

To Mr. Mike Hill, Cabinet Member for Community Services.

By: Victoria Pomery, Director Turner Contemporary

Subject: Approval of a new staffing structure for Turner Contemporary in order to meet the changes in service delivery required to operate the Turner Contemporary gallery.

Classification: Unrestricted

Summary: This report seeks approval to implement a new staffing structure for Turner Contemporary following a period of consultation.

1.0 Background

- 1.1 Work on the Turner Contemporary gallery and preparation for the future operational requirements of the organisation is underway. The operational Turner Contemporary team based in Margate, has grown and developed organically since 2002 and was devised for a different project at a different time. The current structure of the team is not that which is required to operate this gallery and does not represent the changing operational requirements of the Turner Contemporary team.
- 1.2 Turner Contemporary will be a nationally and internationally significant visual arts organisation, programming a diverse range of exhibitions, events and activities throughout the year. Learning and education is central to the organisation's ethos and there will be a variety of formal and informal learning opportunities throughout the building. Marketing will continue to play an important role as the gallery will be marketed via a range of different means to attract both local visitors as well as people from further afield. Arrangements for the future management of the galleries, front of house, retail and fundraising also need to be provided.
- 1.3 The proposed new staffing structure for Turner Contemporary has been created to address these operational issues and ensure that the organisation is 'fit for purpose' when the gallery opens in 2011.

2.0 Consultation Process

- 2.1 The formal consultation period began on Wednesday 11th February and a Section 188 notice was sent to Unison and a briefing was held for all staff. The restructure proposals were also shared with external partners for their views.
- 2.2 Each member of staff has met with the Director of Turner Contemporary and has had the opportunity to meet with a Senior

Personnel Adviser. All staff queries have been managed through this process.

- 2.3 The consultation period ended on Friday 13th March. Written responses were received from all members of staff, and verbal feedback was received from Arts Council England (ACE). These responses have been taken into consideration and have resulted in changes within the proposed structure.
- 2.4 The Director of Turner Contemporary will write to all members of staff informing them of the outcomes of the consultation and will be available to meet with staff that may be displaced by the process. Staff who will be displaced by the restructure will be placed 'at risk' from the point at which the outcomes of the consultation and the new structure are communicated.

3.0 Implementing the Staffing Structure

- 3.1 The current structure is attached as Appendix 1 and the final structure is attached at Appendix 2. Job descriptions are available as background documents.
- 3.2 Whilst the new structure is not budget driven, it must be affordable whilst ensuring sufficient organisational capacity to deliver future operational requirements. The Director of Turner Contemporary is confident that the final structure contains the essential roles for the future delivery of the service.
- 3.3 Upon completion of the decision-making process the new structure will be implemented; a number of staff will slot to new roles and job descriptions and job titles will be changed. Those staff that are displaced will have opportunities to apply for new roles within the structure with Priority Consideration. An internal recruitment process will commence immediately.
- 3.4 If 'at risk' staff choose not to apply for roles within the new structure, or fail to be appointed through the internal recruitment process, a formal notice period will commence and redundancy payments will be made.
- 3.5 Following the completion of the internal recruitment process, a phased external recruitment process will commence in the period prior to the gallery opening. The anticipated phasing of this recruitment is included as Appendix 3.

4.0 Resource Implications

- 4.1 The full year cost of the current staffing structure of 10.6 FTE at 2009/10 prices is £427K. The full year cost of the new structure of 21.9 FTE at 2009/10 prices is £759K.
- 4.2 Turner Contemporary will manage a number of vacancies in the period prior to the gallery opening and will phase the recruitment to

roles as they are required operationally. The anticipated cost in 2009/10 will be £405K, 2010/11 will be £637K and with the full structure of 21.9 FTE in 2011/12, £759K (all at 2009/10 prices).

- 4.3 The anticipated increase in staffing costs in 09/10 will be covered by the increase in the annual Arts Council grant funding. The increases in 10/11 and 11/12 will be financed by the budgeted uplift in both KCC and ACE funding. KCC funding is outlined in both the 2009/10 annual budget and in the Medium Term Plan.
- 4.4 The total exposure to redundancy costs could range from £1.5K up to a maximum of £12K. This will be funded via the Turner Contemporary revenue budget and savings have been identified to account for this expenditure.

5.0 Recommendation and Conclusion

- 5.1 The proposed staffing structure, which has been benchmarked against a number of similar arts organisations, has been designed to meet the operational requirements of a national and internationally significant arts organisation. The structure will provide sufficient capacity to deliver the wide reaching and ambitious aims of Turner Contemporary in the period both prior and post gallery opening.
- 5.2 The Cabinet Member for Community Services is asked to approve the implementation of the new staffing structure for Turner Contemporary following the completion of the staff consultation.

