



## London Borough of Lambeth

### JOB DESCRIPTION

<b>Job Title:</b>	<b>Head of Leisure Services</b>
<b>Directorate:</b>	Resident Services
<b>Division:</b>	Environment and Streetscene
<b>Business Unit:</b>	Neighbourhoods
<b>Grade:</b>	<i>SMG 3 anticipated plus recruitment and retention payment- tied to performance</i>
<b>Responsible to:</b>	Assistant Director Neighbourhoods
<b>Responsible for:</b>	Operations Manager (Active Lambeth); Performance and Administration Manager (Leisure Services), Premises and Facilities Manager (Leisure Services), Finance and Commercial Manager. The service area has 200 permanent staff and uses over 100 casuals.

#### **Main purpose of post**

The post sits within the Environment and Streetscene division which is responsible for the borough's public environment, the council's operational building compliance and the directorate's commercialisation agenda. The Division has responsibility for the services including Waste collections, Street Cleansing, Parking, Street Management, Parks, Sports and Leisure and Facilities Management. The Programme Management office supports the Division by leading service development, developing and implementing policies and strategies, community engagement business and service planning, commissioning, contract management and performance management.

This is a senior management post which will be responsible for the safe and excellent running of our eight leisure facilities which are coming back in-house from 1 April 2023. This post will also be responsible for contributing to the development and implementation of leisure related strategies and policies. There is significant reliance on the post to maximise income from the centres.

To champion sport and physical activity as it relates to the leisure centres within Lambeth and develop high quality sport and leisure provision and opportunities through the development and delivery of the Council's Sport and Physical Activity Strategies, in partnership with other organisations and providers including health, sport providers, and national governing bodies (NGBs).

To manage Active Lambeth, our in-house leisure service, operating from multiple sports centres, as well as community outreach programmes.

As part of the role, the postholder will also work across the Council on broader corporate agendas including improving health and wellbeing, increasing participation and engagement and enhancing the leisure offer to our communities, whilst contributing to the economic success of the borough.

To provide strong effective leadership, policy development and monitoring of the performance and integration of sport and leisure services across the borough. Use sport and leisure to deliver against wider Borough Plan outcomes and the Safer Spaces agenda.

### **Key Unit Accountabilities**

1. Manage Active Lambeth, the direct delivery of leisure services from multiple leisure centres, sports centres and community facilities. Engage closely with corporate and divisional teams supporting the service on areas such as marketing, HR and commercial development. Liaise closely with other corporate teams regarding use of the service to deliver on the Council's wider strategic objectives, for example Public Health, Children's Services and Adult Services.
2. Ensure a wide range of programmed and ad-hoc activities, holiday programmes and events, to ensure the widest possible participation and that programming is responsive to local need. Plan a range of activities targeted at residents with protected characteristics.
3. Maximise the net income generated by the leisure centres ensuring that financial targets are met, while delivering best in class customer service.
4. Regularly review accessibility to services and facilities and implement improvements where practical and affordable.
5. Increase demand and create opportunities for communities and individuals to engage with leisure and sporting opportunities in the Borough.
6. Develop and implement strategies, policies, management plans and development plans relating to the delivery of leisure services. Be accountable to the AD Neighbourhoods for achieving relevant outcomes within the Active Lambeth Strategy and targets against key performance indicators. Take full account of Sport England's new strategy *Uniting the Movement* and the Mayor of London's strategy for sport and physical activity *Sport for all of us*.
7. Work closely with the Head of Parks in relation to the management of park-based sport facilities and the joint delivery of activities and funding; where those services are incorporated in the leisure centre management
8. Work closely with the Sports Development Manager in relation to overall service delivery and development relating to physical activity as they relate to the leisure centres.
9. Effectively manage the sport and leisure service, including maintenance of facilities, sports development, physical activities, healthy lifestyles and externally funded programmes and associated contracts.
10. Effectively manage any services commissioned by Public Health to be delivered within leisure services. Ensure appropriate staffing, reporting and evaluation. Work closely with Public Health to develop and deliver a range of services and social prescriptions.
11. Develop and implement a clear strategic approach to maintaining and increasing participation levels across the borough. Develop targets for low participation groups. Identify and remove barriers to engagement for those with the biggest health gains to make.
12. Lead on a marketing, communications and publicity programme, working closely with corporate and divisional communications and commercial teams; as well as developing sales and retention initiatives, to grow the membership base and overall usage.

