

Change Programme For Parks & Leisure

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Parks & Leisure Department

Comprises of:

- Over 700 staff / Annual budget of over £33 million
- **Leisure Services** — 10 leisure centres & Leisure Development unit
- **Parks & Cemeteries Services** — 48 parks & open spaces, 79 playgrounds, 1 adventure playground, 135 sports pitches, Bridges Urban Sports Park, 12 bowling pavilions, 1 golf course, 3 cemeteries and 1 crematorium, Belfast Zoo, Belfast Castle & Malone House, Landscape Planning and Development unit, Open Spaces and Active Living Unit.
- **Policy & Business Development Unit and,**
- **Business Support**

Why Do We Need Change

A key objective is to deliver more efficient and effective services to assist the Council in achieving its corporate strategic objectives.

This is being achieved by bringing the Parks and Leisure functions of the department together to integrate community development and to work more closely in planning and service delivery

- Deliver better services and better outcomes in our communities.
- Deliver efficiencies
- Building Capacity



Programme Management

To date the change programme has been delivered by a number of task forces or project teams reporting to the Parks and Leisure Change team.

Each task force had a designated team leader with responsibility for planning delivery of the task and reporting the change team on progress and issues.

Routine meetings with Management and Operational trade Union groups were scheduled due to the nature of some of the change; special meetings were arranged.



Programme Management

- Reference panels played a vital role in broadening engagement with as large a community of staff as possible supporting better communication. The panels fulfilled the role of feeding back on any implementation issues and providing quality assurance
- Staff communication
 - Change newsletter
 - Staff briefings / workshops/road shows
 - Meetings
 - Interlink (staff intranet)
 - Getting People Connected' screens
 - Team Brief
 - Intercom



Phase I

Prior to the commencement of each structural review Terms of reference were/will be developed and agreed. However it should be noted that each phase does not need to be completed prior to the commencement of the next Phase.

- Agreement and implementation of the Parks Management operational structural tier; and
- Agreement and implementation of Parks and Leisure Business Support management tier





active

Phase II

- Operational review of Parks and Leisure Business Support including the leisure centre staff;
- Parks operational review to include: the review of the role of Team Leaders or “Parks Supervisors”; review of boundaries and numbers of staff; development of processes; quality monitoring; and implementation of systems.
- Operational review of the Outdoor Leisure function
- Development of a Parks Community Resource (i.e. Community Park Attendant);
- Review of the estates function including Belfast Castle and Malone House (this will include the exploration of a coordinated estates/commercial function across the Parks and Cemeteries Service);
- Review of Landscape Planning and Development Unit; Review of Parks Services and Support unit; and Review of the Conservation and Promotion Unit. This will be conducted as one review; however they are in reality three concurrent reviews which will streamline functions and identify efficiencies and improvement leading to more effective development functions; and
- Review of Bereavement Services;





active

Phase III

- Review of the management strand within Leisure Services; and
- Review of the operational strand in Leisure Services



Progress To Date

- Parks Management operational structure
- Business Support review
- Parks Operational review
- Outdoor Leisure review
- Review of management strand within Leisure Services
- Review of operational strand within Leisure Services



Thank You & Close

Contact details for any further information
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