

**Tourist Information Centre
Service Review
June 2014**

**A Proposal Document for
Consultation**

1. A new structure for the Tourist Information Centre

Introduction

Following the recent Management Realignment each newly appointed manager has been asked to undertake a more detailed review of their service to identify potential savings, efficiencies & economies of scale, potential areas of growth and propose how their service needs to work moving forward. This review will consider the team structure and resources needed to deliver this new aligned service taking into consideration the need to improve the quality of services received by our residents and visitors.

Although the Tourist Information Centre has not been included in the senior management restructure, a service review is necessary to ensure that the service is sustainable and continues to provide a high-quality and efficient service within the city.

It is proposed that there is a net increase of one member of staff in the establishment of the Tourist Information Centre and for changes to be made to existing roles in line with the increasing and changing demands on the service. The Tourist Information Centre manager's position has been expanded to support city events and Blackfriars as well as the involvement in developing the tourism offer within the city. Due to these changes, consideration needs to be made to the current staffing of the service to enable it to continue to develop, with adequate resources.

Job descriptions and personal specifications will need to be reviewed as the changes to the service are not reflected in the current documents. Pay evaluation will be undertaken if there are significant changes to the roles affected.

It is important to highlight that Gloucester City Council needs to make £3.68 million of savings over the next two years. This document should be taken into careful consideration in this context and to understand the important role the Tourist Information Centre plays in Gloucester. This report will also detail what the service can potentially achieve in the future, given adequate resources.

Why is restructuring needed?

There are a number of reasons why restructuring is now necessary.

1- Increased footfall and income over the past 5 years.

The Tourist Information Centre has become a one-stop shop for both visitors and local residents due to the constant development of its services. Since 2005, the service has taken on a number of additional services including becoming an agent for National Express and Stagecoach, increased partnership working with event organisers, attractions, accommodation providers as well as other tourism bodies to include Marketing Gloucester, county Tourist Information Centres and GFirst. The TIC also assists in the delivery of a number of demanding projects, such as the Tall Ships Festival, Residents Weekend, Heritage Open Days, accommodation accreditation and Rugby World Cup 2015.

These changes are reflected in the performance data of the Tourist Information Centre. Since 2007 they show that there has been a significant increase in footfall of 95% and a corresponding increase in the profit of 673%. This has reduced the cost to the Council by 62% in the period.

Period	Footfall	Profit from Trading Acc	Cost to Council
2007-2008	65,458	£8,865	£342,702
2008-2009	78,517	£10,100	£291,928
2009-2010	103,483	£97,624	£198,871
2010-2011	118,472	£67,924	£239,758
2011-2012	119,131	£63,867	£208,697
2012-2013	121,588	£53,125	£278,844
2013-2014	127,665	£68,560	£129,435

Please note that the above figures include City Council internal recharges.

With the increase of events and the regeneration in Gloucester, the footfall numbers will continue to rise. Through continuous smarter working, the Tourist Information Centre will be able to continue to develop subject to the appropriate roles and resources being put in place for the service.

2- Changes in roles and responsibilities

The role of the Tourist Information Centre manager has changed from being a hands-on operational manager to a strategic manager, constantly reviewing the services on offer. The intention is for the TIC to both stimulate and meet the changing needs of visitors and residents.

The Tourist Information Centre manager role is becoming more involved in wider city development, with a stronger partnership with Marketing Gloucester, support for the delivery of the events programme and the lead officer for the implementation of the tourism strategy. With the city going through such an exciting change, this involvement will only increase.

Additional projects and tasks have been delegated to the Tourist Information Centre manager including involvement in the Rugby World Cup 2015, strategic delivery and development of Blackfriars, management of the Gloucester Coach Meet and Greet Scheme and responsibility of the city's Cultural Strategy.

The change in the role of the TIC manager will result in increased reliance on the Tourism Officer to fulfil additional duties in respect of the day-to-day management of the TIC. This role will therefore need to be reviewed to incorporate the additional responsibilities.

