

PER284
FOR DECISION
WARD(S): GENERAL

PERSONNEL COMMITTEE

7 March 2016

CABINET

16 March 2016

REQUEST FOR GUILDHALL STAFF RESTRUCTURE INCLUDING ADDITIONAL POSTS

REPORT OF GUILDHALL & CONFERENCE MANAGER

Contact Officer: Chris Smith Tel No: 01962 840820

RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

The Guildhall has made a significant leap within the last 12 months, increasing customer footfall and events participation on a level that has not been previously achieved.

It is estimated that in 2015 around 55,000 customers visited the Guildhall through events, exhibitions, concerts, fairs, private parties, conferences/meetings and the use of the café – 'Eighteen71'. This figure does not include thousands more of the general public that use the building's free public building facilities such as the award-nominated ground floor toilets.

Business Growth

Whilst the Guildhall experiences high expenditure through the nature and size of the building it operates in, there has been growth in the majority of business lines; Eighteen71 café, External Banqueting, Licensed Bar's and also new 'Guildhall-branded' events.

Guildhall Winchester received over 85% in positive feedback following events in 2015, compared to 60% in 2014. This feedback has been sourced from surveys completed after bookings/events have taken place.

In 2015 website guildhallwinchester.com page views grew by over 200%, a significant and astonishing figure compared to 12 months earlier.

The Social Media platform has also played a large part in customer interaction during 2015 with Facebook page 'likes' doubling since January 2015 and over 10,000 people 'checking in' to the Guildhall on their personal accounts, to say they have visited.

A Twitter account was launched in March 2015 with over 400 'followers' in the first 6 months.

Customer interaction and response to new 'Guildhall-branded events' have been very positive. This is evident through the response in ticket sales, social media and direct email comments, as well as face to face customer feedback.

As business increases, and the way in which customers choose to gather information quicker increases with it, it is clear that changes need to be made to support the events team in the way they manage the booking process, and to maximise the opportunity of developing this new business.

This report proposes that the current staffing model needs to be updated in order to meet on-going demands of the private sector, and ensure growth in the both current and future markets. Making these changes will vastly improve the management of existing business, as well as create the opportunity to grow new income streams.

Eighteen71 café

Eighteen71 café is the Guildhall's most successful area of business growth over the last three years, and is 30% over budget in income in the current year-to-date.

It is the Guildhall's front line service, and the potential remains to become the High Street's largest café space, increasing financial growth. As the café's sales increase, expenditure does too and this area of Guildhall business has the largest cost from both casual and agency staffing.

To meet the needs of this successful growing business, and to ensure excellent customer service continues to be met, this report outlines why a more robust and cost-effective staffing model is required in this area of commercial trading.

RECOMMENDATIONS:To Personnel Committee

1. That the following posts be created in the Estates Guildhall Establishment:
 - Sales & Marketing Assistant 0.5 FTE Scale 3
 - Kitchen Assistant 1.0 FTE Scale 2
 - Café and Beverage Assistants 2.0 FTE Scale 2
2. That the following changes be made within the Estates Guildhall establishment:
 - ‘Senior Event Manager’ 1.0 FTE (Post 375) be retitled to ‘Operations Manager’ 1.0 FTE Scale 5 – (Post 375), with the intention of a slot-in of current personnel and the post will be job evaluated.
 - Events & Business Development Officer 1.0 FTE (Post 1093) retitled to ‘Sales & Marketing Manager’ 1.0 FTE Scale 5 (Post 1093), with the intention of a slot-in of current personnel and the post will be Job Evaluated.
 - Events Manager 1.0 FTE (Post 379) *and* Events Manager 1.0 FTE (Post 371) obtain job evaluations to be retitled; ‘Duty Manager’ 1.0 FTE (Post 379) and ‘Bookings & Events Manager’ 1.0 FTE (Post 371), both remaining on Scale 4.
 - Events Manager 0.5 FTE (Post 376) becomes Duty Manager 1.0 FTE (Post 376), remaining on Scale 4.
 - That Food & Beverage Manager 1.0 FTE (Post 947) goes through a job evaluation and be retitled; ‘Catering & Bar Services Manager’. No Scale changes.
3. That the following posts be deleted from the Estates Guildhall F&B Establishment;
 - Banqueting Assistant 0.2 FTE Post 949
 - Canteen Assistant 0.1 FTE Post 526b
 - Café & Beverage Assistant 0.5 FTE Post 1086
 - Café & Beverage Assistant 0.5 FTE Post 1350

To Cabinet

4. That Cabinet notes the increased Employee budget requirement of £55,888 in 2016/17. A growth bid of £44,000 has been made in the budget setting report

(CAB2763 Revised) which went to Council for approval on the 25 February 2016, with the additional £11,888 to be met from increased net event income detailed in the report. The increase of £55,888 reflects all known costs per employee as per Appendix 2 to the Report.