13. Ensure a robust data platform from which to oversee the analysis of current usage and to allow for an evidenced based approach to performance analysis and future opportunity and service development. Ensure an effective performance reporting system is in place and corporate reporting requirements are met.
14. Work closely with the Head of Environment and Streetscene Client-side Capital Management as a joint client team for the programme of capital works at Brixton Recreation Centre and liaise closely with the Capital Studio or other commissioned providers; and contribute to plans for reshaping the internal layout of the centre, including the commissioning of technical and specialist feasibility studies and options appraisals.
15. Manage the operations of the Maintenance strategy and the matrix arrangements with client-side capital and Facilities Management to ensure the good repair and safety of the centres.
16. Develop a plan for facility improvement and investment, in liaison with colleagues responsible for capital works. Ensure all facilities are maintained to high standards.
17. Ensure that our leisure centres deliver high quality services against a clear specification, using a mix of quantitative (KPIs and performance stats) and qualitative data to assess effectiveness and customer satisfaction, taking corrective action as required.
18. Set the direction for the service through developing a broad service plan and creating a high-performance environment where staff are empowered to secure its effective delivery.
19. Develop and manage all direct reports based on co-operative behaviours, generating commitment and engagement and fostering a culture of innovation and creativity. Monitor the performance of individuals, develop a support and learning culture and provide effective day-to-day supervision. Ensure that resources are in place to deliver outcomes and meet targets.
20. Be responsible for overall staffing and recruitment. Plan appropriate recruitment campaigns and work with HR colleagues to minimise vacancies. Work with Employment colleagues to ensure that staffing meets the Council's wider strategic objectives and includes apprenticeship, trainee and other work experience programmes. Ensure effective rosters are in place. Ensure an effective training and development programme is in place.
21. Develop, foster and maintain strong and effective partnerships with Sport England, London Sport, National Governing Bodies and local stakeholder groups. Represent the Council in its relationship with these bodies and organisations.
22. Be responsible for managing contracts, Community Service Agreements, Service Level Agreements, commercial agreements and other relevant commitments associated with leisure services. Undertake procurement and contract management in line with Council policies and procedures.
23. Produce papers, decision reports, briefings and performance information for Cabinet Members Briefing, Cabinet, other Council Committees, Procurement Board, other bodies and senior managers, ensuring the quality and content of all reports are of the highest standard. Present such reports as required. Work closely with the Cabinet Member for Voluntary Sector and Leisure to develop, inform and refine a vision and strategy for sport and physical activity in the borough. Engage with all councillors and other service managers to ensure the greatest possible synergy with Borough Plan priorities, with particular focus on public health and serious youth violence.
24. Complete planning applications and advertising consent applications where required and attend pre-app meetings with Planning officers for larger or more complex initiatives, where these apply to Leisure Centres and in liaison with the Head of Client -side Capital.