The role of the Tourism Assistant also needs to be reviewed to ensure that it is fit for purpose and meets the changing requirements on the service. This will include empowering postholders to take decisions and to undertake higher levels of responsibility.

3- Office support

A Business Support Officer has been employed on a temporary contract and is currently assisting with the development of the Gloucester Coach Meet and Greet Scheme and providing vital office administration.

Business Support based at Gloucester Guildhall complete banking reports and arrange for event payments to be made, however, they have no capacity to take on any further administration and the front-line staff cannot be spared from their duties to undertake the work.

The current postholder therefore fills a gap in the TIC establishment which means that these functions can be fulfilled. The post therefore needs to be established on a permanent basis. In addition, the postholder can provide support to the frontline services during periods of peak demand.

Proposals

All staff are aware of the need to make ongoing budget savings. The Council's money plan has identified areas of potential savings across a wide range of services. Members are very keen to retain front line service delivery and to minimise the impact on the services that deliver outcomes directly to residents.

Previous service reviews have focused on reducing duplication, eradicating waste and improving efficiencies in the way we deliver our services and this will need to be an ongoing focus for us for the future. The Tourist Information Centre team will therefore be restructured with the aim of becoming a more efficient service.

The service will be reshaped in line with the recent service changes and visitor demand and to provide a one-stop shop for visitors and local residents to the city. This will be enhanced by having the resource to spend adequate time in tailoring the service to their needs. In doing so, the TIC can increase the numbers of service users and therefore its income.

The expanded role of the TIC manager will also assist the on-going efforts to become a cost effective, efficient service with the ability for further cross-working. In addition, the manager will be able to develop partnerships across the city and also to be a partner of choice for the tourism industry.

Existing team changes:

- 1- The Tourist Information Centre Service Manager to be renamed Visitor Services Manager to incorporate the full visitor experience and to reflect the shift to a wider remit encompassing events and visitor attractions. The job description will be re-written and re-evaluated, as necessary.
- 2- The Tourism Officer role will be reviewed to take on a number of responsibilities currently held by the Tourist Information Centre manager. This will include building city links to ensure that the Tourist Information Centre is the preferred partner. The Tourism Officer will take on the operational element of the Gloucester Coach Meet and Greet Scheme and will take on various elements of staff development. The job description will be re-written and re-evaluated, as necessary.
- 3- To review the role and job title of the Tourism Assistant with a view to ensuring that it fully reflects the current duties and responsibilities.

These changes will also save a considerable amount of the Tourism Officer's time currently spent in dealing with day to day tasks, by empowering the staff and encouraging more self-management. The review of the Tourism Assistant role will also ensure that issues can be addressed at the point of contact and in real time, diffusing any negative situations and customer complaints.

To create a new Tourism Support Assistant post to offer support including social media, raising of orders, coach travel returns, coach bookings assistance, event administration, tourism data input as well as a number of other administration tasks and projects. This post will therefore free up time from the Tourism Officer who would otherwise be required to carry them out, to the detriment of their other current and proposed activities.

In addition, the new supporting role will be expected to cover on the shop floor when demand is high and when unforeseen absence occurs. This flexibility will save overtime payments during our busy season and will show consistency and quality in line with the TIC's local, regional and national awards.

The existing Saturday Assistants, TIC Cleaner and zero-hours staff are not directly affected by these proposals.

The proposed structure will involve an increase in staffing costs of £27,144 per annum, plus on-costs, assuming that all staff are at the top of the scale. However, the financial projections indicate an increase in the profit from the trading account, as a result of the service improvements currently in progress. It is considered that this increase will be sufficient to meet the additional costs incurred by the restructure.

The next steps

This new structure will see existing posts reviewed and new posts being proposed. We will look to recruit to these posts internally whenever possible. It should be emphasised that these proposals are for consultation, and as such final structures and roles may be revised as a result of consultation feedback.

The job evaluations

All of the roles discussed in this document will be evaluated by a Hay panel.