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REQUEST FOR A GUILDHALL STAFF RESTRUCTURE, INCLUDING ADDITIONAL POSTS

REPORT OF GUILDHALL & CONFERENCE MANAGER

DETAIL:

1. Background
- 1.1 The Guildhall is a successful commercial public building providing a multi purpose events space for personal and corporate hire, council and civic use and Guildhall independently - planned events such as fairs, exhibitions and entertainment. This commercial business outturned a total turnover in excess of £1m in 2014/15.
- 1.2 An average estimate for 2015 suggests that the Guildhall events team dealt with fifteen individual events enquires per day. It is has become more and more evident that customers wish to receive information quicker and in more detail. For example, one , which brings the Guildhall around £45k of business a year (approximately 35% of total conferencing income), will often allow only 30-45 minutes for a detailed response to be given to an enquiry, before then moving to another potential venue. It is apparent that this is now industry standard.
- 1.3 Footfall captured for customers attending Guildhall events in 2015 was over 55,000. Engagement with the Guildhall has never been greater. The Tourist Information Centre has noted record enquires into Guildhall events, the 'Facebook' page has doubled in its page 'likes' over the past 8 months. A new 'Twitter' account has over 400 Guildhall followers, interacting with events, and the main Guildhall website has seen more page visits in the last 12 months than it did over the course of the previous 2 years.
- 1.4 The interaction with customers through these new channels has taken a high level of resource within Guildhall staffing. To ensure the team respond quickly and correctly in line with policies and

procedures whilst continuing to ensure excellent customer service at all times, changes are required in the way staff are structured to manage the enquiry and booking process.

- 1.5 The introduction of new 'Guildhall-branded' entertainment such as Comedy, Live Music, Theatre and Cabaret has proved incredibly successful, with strong positive feedback from customers, clearly evident through online social media channels. The existing staff model does not currently support growth in this area of new business. Whilst it will always be the intention that the Guildhall Manager personally leads on the planning of these events, it is evident that this can only be achieved if other areas of the business are managed more effectively by the sales team.
- 1.6 The Guildhall manages a successful café 'Eighteen71' which is open seven days a week to both the general public and Council employees. In 14/15 it turned over c£250k (around 25% of total Guildhall turnover) with a projected footfall during this time of at least 18,000 customers. This area of the business has shown continuous growth for the last three years, but as the business develops and the market changes, the café requires more attention to its staffing model and its main functions. Eighteen71 receives some fantastic regular feedback about the café's services, but the staffing structure to support it has become outdated and costly.
- 1.7 Changes in the Guildhall's own offer of function catering has led to the implementation of a Food Management Plan. This has had a positive effect on the way catering is managed and ensures that procedures are in place for the stability of a long term future in Guildhall catering. The use of Council-approved catering suppliers has had a tremendous positive impact on customer bookings, customer service and commission income. Customer feedback in this area has been truly excellent, with the range of catering offered by the suppliers a popular reason for re-booking. Income from commission here has grown by 80% in the last 12 months. However, commission income will not compare against that of the income gained from Guildhall's own catering, and with the successful delivery of a food management plan, it is hoped that this area of business will return within the first half of 2016.

2. Bookings & Sales

- 2.1 The current event staff model is for three Event Managers (Posts 375, 371 and 379 of Appendix 1 Current structure) to split their role between receiving/pre-planning event and room bookings, and the duty-managing of the building and running the event itself.
- 2.2 An Events & Business Development Officer – (Post 1093 on Appendix 1 Current structure) and a Sales/Information Officer (Post 848) control

the day to day bookings diary for the Guildhall. The Information Officer's role does lead on some areas of bookings, such as WCC internal room hire. However, because this role is based on the Guildhall reception, it naturally takes the lead on many other much-needed operational and administrative roles such as meeting/greeting customers, first point of contact for stock deliveries and generally being a hub of information for all who enter the Guildhall. Recently, the Events & Business Development Officer started to lead on managing social media day to day; a job that has grown significantly, as the customer need for information through these channels has become greater and greater. This role in this area of advertising and customer service is lengthy and often requires full time commitment to ensure the correct information is given to customers. For example, 'Facebook' monitors the time it takes to reply to customers and gives a score rating based on this response. The staff time that is required to ensure that communication is effective in this area means that further assistance is required.

