

5. STAFFING AND MANAGEMENT

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501 Introduction

The development proposals represent a major capital investment and a significant increase in visitor numbers of over 300%. The current turnover of £100,000 will be transformed into a reasonable sized business with a turnover exceeding £600,000 pa. If quality is the trademark of a new attraction - in terms of the visitor experience, the ancillary facilities and, most important, the customer care, then this requires staff who believe in the product and have a commitment to see it succeed. Increasingly attractions like this operate as a 'cost centre' responsible for their own success, working to self-set targets and with a commitment to be successful.

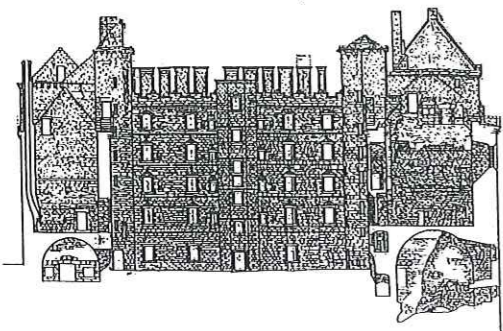
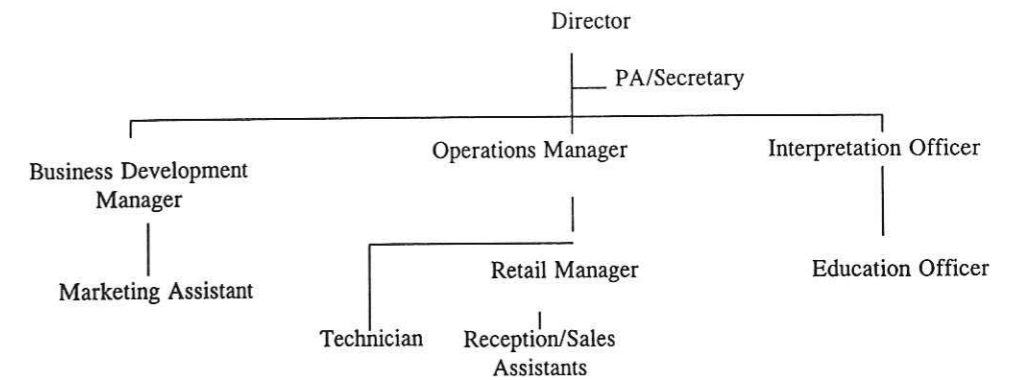
502 Staffing And Management Structure

In current circumstances Linlithgow Palace would need to conform in terms of its management to the 'norm' established in the other Historic Scotland flagship sites - Edinburgh and Stirling Castles - with the management of a number of functions including marketing, events, education and wider business opportunities being referred to Head Office. Consideration should be given, however, to a management approach which would enable more direct control of the operational management of the Palace which would stimulate greater accountability and more sensitivity, and an ability to react quickly to the market. This, in turn, would improve the quality of customer care, maximise the income opportunities and generally improve the overall experience and offer of Linlithgow Palace.

In developing our proposals we are conscious of the H.M. Treasury restrictions on increasing Historic Scotland's complement and the wider revenue implications of the project. This suggests that serious consideration should be given to:

- * contracting out the catering operation
- * contracting out the production and supply of the Gallery Guide (although its day to day management should be undertaken by retail staff)
- * contracting out the costumed interpreters to a specialist interpretive company who specialise in providing such a service.

On this basis we set out our staffing structure as follows:



This streamlined staffing structure is geared to present the Palace in the most progressive and visitor orientated way and to effectively manage the contract services.

It divides the staff into three specific sections:

- * **business development** - which is focused towards maximising the income generating potential of the Palace including marketing and developing the commercial opportunities, corporate hospitality, reception, special events, meetings, seminars etc.
- * **operations** - this is focused on the smooth day to day running of the Palace - both retail and front of house and from a technical point of view - it is customer focused and is responsible for ensuring the catering (operated by franchise) and the retail is of a consistently high quality
- * **interpretation and education** - responsible for the presentation of the themes and stories with appropriate nuances to the highest quality. The Interpretation Officer will devise and develop the daily programme of interpretive tours, presentations and experiences, will brief the company appointed to carry out the costumed interpretation and ensure quality control - the Education Service will be developed under the direction of the Interpretation Officer.