The Hay method of job evaluation continues to be the most widely accepted worldwide. The process of evaluating jobs enables many important applications, such as designing effective organisations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies.

This rigorous job evaluation process has afforded the Council a common framework and language to more effectively design jobs within the structure that best supports the corporate strategy and plan.

The draft job descriptions have been written that avoid over lengthy descriptions and explanations and are not an exhaustive list of tasks that the jobholder will be expected to do.

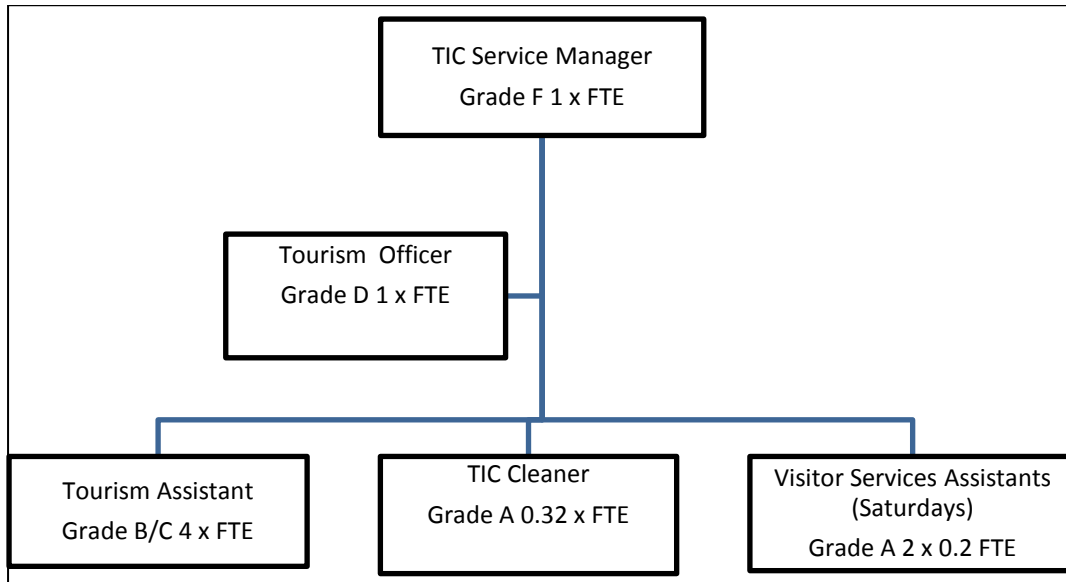
Existing & New Structure Chart

The following charts detail the existing structure and new proposal for the service.

Current Structure Chart

Current staff budget = £124,421

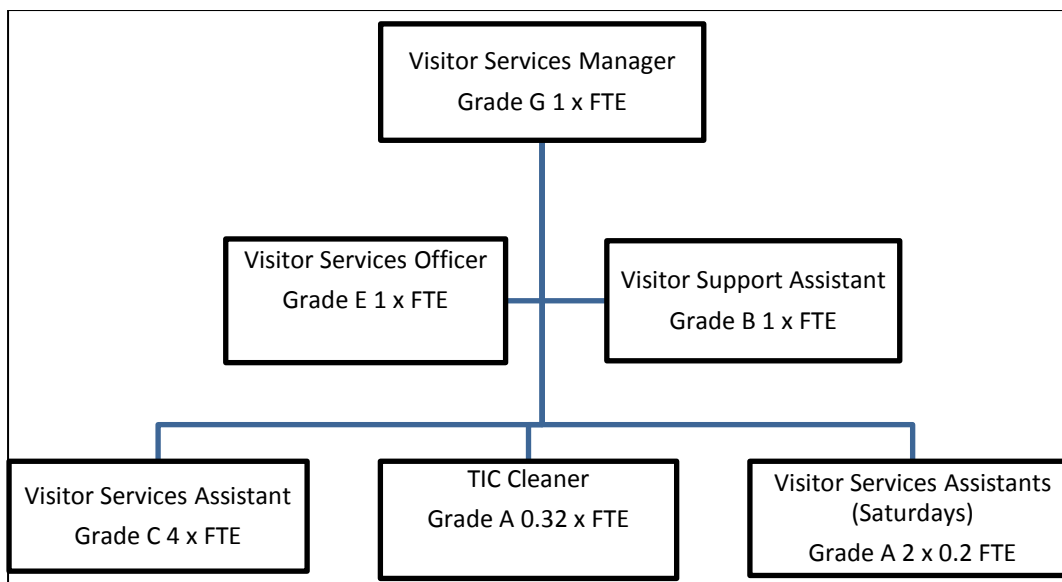
(assuming everyone is at the top of the pay scale, excluding on-costs)