- 2.3 Customer feedback and managerial observation has shown that the time taken between an event manager receiving bookings (via phone/email and then in person, going through the pre-event stages of meeting with customers) and acting as manager on duty for the building (front of house management, staff deployment, management of on site cash, maintenance reporting and Health & Safety), is not as effective as it should be within the role, and often leads to poor communication within the team. This leads to poor customer service to clients and an ineffective use of time in running the building.
- 2.4 The Guildhall's 'Weddings and Ceremonies' business is worth around 80% of private hire income and Conferencing has the highest gross profit in Guildhall income. These areas of the business require time and attention to detail to ensure effective booking, planning and delivering is achieved.
- 2.5 It is expected that income could be increased by at least 15% in both Weddings and Conferencing through staff structure changes. Expected increases are as follows;

	Tot 14/15 (gross)	Projected + 15% (gross)
Weddings & Ceremonies	£141,000	£21,150
Conferencing	£91,574	£13,736

The above two areas of Guildhall business require the greatest care in customer service from start to finish. Direct feedback from customers suggests that these bookings expect a much faster and more personal approach to their customer experience.

- 2.6 Sourcing new Conferencing business, structuring bespoke packages for clients, replying to agents in a timely manner and account managing are all time-consuming tasks.
- 2.7 The current staff structure requires the Events & Business Development Officer to lead in areas of business listed in paragraph 2.4. This is unrealistic and staff time is often spread unevenly across many areas of new business and not on targeted sectors.
- 2.8 The current Events & Business Development Officer (Post 1093 Appendix 1 Current Structure) supports the Guildhall Manager to oversee all Guildhall marketing & advertising. This involves all internal and external printed media, as well as a fast-growing, ever-changing online world, where it becomes easy to be left behind. It can be easy to miss new business opportunities and customer service interaction. This style of marketing puts pressure on both staff roles, and so it is proposed that the Events & Business Development Officer's role is adjusted accordingly and that an Assistant is introduced to support (Posts 1093 and a NEW post in Appendix 1 Proposed structure). These changes will enable this area of staffing to lead on all marketing, whilst still continuing to manage the bookings diary day to day.
- 2.9 The change in role of the Events & Business Development Officer to that of a 'Sales & Marketing Manager' 1.0 FTE (Post 1093 Appendix 1) and the introduction of a new role - 'Sales & Marketing Assistant' 0.5 FTE (NEW post Appendix 1) allows better use of time creating new business, following sales targets and leading on Marketing & Advertising projects with The Guildhall Manager. The Sales & Marketing Manager would provide much-needed support in managing and implementing the Guildhall Marketing Strategy, overseeing the Guildhall booking process, whilst still ensuring that day to day management of the diary is not neglected and that every enquiry is managed correctly. It would also continue to drive new business in a way that cannot currently be done effectively.
- 2.10 It is proposed that a 'Bookings and Events Manager' 1.0 FTE (Post 371 Appendix 1 Proposed structure) 'is implemented to take elements of the current 'Events Manager' job description, but instead target specific areas of the business such as 'Weddings and Ceremonies', figures of which can be found in Paragraph 2.5. This allows this role to take on a large proportion of sales enquires, onsite visits by customers, and the timely pre-booking stages involved in the planning of a wedding or ceremony. The intention as per the new Job description is to split this position's hours between the office-based admin of bookings, and actually event-managing these bookings. In Appendix 1 'Proposed changes', the role is managed by Post 375 Operations Manager.
- 2.11 It is intended that both the 'Sales & Marketing Manager' and the 'Booking & Events Manager' roles are allocated to existing Guildhall

personnel, who will subsequently 'slot in' and these posts will be Job Evaluated. There is no redundancy risk here.