The Director has overall responsibility for the smooth running of the facility based upon an agreed Business Plan with targets for the individual components which will be monitored monthly and adjusted accordingly.

We have assumed that the landscape maintenance and management of the Peel is undertaken by contract by West Lothian Council Direct Labour Organisation and the Royal Palaces Police relinquish their responsibilities. It will be necessary to make a budgetary allocation for this work - we have assumed £30,000 p.a. There will also be a need to employ seasonal staff to take account of holidays and the pressures of the peak visitor season.

503 Proposed Establishment and Cost Implications

For the purposes of the Business Plan we would recommend the following establishment:

Director	1	£30,000
Business Development Manager	1	£22,000
Marketing Assistant	1	£14,000
Operations Manager	1	£16,000
Technician	1	£11,000
Retailing Manager	1	£12,000
Reception/Sales Assistants	2	£16,000
Interpretation Officer	1	£15,000
Education Officer	1	£12,000
Personal Assistant/Administrator	1	£12,000
TOTAL		£160,000
NIC & on Costs @ 15%		£24,000
		£184,000

This will be based on Historic Scotland salary scales with accrued increments although with our recommendations set out in 504 below in terms of establishing a trust there may be a case for creating fixed term contracts with a performance related bonus scheme.

504 The Use of Costume Interpreters

In Section 308 we proposed that a unique and innovative interpretive approach for Linlithgow Palace would be the use of live costumed interpreters. Such an approach has been successfully adopted by a number of other visitor sites both in the USA and United Kingdom, who use the services of a specialist company to provide an overall management package to operate the scheme. One such company is 'Past Pleasures' who manage such sites as The Tower of London, Hampton Court Palace and Stirling Castle for Historic Scotland.

We would recommend that the live interpretation for Linlithgow Palace is provided by such a company, and full details of a submission from Past Pleasures, is shown in Appendix G. They would provide skilled historian interpreters/actors; training; costume supply and maintenance, together with an all year round total management service. A summary of their cost appraisal for Linlithgow Palace is shown below:

Interpretation

Recruitment and Training (initial and refresher)	5,000
Assumed 640 interpreter days	51,200

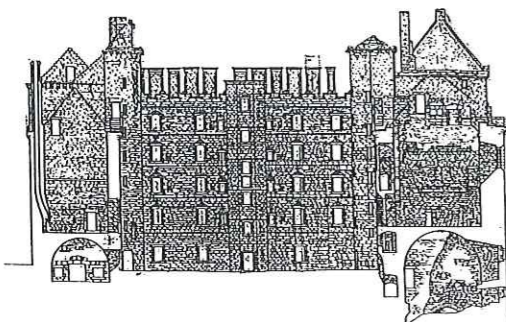
Management

Management fees for 12 months @ £1100 per month	13,300
Cleaning and repair of costumes per year	660

Annual Total Cost £70,160

Initial set up costs

Research and design of costumes	1,200
Made to measure costumes - assume 12 outfits	13,200
	£25,200



505 **The Creation of a Charitable Trust to Operate and Manage the Palace on Behalf of Historic Scotland**

There are strong grounds in the case of Linlithgow Palace to consider the creation of a charitable company limited by guarantee to operate and manage the Palace on behalf of Historic Scotland:

- * there is already a close affinity with the town and its community which should be nurtured by allowing the community to have a greater say in the Palace's operation and management
- * there is a growing pressure on Historic Scotland to restrict its revenue commitments and a 'hands-off' approach could bring benefits to all concerned
- * the approach to the management proposed is somewhat different to existing Historic Scotland practices
- * a charitable trust would have greater access to commercial sponsorship and charitable funding not necessarily available to a national agency.

We would therefore recommend that a **charitable company limited by guarantee** be established with appropriate representation from Historic Scotland, West Lothian Council and Lothian and Edinburgh Enterprise Ltd. Other local groups should be invited to be represented - for instance Linlithgow Civic Society - together with other national figures who would give the organisation some credibility. The Trust, which would also have a trading company, would then be able to:

- * establish the appropriate staffing structure for the project
- * have greater autonomy to take a more innovative approach to retail, events, marketing and commercial activities and collection
- * seek funding for specific elements from funding sources not normally open to Historic Scotland.