New Proposed Structure Chart

Proposed staff budget = £151,565

(assuming everyone is at the top of the pay scale, excluding on-costs)



Where new roles have been created, the grades shown in this document are indicative and subject to confirmation following the job evaluation process.

How this structure will affect individual members of the team is detailed below:-

Current Job Title	Permanent Hours	Status
TIC Manager Grade F	37	Ring-fenced to Visitor Services Manager, Grade G
Tourism Officer Grade D	37	Ring fenced to Visitor Services Officer, Grade E
Tourism Assistant Grade B/C (C)	37	Assimilated to Visitor Services Assistant, Grade C
Tourism Assistant Grade B/C (B)	37	Assimilated to Visitor Services Assistant, Grade C
Tourism Assistant Grade B/C (B)	37	Assimilated to Visitor Services Assistant, Grade C
Tourism Assistant Grade B/C (B)	37	Assimilated to Visitor Services Assistant, Grade C
Tourism Assistant (Saturdays) Grade A	7.24	No change
Tourism Assistant (Saturdays), Grade A	7.24	No change
TIC Cleaner Grade A	12	No change
Business Support Officer (Temporary), Grade B	37	Assimilated to Visitor Support Assistant, Grade B

Overview of the Process

General support

Any reorganisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for staff.

HR support throughout the process will be provided by Ruth Aldridge and team. Support of a more general nature will also be provided by the Senior Management Team – Martin Shields (Corporate Director of Services and Neighbourhoods) and Peter Gillett (Corporate Director of Resources).

Our aim at all times will be to provide clear and timely information for everyone involved and to maintain a close and open dialogue with the Trade Unions throughout.

Assimilation

In line with the Council's Organisational Change policy, where all of the following conditions apply, current post holders will be directly assimilated to the equivalent position in the new structure:

- the job is essentially the same (at least a 60% match), and
- the grade is the same, and
- the numbers of posts available is the same or greater than the number of current post holders.

Ring-fence competition

In line with the Council's Organisational Change policy, employees who do not secure a position in the new structure via direct assimilation will be included in a ring-fence if:

- their posts are deleted, and
- an alternative position or positions are introduced, and
- the employee's grade is the same (or one above / below) as the grade of the new post(s) or the employee is at the management tier appropriate to the new post(s).

Redeployment

Any employee who does not secure a post in the new structure or an ongoing position through transfer, change of working arrangements etc will be given notice of redundancy and simultaneously placed on the redeployment register for the period of their notice.

Selection process

There will be a consistent, robust recruitment and selection process for the new posts and current vacancies.

Appeals

Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document that is available from HR.

Implications for those affected

We fully appreciate the potentially challenging nature of realignments, the anxiety and the uncertainty that may be felt by staff. It is important that we provide help and support throughout this period of change, particularly to those who are directly affected.

If any staff would like to be considered for voluntary redundancy or early retirement they should contact Ruth Aldridge for an informal discussion.

The Council's free, confidential and external counselling service can be contacted on 01452 750586.

Timetable

Consultation with Staff	7 th July 2014
Consultation with the Union	7 th July 2014
Close of Consultation	1 st August 2014
Reviewing Feedback	w/c 4 th August 2014
Employee Forum / Organisational Development Committee	TBC
Formation of new team structure	TBC

4. How to respond

Please send your comments or questions to:

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