3. Event Operations

- 3.1 In 2015 the Guildhall Manager successfully introduced new business through Entertainment such as Live Music, Comedy and Theatre, branded as Guildhall-run. There has also been an expansion in use of the building for entertainment through external hire. For example:
- 650 people brought tickets to see Craig Charles DJ in September 2015. This particular event brought a gross surplus of £8k from ticket sales and bar income.
 - 300 people attended a Cabaret night in November 2015, and 280 came to see local singer-songwriter Josh Savage perform in December. Both events totalled £2,500 in surplus.
 - Long-standing bookings have been secured for high grossing events such as 'The Wine Festival and the Jewellery Fair.
 - Winchester Arts Festivals are using the Guildhall exclusively for their 2016 dates, which is due to the positive feedback from events in 2015. This will increase profit by 20%.
- 3.2 To ensure that time continues to be spent effectively developing these new business income streams, further assistance is required in the operational management of the Guildhall day-to-day.
- 3.3 The 'Senior Event Manager' (Post 375 Appendix 1 Current Structure) currently leads on line-managing staff (Appendix 1 Current structure): however, given the recruitment of the Guildhall Manager with strategic and business-orientated responsibilities, there has been a greater need to ensure that key operational building tasks are performed. Areas such as Health & Safety, Maintenance, Security, Fixtures & Fittings and Event Logistics require managing day-to-day more efficiently.
- 3.4 To ensure that Guildhall business continues to grow and fundamental daily tasks are still carried out, it is proposed that an 'Operations Manager' 1.0 FTE (Post 375 Appendix 1 Proposed structure) is created to fill the existing gap between the 'Guildhall Manager' and the 'Senior Event Manager'. This role is a direct replacement of the current Senior Events Manager using existing Guildhall personnel, who will subsequently 'slot in'. There is no redundancy risk here. It is believed that this will then allow the Guildhall Manager to manage the entire Guildhall team more effectively, ensure business and sales targets are

met and have more time to introduce new business and revenue streams.

- 3.5 'Duty Managers' x 2 FTE (Posts 376 & 379 Appendix 1 proposed structure) are required to replace 'front of house' responsibilities of the current 'Event Managers' (Posts 371, 376, 379 Appendix 1 Current structure). These roles cover building management on a shift basis, including opening and closing the building day to day, meeting customer bookings on arrival, leading in the setup of rooms and events, organising refreshment drops, as well as following financial procedures (till systems and cash safe) and general building security. Staff are existing Guildhall personnel, who will subsequently 'slot in'. There is no redundancy risk here.

4. Catering

- 4.1 The current 'Food & Beverage Manager' 1.0 FTE (Post 947 Appendix 1 current structure) directly line-manages a team of staff (Appendix 1 current structure) offering a café menu in eighteen71, a range of meeting and conferencing catering, and, in 2016, a return to function catering.
- 4.2 It is proposed that the existing Food and Beverage Manager (Post 947) title be changed to 'Catering and Bar Services Manager'. The role continues to manage all internal and external catering menus and operations on site, licensed bars, Health & Safety, and staff training/management in these areas of business. However, as set out below, it is intended that there should be less casual staff recruitment.
- 4.3 A Café Supervisor 1.0 FTE (Post 1079) a Café Assistant 1.0 FTE (post 1295) and 2 x Café Assistants 0.5FTE (Posts 1086 & 1350) work within eighteen71 café. The remainder of staffing in this area are made up of casual workers.
- 4.4 Eighteen71's income has grown consistently for the last three years and is 30% above projected budget in the year-to-date. Estimated footfall in this area increased by 25% in 2015. The need for further support in this area is evident, and the cost of staffing is currently too high.
- Casual staff make up 60% of eighteen71's staffing, creating a high cost/low productivity model.
 - The nature of the employment contract held with casual staff means that they are often not adequate for the staffing for the business. Using these staff often leads to the unplanned use of agency staffing, which is a significantly higher cost overall.

