

Decision under Delegated Powers

**Officer Requesting Decision**

Robbie Kerr- Town Hall Manager

**Officer Making the Decision**

Geoff Parker, Chief Executive

**Recommendations**

1. That the following posts are created:
  - a. 2 x Technical Assistant, 18.5 hours per week on an annualised hours contract at Grade 3.
  - b. Operations Assistant, 25 hours per week on an annualised hours contract at Grade 3
2. M228 Box Office Assistant, increased from 18.5 hours per week to 37 at Grade 3.
3. That post M321 Operations Manager post is reduced by 7 hours to 30 hours per week. These hours are currently vacant.
4. That the proposed changes are funded from existing salary budgets.

**Reason for proposed changes**

To support the direction of the Town Hall's business plan and ensure smooth delivery of the increased number of events annually. The operations within these posts are currently carried out by various casual members of staff. Through the creation of contracted posts the Town Hall can operate more efficiently and retain control of workflow through trained staff and support further growth and development across the venue. The change to the staff structure reflects the best 'fit for purpose' arrangement to deliver the Town Hall Business Plan, namely:

- o Increase the number of single-night popular income generating events
- o Prioritise popular income generating shows
- o Maximise commercial hires for non-performance events.

The proposed structure is an evolution of the existing structure approved by Delegated Decision in August 2016 ref: DD067 16/17. It will provide us with the capacity to host events concurrently, maximise profitability and deliver events smoothly whilst controlling TOIL and Annual Leave usage.

The Technical Assistant posts are essential to allow for more programmed shows per year. The technical team comprises 3 FT staff members who deliver shows, maintain the building and provide technical support for all events throughout the year. The increased number of events throughout the year and the number of concurrent events increased (from 293 in 2016-17 to 304 in 2017-18, with 328 in place already for 2018-19) making these appointments vital to the effective delivery of the venue. When delivering concurrent events, especially over the pantomime season, there needs to be a trained, technically accomplished and accountable member of staff to deliver secondary events. Casuals are unable to be trained to the appropriate level, unable to be responsible for shows and cannot be guaranteed to work a specific shift. By contracting 2 staff members

over annualised hours gives flexibility to allocate resources appropriately, but also to have staff trained to deliver small scale events independently and support maintenance and work over the course of the year. Furthermore, the posts will receive special training on elements of theatre design to bring some outsourced areas of performance design in-house to reduce costs and support income generation.

The Operations Assistant role has become necessary following the increase in performances coupled with the expansion of the bars service, which took £16k more this year than previously. The Town Hall has been using casual staff to assist in both the bar and cellar management to cope with this demand, as well as room-setting for hired events. Similar to the Technical Assistant post, this role will allow for an accountable, trained member of staff who through annualised hours can work when required to support event and show delivery.

The Box Office Assistant post is again being covered by casual staff at present. Contracting an extra staff member for the extra 18.5 hours will allow us to provide focused training to assist the Box Office Manager to deliver new developments such as membership schemes, which will boost income and improve customer loyalty. This change reverses the change made in 2016 but as detailed is necessary to support the venue moving forward.

Reducing the Operations Manager post to 30 hours per week will offer support to the casual pool monies to support event delivery as well as contractually reflecting the working practice that has been in place at the Town Hall in that post for over a year. The current post holder is working 30hrs p/w so no redundancy costs would be associated with this decision.

#### Summary of key points: -

- The posts are already covered by casual hours
- Contracting provides the Town Hall with trained, accountable staff whose hours we can set
- The posts will be annualised to reduce toil build up, especially over panto season
- Development of the roles will support event delivery and income generation.

#### **Authority for Decision**

Section 8.2 of the Council's Constitution delegates authority to the Chief Executive to agree changes to the establishment, within budget and without major service or policy implications, effecting no more than five posts (irrespective of their post number) in any single case (item 6 on page 8-4)

#### **Decision and Date**

APPROVED

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16.06.18

#### **Background**

The Town Hall is a Grade II Listed building and is a multi-purpose entertainment venue, owned and operated by Charnwood Borough Council within the Neighbourhood and Wellbeing Directorate. The primary function of the Hall is as a 'Receiving House' venue that presents pre-produced touring shows as well as packaged hires and events.

