

# **RATIONALE FOR CHANGES TO SOCIAL ENTERPRISE MANAGEMENT STRUCTURE**

## **INTRODUCTION**

This paper sets out the now agreed changes to the structure and management of the Student Experience & Services Directorate.

## **CURRENT POSITION**

The Social Enterprise team feeds into the same Student Experience & Services Directorate as both Student Activities and Student Development teams. There is therefore one level 5, Strategic Management Group (SMG), staff member (Head of Student Experience & Services) with responsibility for all of these areas.

There is a level 4 Social Enterprise Manager overseeing a 3a Events & Conference Manager, a 3b Retail Manager, and a 3b Licensed Trade Manager.

Charing Cross, H-Bar and Beit Bars each have a level 3a Bar Manager reporting in to the 3b Licensed Trade Manager along with a 3a Head Chef.

The 3a Events & Conferences Manager has a 2a Events & Conferences Assistant as their direct report.

There is no change within the Retail team structure.

The organisation chart relating to the above structure is found in **Appendix A**.

Note that at present, there is a vacancy within the Social Enterprise Manager and the Charing Cross Manager position. The former is being addressed through an Interim-Social Enterprise Manager, appointed until the longer term structure is in place. Due to the closure of Charing Cross Bar over the summer period and the restructure proposal, the latter has not been recruited for.

## **RATIONALE FOR CHANGE**

1. All of the teams (Student Development, Student Activities and Social Enterprise) have grown significantly over the last three years. There is not currently enough strategic level capacity to oversee the continuing growth and development of these teams.
2. There is a very long chain of management running through the existing social enterprise structure which means that there is a reduced line of sight to / from these areas for all involved. This also produces an inefficient lack of clarity as to where responsibility starts and stops for each of the managers in a given line.
3. The existing Licensed Trade team structure only places responsibility on the Charing Cross Bar manager for work outside South Kensington. As we increase our focus on non-SK sites, it is important to ensure that all staff recognise the role that we must perform rather than place this with one person.
4. The Events & Conference team does not currently have the capacity to oversee events at all of our campuses or indeed many of the events run by other teams at South Kensington.

## **AGREED CHANGES**

The now agreed changes respond directly to the rationale above. Specific changes are:

- The current level 5, 'Head of Student Experience & Services' position becomes a more focused level 5, Head of Student Experience role. This provides more strategic development capacity and focus for Student Activities and Student Development teams and related Union-wide priorities including: improving customer service for our members; a culture of welcoming feedback; championing equality, diversity and inclusivity; and our Non-South Kensington developments.
- A new level 5, 'Head of Commercial Services' position within our Strategic Management Group. This provides more strategic development capacity for both our existing Social Enterprises and for identifying and developing new business opportunities.
- The current level 3b, 'Licensed Trade Manager' role is developed into a level 4 'Licensed Trade & Venues Manager' role. This brings those responsible for spaces, bars and catering closer together to provide greater collaboration between these teams with significant inter-dependencies therein enhancing our ability to develop our Dinner and Functions services.
- A new level 3b, 'Bars & Catering Manager' role is created. This provides a greater level of service and joined up approach to the delivery of the catering within our outlets at both 568 and the Reynolds Bar.
- Following the above, the current level 3a 'Beit Bars Manager' position is removed from the structure.
- Following the above, the currently vacant level 3a 'Charing Cross Bar Manager' position is removed from the structure.
- A new level 2b, 'Entertainments Coordinator' position is created. This role will be responsible for providing an inclusive and diverse entertainments package for Imperial students within the Unions venues; Beit Bars, Reynolds Bar, h-bar and other one off events.
- Retail will have no changes other than that the Retail Manager reports directly to SMG level via the new Head of Commercial Services and therefore the Retail Manager and all retail staff have a one-person shorter management chain to the MD providing greater line of sight.

The organisation chart relating to the new structure is found in **Appendix B**.

## **BENEFITS OF THESE CHANGES**

These benefits correspond directly to the rationale articulated above:

1. This adds 0.5fte SMG level to assist the development of Student Activities and Student Development plus 0.5fte SMG level to drive the development of Social Enterprises.
2. This structure reduces the length of line management chain within Social Enterprise by 1 person for all involved and adds clarity as to specific areas and levels of responsibility. In doing so, this adds capacity at the strategic level as well as creating clearer development paths for staff in this department.
3. This structure ensures that multiple staff, across multiple teams, will share the responsibility for our non-South Kensington sites and therefore dramatically increase our consciousness of other campuses and our capacity to deliver there.
4. This structure adds capacity to the Events & Conference team to better support event-based activities for all teams and campuses which will have a

knock-on effect of increasing capacity of the many other Union teams who previously shoulder all of the responsibility for their own events.

## **OPTIONS THAT HAVE BEEN CONSIDERED REGARDING THE STRUCTURE**

To inform the restructure, a number of alternative options have been considered, in addition to that now being progressed, which include:

- Remaining with the status quo
- Implementing only the SMG level changes
- Implementing only the Bars Management changes
- Introducing a Membership Experience Manager
- A variety of other configurations of responsibilities in particular surrounding events and our non-SK work.

## **IMPACT ON STAFF**

This will have an impact on members of staff as follows:

The Head of Student Experience & Services role is re-focused into the new Head of Student Experience role.

The position of Licensed Trade Manager does not exist within the new structure.

The position of Beit Bars Manager does not exist within the new structure.

The, currently vacant, position of Social Enterprise Manager does not exist within the new structure.

The, currently vacant, position of Charing Cross Bar Manager does not exist within the new structure.

Indirect impact as the line management of the H-Bar Manager, Head Chef and Retail Manager will now change.

## **FINANCIAL IMPLICATIONS**

The rationale for change is not driven by a need to make financial savings.

The gross salary cost of the old structure is: £623,281

The gross salary cost of the new structure is: £608,272

\*Note neither of these figures include retail salary costs as there are no changes there.

## **MEASURES TAKEN TO AVOID POTENTIAL REDUNDANCY**

Measures that will be taken to avoid potential redundancy. These are:

## **REDEPLOYMENT**

As a first priority suitable alternative employment will be discussed with those staff at risk of redundancy; they will be given preference for the newly created posts within the new structure, should that position be appropriate in terms of the grade and skills/experience. Where new positions are on a different grade than staff members'

current grades, they will be advertised on the College website for 2 weeks and staff will be invited to apply.

Available posts in new structure:

- Level 5, Head of Commercial Services
- Level 4, Licensed Trade & Venues Manager
- Level 3b, Bars & Catering Manager
- Level 2b, Entertainments Coordinator

For any individuals not able to be accommodated within the new structures, alternative roles will be sought elsewhere in Imperial College Union and wider College.

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