- Casual staff are often more inexperienced, with a high turnover generally, and take much more management time to train with a high amount of administration required.
- 4.5 It is therefore proposed that 'Café and Beverage Assistants' x 2 FTE (NEW posts Appendix 1 proposed structure) are recruited to replace casual staff in eighteen71 café, responsible for helping run the front of house operation of the café seven days a week.
- 4.6 The busy kitchen requires assistance in food preparation during peak trading periods and during large conference and meeting catering. This assistance currently originates from either the 'Café Supervisor' (which subsequently takes this position away from team leading the café) or casual staff (who may not be available and are often not immediately trained to Level 2 in Food Safety). Casual staff are currently having to be used in the kitchen assisting in food preparation, which is a very high cost and produces a higher Health & Safety risk.
- 4.7 It is proposed that a 'Kitchen Assistant' 1.0 FTE (NEW post Appendix 1 Proposed structure) is appointed to assist in cooking and food preparation for busy trading periods, and to cover cooking hours within Eighteen71 in the absence of the chef.
- 4.8 Some casual staff employment still remains (Appendix 1 Post 1094) and will continue to be required to fill rota gaps during busy trading periods. However, it is projected that the introduction of the new posts in paragraph 4.5 and 4.7 will significantly reduce casual staff costs by over £40k (Appendix 3).
- 4.9 The Guildhall continues to work closely on reducing staff costs in Eighteen71 café, and also improving the service to customers. In 2016, in-house prepared paninis, sandwiches and salads are to be made available in a front of house display in eighteen71. This will provide a 'grab and go' option in the café, in the attempt to speed up service. A change of coffee machine and introduction of barista-trained casual staff will speed up hot drink service. The introduction of a second cash till during peak seasons will provide a quicker method of payment for customers. A new eighteen71 menu which is launched in March 2016 will provide a more effective offer for customers wishing to eat in the café.

OTHER CONSIDERATIONS:

5. COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

- 5.1 The restructuring of staffing arrangements in the Guildhall will help develop a prosperous local economy and enable the business to be operated as efficiently as possible to maximise income generating opportunities.

6. RESOURCE IMPLICATIONS:

- 6.1 The proposals in this report will increase the annual Guildhall employee budget from a forecast £505k in 2016/17 to £561k (an increase of £56k). This increase is forecast to rise to £78k by 2024/25 as a result of incremental progression.
- 6.2 A baseline annual growth request of £44k was put forward as part of the budget setting process (CAB2763 Revised) and went to Council for final approval on 25 February 2016. The final £12k increase will be met from the increased net income identified in 2.5 above.
- 6.3 The Guildhall is forecast to return an overall deficit of £401k in 2016/17, including indirect costs such as Depreciation and Overhead costs.
- 6.4 As per Appendix 3; the cost reductions from lower use of casual staff are costed on the last 12 months of trade. It is important to reduce the reliance on casual staff in order to reduce overall expenditure on employees and keep within approved budgets.

7. RISK MANAGEMENT ISSUES

- 7.1 Without the re-structure in FTE the Guildhall is at risk of:-
- Not having the necessary resources to develop the business to its full potential
 - Providing unsatisfactory levels of customer service
 - Jeopardising the Customer Services Excellence award.
 - Failing to secure potential sales income.

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendix 1 - Guildhall Current and Proposed Structure

EXEMPT Appendix 2 - Guildhall Financial Appraisal (Exempt Appendix - NOT FOR PUBLICATION - by virtue of Paragraphs 1, 2 and 4 of Schedule 12A of the Local Government Act 1972).

Appendix 3 - Eighteen71 Café Casual Staffing Rota

Guildhall Current Structure

Guildhall Manager
Post 368
Sc6 1fte

Finance & Admin Officer
Post 377
Sc4 1fte

Senior Event manager
Post 375
Sc4 1fte

Events & Business Development
Officer
Post 1093
Sc4 1fte

Food & Beverage Manager
Post 947
Sc4 1Ffte

Event Manager
Post 371
Sc4 1fte

Event Manager
Post 379
Sc4 1fte

Event Manager
Post 376
Sc4 0.5fte

Sales Support Officer
Post 848
Sc3 1fte

Chef
Post 1080
Sc4 1fte

Café & Beverage Supervisor
Post 1079
Sc2 1fte

Guildhall & Facilities Assistant
Post 370
Sc3 1fte

Guildhall & Facilities Assistant
Post 372
Sc3 1fte

Chef Apprentice

Café & Beverage Assistant
Post 1295
Sc2 1fte

Canteen Assistant
Post 526
Sc1 0.7fte

Guildhall & Facilities Assistant
Post 373
Sc3 1fte

Guildhall & Facilities Assistant
Post 374
Sc3 1fte

2.0 x Café & Beverage
Assistant
Posts 1086 & 1350
Sc2 0.5fte

Canteen Assistant
Post 526b
Sc1 0.1fte

Casual Events Staff
Post 1090
Sc3 0.2fte

Banqueting Assistant
Post 949
Sc3 0.2fte

Café & Beverage Staff
Post 1094
LW 1fte

Guildhall Proposed Structure



