitment or reliability and it is difficult to ensure that the necessary level of lifeguard training is maintained.

Appendix 1

New posts to be added to Establishment

Newbold Comyn LC	- 10 posts equalling a total of 74.34 Hours
St Nicholas Park LC	- 6 posts equalling a total of 42.9 Hours
Abbey Fields Pool	- 3 posts equalling a total of 22.98 Hours
St Nicholas Park & Abbey Fields	- 1 combined post at a total of 31.5 Hours
Castle Farm Recreation Centre	- 2 posts equalling a total of 31.94 Hours
John Atkinson & Meadows Sport Hours	- 2 combined posts equalling a total of 38 Hours
Combined post across all sites	- 1 post at a total of 13 Hours
Lillington Library	- 1 post at a total of 10 hours