The hall was built in 1855 as a Town Hall and a Corn Exchange. The facilities include: -

- A main auditorium with a maximum seating capacity of 522 and capacity of 650 in a standing format,
- The Victoria Room is a function space that caters for up to 180 people for smaller capacity events, performances and hospitality,
- Sock Gallery for programmed art exhibitions, workshops and talks,

- Council Chamber for up to 60 for meetings and talks,
- Beacon room with capacity for 50 housing meetings and breakout spaces,
- Mayor’s Parlour allowing for the Mayor to receive civic guests and houses civic regalia,
- 3 bars and back kitchen with catering facilities.

The Hall’s main objectives as agreed by the Town Hall Business Plan are: -

- To ensure the best programme of live entertainment that reflects LTH’s capabilities and the diversity of its audiences,
- To ensure the future of the LTH as a sustainable live performance venue for Loughborough, Charnwood and Leicestershire,
- To maximise the potential of LTH to stage touring productions and performances, parties and celebrations, private hire and art exhibitions,
- To ensure the Town Hall’s position as the town’s hub for commercial, mainstream, popular programming.

The Town Hall has evolved its service delivery and expanded its operation to both develop commercially its programming offer as well as increase revenue streams by the growth of new avenues and secondary spend.

The table below shows the evolution of events at the LTH: -

Year	Main Hall Shows	Victoria Room Parties	Gallery Events	Total
2016-17	255	8	30	293
2017-18	246	21	37	304
2018-19 so far	259	27	42	328

Key points as follows: -

- 2016-17 had more programmed shows, but included less profitable shows that did not support income generation; this was a legacy from bookings taken as far back as 2015.
- 2017-18 had less programmed shows but similar income due to higher ticket prices,
- More parties and events from galleries, hires and lettings supported venue income,
- 2018-19 has both higher ticket prices and more shows, more parties, more gallery events and are only 3 weeks in to the new season,
- The above events don’t include hires of the beacon room, internal CBC hires, or the room resetting required to move from one event to the next.

To further meet the challenges offered by the subsidy target, LTH are hosting more concurrent events and attempting to be a “365” venue by hosting events in the building when areas are not available for maintenance. Doing so requires the staffing increases suggested above.

**Consultation Process- Not required**

**Comments from HR**

HR Adviser: Anna Cairns (17/5/18)

The new Job Profiles have been evaluated by an Independent Job Evaluation panel and graded accordingly. There are no employees who will be directly affected by the proposed changes.

The normal recruitment process should be followed regarding the recruitment to the new posts.

## Financial Implications

The proposal is cost neutral. By reducing the hours of the Operations Manager to support the casual staffing budget and moving monies from the casual budget in to the contracted staff budget, this figure can be achieved. A table identifying the costs is detailed below: -

Post Reference	Post Title	Grade	Current Hours	Proposed Hours	Ongoing effect at top of scales
New	Technical Assistant	Scale 3	-	18.5	£13,500
New	Technical Assistant	Scale 3	-	18.5	£13,500
New	Operations Assistant	Scale 3	-	25	£18,200
M228	Box Office Assistant	Scale 3	18.5	37	£13,500
M321	Operations Manager	SO2	37	30	(£7,100)
	<b>Total cost</b>				<b>£51,600</b>

This cost will be met by reducing the casual budget in T130 A0101 by £51,600.

