

34.2b Heritage Centre Management Structure 2016-

In April 2016 the existing manager will be 'stepping down' from this position.

Apart from one member of staff (unavailable because of personal circumstances) consultation has now taken place with all associated employees with the Town Clerk present.

This has resulted in a proposed change in the management structure and some roles. It would mean the existing manager would still be involved in the centre but taking more of a 'custodian' role and having very little involvement in the day to day operation

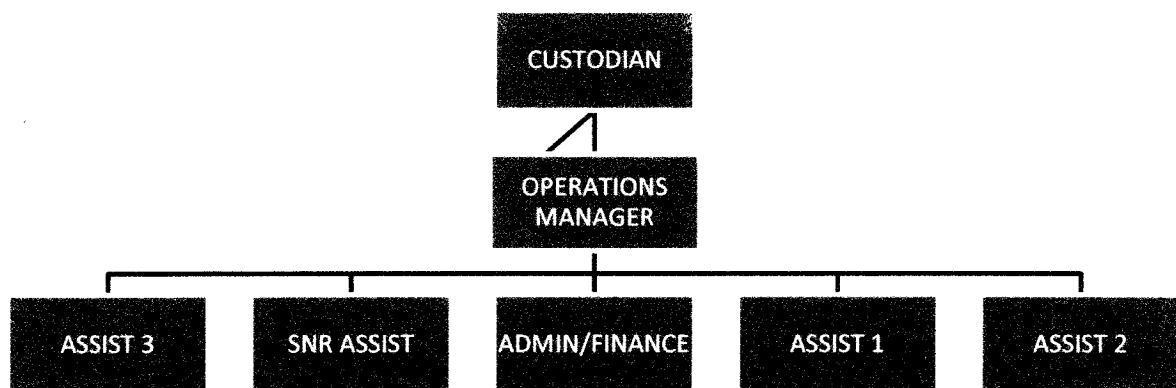
The existing deputy manager would 'step up' and become the operational manager for the centre. This individual is willing to assume this role

To enable the centre to function effectively an existing employee who currently produces reports/ accounting information as well as providing face to face customer service will assume more administrative support for the centre. This individual is willing to assume this role

Two other existing members of staff who provide an operational 'face to face' service have indicated they are happy to continue as they are.

Discussions will take place in January 2016 with the remaining individual to determine aspirations.

The structure will look similar to that as shown below. None of these roles are full time, and recruitment will need to commence early 2016 to fill any vacancies in readiness for April 2016



Overview for 'Custodian'

- Overall performance/Updates Town Clerk/Town Council
- Sales/Business Development/Marketing
- Accounts

- Budget
- Maintenance of Model/Building
- Staffing & Recruitment

(In extreme circumstances supporting the Operations Manager with her duties.)

The Operations Manager will be directly responsible to 'The Custodian' of the Rye Heritage Centre but may from time to time report to the Rye Town Clerk.

The Operations Manager will assume responsibility for the day to day management of the Rye Heritage Centre. Areas of responsibility include:

- Ordering Stock (including checking/reporting damages and ensuring credits raised)
- Passing on accurate invoices to admin support to enable payment
- Displaying stock in shop and in windows
- Delivery of sales targets, promotion(s) and customer service
- Accommodation & Town Model bookings
- Ordering/displaying leaflets together with local information posters
- Cleanliness of shop, and associated areas
- Banking & till reconciliation + other controls
- Staff resourcing/rota's/recruitment and general management of staff
- Day to day enquiries via telephone/email
- Empty and reconciliation of income from old pier machines and reporting associated faults to owner
- Staff time sheets

Overview for Admin/Finance Assistant

- Preparing/delivering monthly accounts and associated reports
- Invoicing debtors & chasing outstanding monies owed
- Paying creditors/suppliers
- Updating accom booking & assisting in model bookings
- General admin support including updating website, email & telephone enquiries
- Supporting/covering shop floor operation as requested by HC Manager
- Processing payroll from time sheets and deliver to GM

Cost

The projected costing confirms that this proposal is viable. The existing HC staffing budget for 2015/16 is £48,450. The forecast staffing budget for 2016/17 under this new structure is £49,500.

Job descriptions need to be reviewed in some cases – and some pay rates uplifted. This would be financed mainly by:

- a) A reduction in the remuneration received by Peter Cosstick (who would be working fewer hours)

b) The removal of the 50% profit share payable to the Heritage Centre Manager.

Note: the costing does not make provision for: the possible impact of pension auto-enrolment (including higher employers NICs); the outcome of the pay grading review.

Benefits

- **All staff* are happy to operate under this proposal**
- **Provides stability and consistency for at least a further year (2016/17)**
- **Enables the existing manger to be released from the operation, spending only 3/4 days a month in the Centre**
- **Provides a 'back up' in unforeseen circumstances (if Operations Manager leaves/goes sick etc)**
- **For the last 7 years the HC has always delivered a modest surplus – and it is considered this would still be the case for 2016-17**
- **The proposed structure could be viewed as a further step towards a realistic operating plan that does not depend on the 'goodwill' of the current Manager**

*** One still to be consulted (Jan 16)**

Peter Cosstick