25. Provide effective day-to-day management of budgets relating to the leisure centres. Manage, adjust, programme and control expenditure, employing financial systems to monitor spend throughout the year ensuring budgetary control is in line with the relevant corporate guidance. Exploit all possible opportunities to access external grants to enhance the delivery of services. Prepare grant applications and business cases as appropriate. Implement strategies to reduce debt and control costs. Review pricing, fees and charges and income generation, producing clear recommendations for increasing income which are politically acceptable. Explore and, where possible, develop opportunities for the Council to expand and create new commercial opportunities within leisure centres.
26. Keep abreast of legislation, national and regional policy and best practice within the service functions. Actively monitor and report on legislative changes and changes to best practice and ensure these are fully integrated and mainstreamed into the relevant service area. Act as a technical expert on sport and leisure-related matters for the Authority. Prepare advice to senior management and the Council as appropriate, ensuring that appropriate Members and other interested parties are properly briefed and advised. Ensure legislative compliance across the service.
27. Plan, develop and promote an innovative approach to continuous improvement. Develop and maintain a performance management culture across the borough in relation to sport and physical activity. Ensure Quest accreditation is maintained and strive to achieve other relevant accreditations and awards.
28. Work closely with the corporate Communications team to publicise and market new services; as well as liaising with the webteam to ensure content is updated as appropriate. Produce copy for articles and marketing pieces. Ensure effective communication and high-quality marketing to generate and retain interest in the use and development of new measures introduced. Manage forms, leaflets and promotional literature, ensuring they are kept up to date and widely distributed. Ensure effective communication with all staff in the service by regular meetings, communications and briefings. Develop and implement a marketing plan for each scheme as appropriate and provide technical input into publications.
29. Represent the directorate at meetings with the public and with Councillors on matters relevant to the service, including attendance at committees and other public meetings. Represent Lambeth at meetings with other services and outside bodies as required. Develop strong working relationships with these and other relevant stakeholders, including User Groups, to ensure their involvement in service improvement.
30. Be responsible for the management and maintenance of extensive assets including land, buildings and vehicles and appropriate health and safety standards. Ensure compliance with Health and Safety legislation and drive a safety-first culture. Ensure risk assessments and other operational working procedures are in place and regularly reviewed. Maximise income generation from the assets and be commercially innovative in terms of driving income growth.
31. Manage all correspondence relating to the services covered, including ensuring that all enquiries, complaints, Member Enquiries and FoI requests are responded to in a courteous and professional manner, in accordance with corporate policy and timescales. Drive high customer care standards and operate in a collaborative manner with local communities.
32. Deputise for the Assistant Director Neighbourhoods as required.
33. Work flexibly in undertaking the duties and responsibilities of this job and participate as required in multi-disciplinary cross-department and cross-organisational groups and task teams. Some evening and weekend working will be required, as well as regular travel around the borough.

34. Take responsibility, relevant to the post, for ensuring that Council statutes and government legislation is upheld. This includes, amongst others: Management Compliance Charter, Environmental Policy, GDPR Regulations, Race Equality Action Plan, Quality Assurance Plan, Health & Safety, Responsible Procurement Policy.
35. Take responsibility, appropriate to the post for tackling racism and promoting good race, ethnic and community relations.

## Person Specification

**Job Title:** Head of Leisure Services

Note: It is essential that in your written supporting statement you give evidence or examples of your proven experience in each of the short-listing Criteria marked Application (A).

You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted.

If you are applying under the two ticks scheme, you will need to give evidence or examples of your proven experience in the areas marked with "Two Ticks" (✓✓) on the person specification when you complete the application form.

	<b>Key Knowledge</b>	<b>Shortlisting Criteria</b>
K1	A degree level qualification relevant to the management of sport and leisure facilities and evidence of continuing professional development; or extensive experience and evidence of professional development where no degree is held	
K2	Council policy, structures, political context and protocol with regards to the democratic process, consultation, financial operation and procurement	
K3	Relevant legislation, including Health and Safety	
K4	Environmental services issues within an urban context	
K5	Project management techniques and their application	
K6	Proven knowledge of emerging best practice	
K7	Proficient in the use of the Microsoft Office suite, in particular Word, Excel and Outlook	
K8	Comprehensive understanding of Performance and Quality management processes	
	<b>Relevant Experience</b>	
E1	Substantial experience of managing staff, resources (financial and physical) and customer care services at a senior level	
E2	Experience of policy making and strategic planning	A✓✓
E3	Substantial experience of managing sports and leisure services at a senior level, preferably in a public sector context	A✓✓
E4	Experience of contract management, in a leisure services context	A✓✓
E5	Managing teams and performance	A✓✓
E6	Financial systems and budget management	A
E7	Successfully managing a high-profile service operation within a public sector organisation	
E8	Successfully working collaboratively with a wide range of stakeholders	A✓✓
E9	Preparing complex reports, policy documents, briefing papers and presentations that are accessible and understood by a range of different audiences	A
	<b>Key Behaviours</b>	<b>Shortlisting Criteria</b>
B1	<b>Focuses on People</b> <ul style="list-style-type: none"> <li>• Maintaining and developing staff by having one-to-ones, appraisals, team meetings and training plans</li> <li>• Empowering and supporting staff and being responsible for your team</li> <li>• Knowing your staff and emphasising with their issues</li> </ul>	A