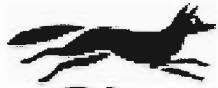
## Risk Management

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
New structure is ineffective	Low	Med- lower staff morale, further increase in TOIL, inability to meet show and programming demands, and decrease in income generation	Soft testing of structure has taken place with task allocation to casual staff. Training of staff will allow development for new roles, and contracted positions will protect LTH and give greater control.
Decision not approved and staff structure remains as is	Low	Med-High- events over Christmas may need to be cancelled due to staff work patterns over panto, damage to reputation of LTH and Council, loss of income and huge increase in staff TOIL	Casuals would be used to plug gaps as well as possible, but losing events would be inevitable due to number of events requiring contracted responsibility. Increasing staff size remains the best avenue for generating income.

Key Decision? No

## Appendices

1. Job Profile for Technical Assistant
2. Job Profile for Operations Assistant



# Charnwood

<b>Division:</b>	<b>Loughborough Town Hall</b>
<b>Job Title:</b>	Technical Assistant
<b>Grade:</b>	3
<b>Post Number:</b>	TBC
<b>Base/Location:</b>	Loughborough Town Hall
<b>Responsible To:</b>	Technicians, Technical Manager
<b>Responsible For:</b>	Casual staff
<b>Key Relationships/ Liaison with:</b>	All departments with the Town Hall. Hirers, external suppliers, community theatre groups, contractors as and when required.

### Job Purpose

- To assist in the smooth running of events and shows held at L T H.
- Ensure that events and shows are delivered safely and remain within the Venue's H&S policies and procedures.
- To undertake basic maintenance tasks under instruction.
- Delivery of an effective and appropriate service to all service users, fairly and without discrimination.

### Main Duties and Responsibilities

1.	Provide exceptional customer care to all stakeholders and users of the Venue.
2.	Assist the Duty Technician in setting and staging of shows and events working closely with the event organisers.
3.	Assist in the smooth delivery of major shows and events, ensuring they are delivered in line with the Venue's health & safety practices.
4.	Delivery of minor shows and events, ensuring they are delivered in line with the Venue's Health & Safety practices.
5.	Act under the best practice of both the Venue's and national health and safety legislation.
6.	Assist in routine basic maintenance checks around the building and perform basic maintenance tasks as and when required.

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7.	Assist in the planning and delivery of the annual pantomime.
8.	Assist with the room set-ups for other events taking place within the Venue.
9.	To deliver an effective and appropriate service to all customers, fairly and without discrimination.
10.	As a term of your employment you can be required to undertake such other duties commensurate with you grade, and/or hours of work, as may reasonably be required of you at your initial place of work or at any other of the Authority's establishments.

### Special Factors

- The nature of the work may involve the jobholder carrying out work outside of normal working hours.

This job description sets out the duties and responsibilities of the job at the time when it was drawn up. Such duties and responsibilities may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the job.

Charnwood Borough Council is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

**Date Prepared/Revised: May 2018**



**Charnwood**

<b>Division:</b>	Loughborough Town Hall
<b>Job Title:</b>	Technical Assistant
<b>Grade:</b>	3
<b>Post Number:</b>	TBC

	Essential	Desirable	How assessed
<b>Qualifications</b>			
Mathematics and English GCSE. <b>OR</b> Demonstrable experience identified within the section below.	✓		App
<b>Experience</b>			
Experience of delivering excellent customer service.	✓		App/Int
Experience of working in a theatre or equivalent stage space.	✓		App/Int
Experience of stage lighting designs.		✓	App/Int
Experience of sound equipment and design.		✓	App/Int
Experience of show and event delivery.		✓	App/Int
<b>Skills/Knowledge</b>			
Knowledge of stage health and safety legislation.	✓		App/Int
Basic maintenance skills.	✓		App/Int
Understanding of local theatre groups and their relationship with the Venue.		✓	App/Int
<b>Interpersonal Skills</b>			

**NO-TOUCH-OPERATION**

Excellent verbal and written communication skills.	✓		Int
Positive and enthusiastic nature.	✓		Int
Ability to stay calm under pressure.	✓		Int
<b>Other requirements</b>			
An understanding of, and commitment to equal opportunities, and the ability to apply this to all situations.	✓		App/Int
Must be able to perform all the duties and tasks of the job with reasonable adjustments, where appropriate, in accordance with the provisions of the Equality Act 2010.	✓		App/Int