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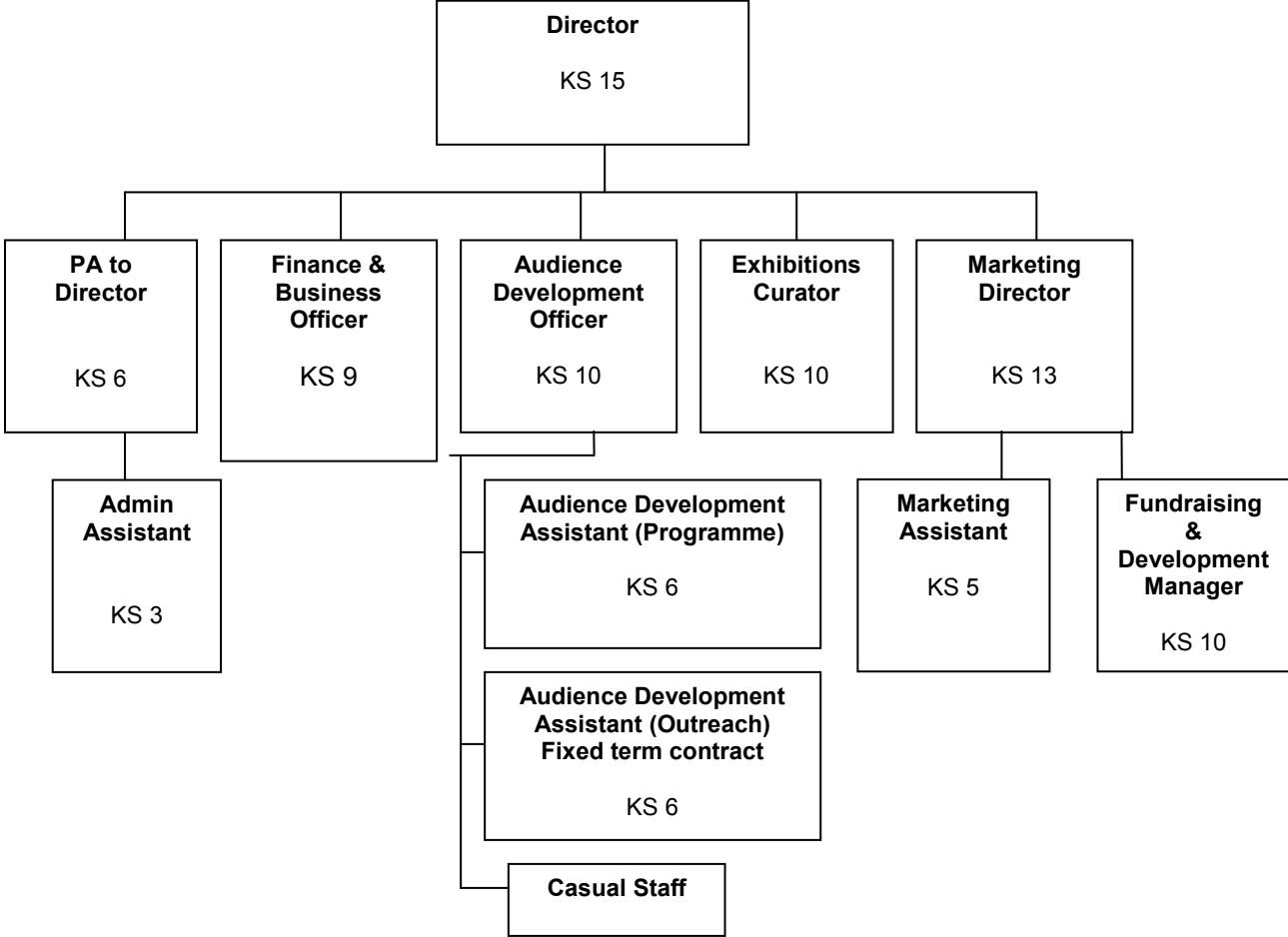
Appendices:

Current Structure
Final Structure
Phased recruitment to new posts

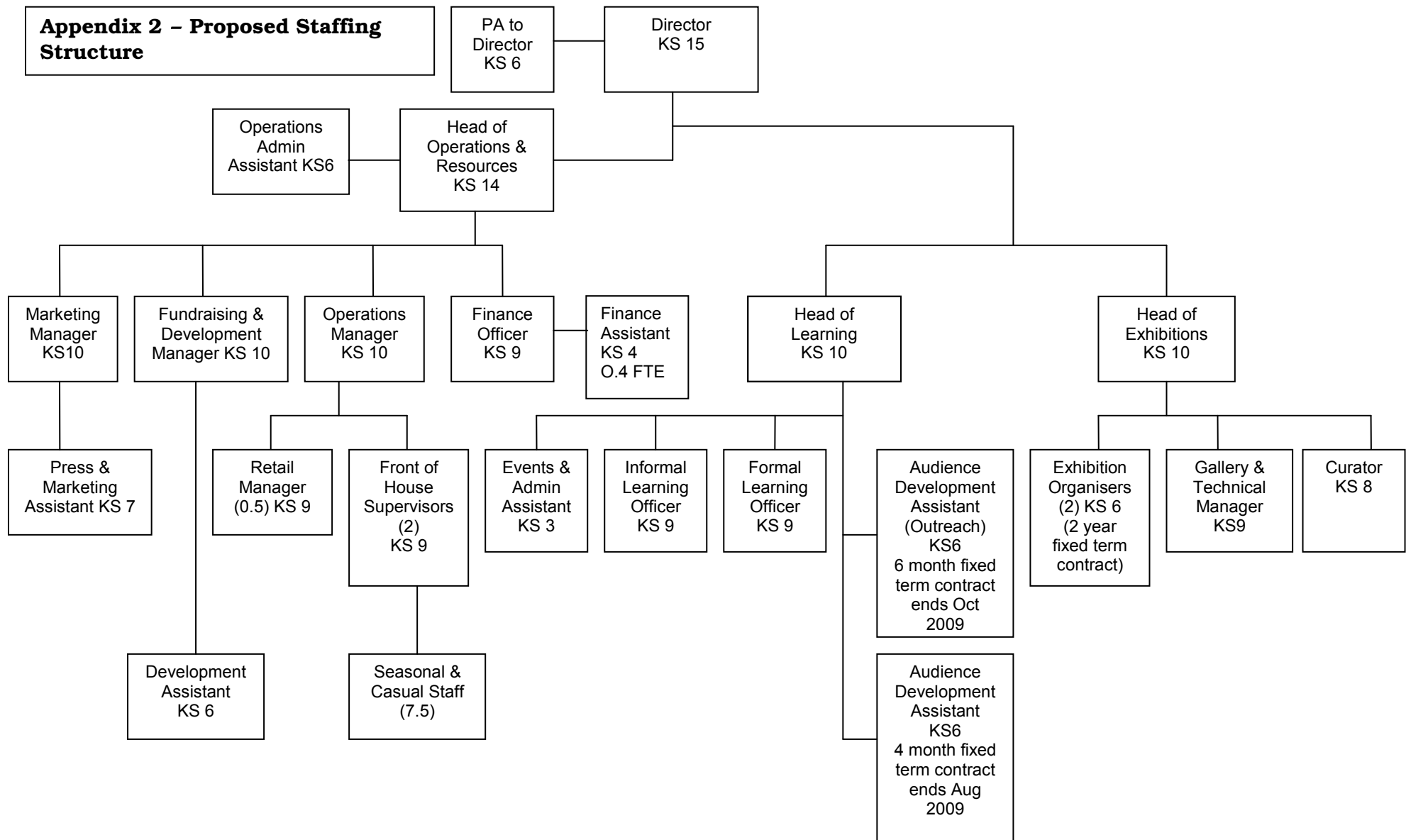
Background Documents :

Section 188
Job Descriptions

Appendix 1 – Current Staffing Structure



Appendix 2 - Proposed Staffing Structure



Appendix 3 – Phased Recruitment to Posts

Role	Proposed Grade (Kent Scheme Equivalent)	Anticipated Start date
Director	KS 15	Ongoing
PA to Director	KS 6	Ongoing
Head of Operations and Resources	KS 14	ASAP
Marketing Manager	KS 10	ASAP
Press and Marketing Assistant	KS 7	ASAP
Fundraising and Development Manager	KS 10	December 2009
Development Assistant	KS 6	April 2010
Operations Manager	KS 10	October 2010
Retail Manager (0.5)	KS 9	January 2011
Front of House Supervisors (2)	KS 9	January 2011
Operations Administrative Assistant	KS 6	December 2009
Finance Officer	KS 9	April 2009
Finance Assistant (0.4)	KS 4	January 2010
Head of Learning	KS 10	Ongoing
Audience Development Assistant (Outreach)	KS 6	April 2009 – 6 month fixed term contract
Audience Development Assistant	KS6	April 2009 – 6 month fixed term contract
Formal Learning Officer	KS 9	November 2009
Informal Learning Officer	KS9	November 2009
Events and Administrative Assistant	KS 3	Ongoing
Head of Exhibitions	KS 10	Ongoing
Curator	KS 8	April 2010
Gallery and Technical manager	KS 9	August 2010
Exhibition Organisers (2) (2 year fixed-term contracts)	KS 6	December 2010
Casual staff		Ongoing