	<ul style="list-style-type: none"> <li>• Thinking about what you would like if you were the customer</li> <li>• Being consistent and focussing on team building to achieve excellence</li> <li>• Creating an environment that staff can be creative</li> <li>• Treating everyone with respect, equally and fairly</li> <li>• Recruiting the best staff and providing quality learning opportunities</li> <li>• Ensuring an effective induction program for new joiners and returners</li> <li>• Provide staff with the skills and knowledge to do their job effectively and beyond</li> </ul>	
B2	<p><b>Takes Ownership</b></p> <ul style="list-style-type: none"> <li>• Having regular one-to-ones and conversations with your staff to discuss how they doing and seek their feedback</li> <li>• Engaging your staff in discussions about what's required to deliver and giving a sense of resource available</li> <li>• Achieving buy-in from staff so they can truly own their work by breaking down tasks into something achievable</li> <li>• Working with your staff to provide creative development opportunities including self-development</li> <li>• Owning your budget and spend, ensuring your teams focus on meeting outcomes</li> <li>• Identify and owning opportunities for service development</li> <li>• Being courageous even when you don't know the answer</li> <li>• Being pro-active and constantly thinking about how to improve our service according to strategic priorities of the council</li> </ul>	A
B3	<p><b>Works Collaboratively</b></p> <ul style="list-style-type: none"> <li>• Ensuring all work with colleagues from across the council to reduce silo working and get things done in the most informed and best way</li> <li>• Encouraging staff to input to their objectives, then summarising goals and monitoring via regular one-to-ones</li> <li>• Building individual's ideas into team work planning</li> <li>• Seek to broaden the skill set of teams so that they can have transferable skills and support across a range of teams</li> <li>• Encouraging your staff to support each other where necessary to complete tasks and meet objectives</li> <li>• Promoting the development of skills and giving staff room and time to develop</li> <li>• Developing team morale and cohesiveness to help each member feel valued and productive and to help the team to build good working relationships</li> </ul>	
B4	<p><b>Communicates Effectively</b></p> <ul style="list-style-type: none"> <li>• Having regular, open conversations with people, clearly expressing ideas and views, seeking and passing on customer and staff feedback and suggestions</li> <li>• Setting up open communication channels for two-way feedback</li> <li>• Finding out and knowing your staff's skills and strengths, listening to what each other has to say and working as a team to deliver work</li> <li>• Making time for regular catch ups, team meetings and one-to-ones to give and receive information</li> <li>• Thinking carefully about avoiding jargon both internally and externally</li> <li>• Cascade down and up what is happening so teams understand the central strategies</li> </ul>	

B5	<p><b>Focuses on results</b></p> <ul style="list-style-type: none"> <li>• Being ambitious, knowing the bigger picture of borough improvement</li> <li>• Ensuring teams are clear about the outcomes and objectives of the Council and show a clear link between what they do and how it makes an impact on the customer</li> <li>• Listening to staff after asking questions on how to improve service while considering costs</li> <li>• Setting clear objectives and targets, ensuring they are SMART and measurable and linked to business plans</li> <li>• Working with staff to make sure they have the right resources, tools and support to achieve their objectives</li> <li>• Helping staff stay motivated by finding learning opportunities for development and making them feel valued</li> <li>• Looking at any barriers or obstacles to work, review what is slowing down our progress</li> <li>• Exploring ways to improve the way things are currently done ensuring we maximise our resources</li> <li>• Meeting regularly with staff to ensure work is on track and focussed on objectives and tasks</li> </ul>	A
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