



David Pugh
Head of Leisure Insourcing

Date: 01 October 2022

Dear Applicant

Thank you so much for your interest in this exciting project.

I have provided details below of the project challenges, governance and proposed structure.

This is a challenging role and will play a vital part in the successful transfer of services and establishment of a new service within the Council.

Next June we are taking on management and operation of 8 sites, an annual turnover of over ten million pounds, 340 employees across 20 different roles.

I look forward to receiving your application and seeing how you can contribute to the development of this brand new service.

Kind regards

Dave Pugh

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Head of Leisure Insourcing

Southwark Council

Background

The Council took the decision in 2021 at the end of the current contract with EA to return management of the service in-house. This was a significant decision, not least because the Council acknowledged that they receive a good service from EA.

The primary reason stated for choosing Transfer were;

- the politicians in Southwark are very proud of what has been achieved in the Borough, and believe that the future is best served by providing as many services as possible in-house.

- there is a greater appreciation now of the contribution physical activity can make to the health and wellbeing of all residents. It is felt that better progress on supporting health and wellbeing across various areas can be made by Council departments controlling resources and working together for the improvement of services. This is illustrated well through the creation of new **Integrated Care Services** arrangements, which will bring together health and social care to improve health and wellbeing outcomes across council departments and the wider health partnership.

Project Planning

There are currently three key considerations.

- *Alignment*
- *Digital Transformation*
- *Structure To Deliver the Service*

Alignment is ensuring that everyone on the same page, understands our vision, purpose, what we are trying to achieve and how we are going to do it.

The first aim is a seamless transfer of service with minimum impact on customers and staff.

Digital. Our digital plans will be at the core of everything we do and will ensure that we are ready for transfer in June 2023.

Structure: We need to ensure we have a structure in place which can deliver the service and our aspirations for a future structure are built around **five pillars –Five ‘P’s**.

1. **Place** - a safe, clean and well maintained facility which enhances the customer experience.
2. **Products** - a full range of products and services, supported by engagement with customers which exceeds their expectations
3. **Price** – a full value for money service, which at least meets our planned financial performance expectations.
4. **Promotion** – an effective marketing and communications model which informs and motivates people to use our services.
5. **People and Fairer Future Values** – effective processes to engage and motivate individuals and teams to deliver the highest level of service possible and reflecting the diversity and equality values of the Council.

The 5 P’s will be reflected in our senior management structure.

- **Operations Manager** to drive **Place**,
- **Commercial Manager** to deliver **Products and Promotions**
- **Finance and Systems Manager** to oversee our **Price/Financial Performance/IT and People**. – **This post will operate within this team.**

We will also have a number of **service coordinator roles** outside day to day operations, supporting the senior positions covering **Facility Management, Quality,**

H & S, Fitness, Swimming, Marketing, FOH, Membership, Finance, Administration, Performance Monitoring, ICT, HRBP and this post, Learning and Development.

Below this support line, it is intended that the structure will largely reflect the current operational structures at each site.

Governance and Workstreams

The governance of the project is arranged in three tiers.

1. **Sponsor Board**, comprising 3 strategic directors as well as the Director of Leisure (Toni Ainge), the Head of Leisure Insourcing (David Pugh), the Head of Parks and Leisure (Tara Quinn) and Programme Manager (Babatunde Bankole). The Sponsor Board provides overall strategic direction of the entirety of the project.
2. **Programme Board** is designed to provide direction and management of the project. The Programme Board comprises 10 workstreams, each important for the success of this project, led by their individual workstream lead.
3. **Mobilisation Team**, including; ICT Project Manager, a financial consultant and HR consultant. The mobilisation team are responsible for the day-to-day activities and planning required to deliver a successful transfer.

Workstreams include:

1. **HR** - Recruitment, TUPE transfer, Harmonisation of conditions.
2. **Finance** - Financial policies, financial business model, budget setting
3. **ICT** - IT infrastructures, Hardware devices and systems
4. **FM** - Condition of facilities & Assets, procedure and policies for FM, contractors suppliers to provide FM service
5. **QMS & H&S** - Effective systems in place to ensure quality service is provided and coordinate QMS and H&S.
6. **Legal** - Coordination and supervision of all legal activities required for each workstream for the transfer of the service.
7. **MarComms** – Marketing and communications activities, branding, consumer research and analysis to guide business decisions for the service, effective and robust marketing strategy for the service when in-house.
8. **Public Health** - How the service will continue to deliver programmes that will continuously improve the health & wellbeing of residents of the borough. GP referral, healthy weight scheme, healthy lifestyle hub etc.
9. **General Leisure** – contract exit, programmes, equipment for the service moving forward.
10. **Procurement** - coordination and support of all procurement activities happening within each work stream.

Onboarding

Our plan is to meet with colleagues through the autumn. We would also like to set up a staff representative focus group to discuss options around things like uniform and listen to colleague views.

We also plan to have some information events prior to transfer about topics like pensions and to explain the implications of choosing to move to a Southwark contract of employment.

We plan to set up a training base after Easter next year and start to familiarise colleagues with new systems and information prior to transfer.

We will also be setting some times for Dave Pugh to visit sites and be available for conversations with individual colleagues.

TRAINING DEVELOPMENT PLAN

Mission

To be the best version of public leisure services that we can be.

Vision

To be determined

Purpose

Make a difference; improve health and wellbeing of Southwark residents, workers and young people.

Aim

The seamless transfer of leisure operations and management from Everyone Active to Southwark on 20th June 2023.

Objectives

- Playbook covering every role
- Training map for each role
- E platform support system in place
- Annual Training Plan
- Measurement & Evaluation Plan

Discovery – Phase 1 (autumn)

- Understand EA Processes
- Audit skills competence of existing staff
- Organisational roles - (Playbook)
 - Purpose
 - Qualifications
 - Skills
 - Behaviours

- Minimum Training
- CPD Training Opportunities
- Training map for each role
- Identify/ Procure system to hold, control and evaluate training function
- Repository for all training documents
- Recruitment cycle

Alpha – Phase 2 (winter)

- Annual Training Programme
- How to access training and processes
- Measurement
 - Applicant process
 - Selection process
 - Enrolment process
 - Monitoring process
 - Impact/ Evaluation process
- On boarding Training Plan and Resources
- Prepare bid for Apprentices, recruited May 2023, Commence September 2023

Beta – Phase 3 (spring)

- Deliver On-boarding
- Deliver E Platform
- Deliver Measurement Process
- Deliver Culture Change Training