**Key:**

App = Application form

Test= Test

Int = Interview

Pre = Presentation

Med = Medical questionnaire

Doc= Documentary evidence (e.g. certificates)

**Prepared by:**

**Robbie Kerr**

**Date: Jan 2018**





<b>Division:</b>	<b>Leisure and Culture</b>
<b>Job Title:</b>	Operations Assistant
<b>Grade:</b>	3
<b>Post Number:</b>	TBC
<b>Base/Location:</b>	Town Hall
<b>Responsible To:</b>	Duty Manager
<b>Responsible For:</b>	None
<b>Key Relationships/ Liaison with:</b>	Business and Operations Manager, Town Hall Manager, Internal departmental Managers, External hirers, Maintenance contractors.

#### Job Purpose

To assist with the operational delivery of the venue's events and services and provide excellent service to all customers of Loughborough Town Hall.

#### Main Duties and Responsibilities

1.	Provide a first-class experience for all customers of Loughborough Town Hall.
2.	Liaise with the hires and lettings officers to ensure that information is passed correctly and events can be prepared properly.
3.	Setting up rooms for external hires, ensuring that customer needs are met, all requirements are in place and arranged correctly.
4.	To assist with duty managing events to support the front of house service.
5.	To clear down the rooms after events and ensure all areas are clear and equipment replaced.
6.	To ensure that all health and safety policies are adhered to through an event taking place.
7.	Assist the Duty Managers to deliver an effective bar service, minimising wastage, performing line cleans when required and taking deliveries.

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8.	Assist in stock management identifying wastage areas through stocktaking and communicating with Duty Managers any noticeable improvements.
9.	To be fully conversant with the evacuation procedure and Health and Safety policy, ensuring that all staff are trained to execute any procedures and that these policies are adhered to at all times.
10.	To act as a nominated representative in charge of the whole building whilst on duty, and to act as a key holder, opening, closing and securing the building as required.
11.	As a term of your employment you can be required to undertake such other duties commensurate with your grade, and/or hours of work, as may reasonably be required of you at your initial place of work or at any other of the Authority's establishments.

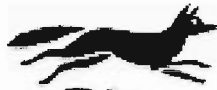
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Date Prepared/Revised: May 2018



**Charnwood**

<b>Division:</b>	<b>Leisure and Culture</b>
<b>Job Title:</b>	Operations Assistant
<b>Grade:</b>	3
<b>Post Number:</b>	TBC

	Essential	Desirable	How assessed
<b>Experience</b>			
Significant experience in an arts, events or catering/conferencing environment.	✓		App
Significant experience of supervisory working in a catering/bar environment.	✓		App
Experience of stock management and reporting.		✓	App
Experience of delivering a variety of different events.		✓	App
Experience of working within a local authority environment.		✓	App
<b>Specialist Knowledge/Skills</b>			
Good organisation and planning skills.	✓		App/Int
Excellent customer care.	✓		App/Int
Computer literacy and familiarity with Microsoft Office.	✓		App/Int
Ability to be responsible for the delivery of small scale events.	✓		App/Int
Experience of a computerised bookings system.		✓	App/Int
Cellar management.		✓	App/Int

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<b>Qualifications</b>			
SIA trained.		✓	App
<b>Interpersonal Skills</b>			
Able to supervise staff to ensure high levels of customer care take place.	✓		App/Int
Able to work as part of a team.	✓		App/Int
Able to work on own initiative to room layouts and plans.	✓		App/Int
<b>Disposition/Attitude</b>			
High levels of enthusiasm and commitment.	✓		Int
Ability to prioritise and manage own workload.	✓		Int
Committed to the principles of equality and diversity.	✓		Int
Ability to cope with pressurised situations.	✓		Int
<b>Personal Circumstances</b>			
Able to be flexible within the contracted hours to manage evening and weekend events.	✓		App/Int

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