



APPOINTMENTS AND STAFFING COMMITTEE

Date 1st April 2021

Tuesday, 6th April, 2021, 6.00 pm in Online Meeting

SUPPLEMENT – ADDITIONAL DOCUMENTS

Further to the Agenda and Papers for the above meeting, previously circulated, please find attached the following further information, which was not available when the agenda was issued:

Agenda No. Item

- 4 **Future High Streets Fund Programme Team** (Pages 3 - 16)
(Report of the Assistant Director Growth & Regeneration)
- 5 **Tamworth Assembly Rooms Relaunch** (Pages 17 - 44)
(Report of the Assistant Director, Operations & Leisure)

Yours faithfully

A handwritten signature in black ink, appearing to be 'AOS', followed by a long horizontal line extending to the right.

Chief Executive

To Councillors: D Cook, S Doyle, J Oates, Dr S People and R Pritchard.

TUESDAY, 6 APRIL 2021

**REPORT OF THE
ASSISTANT DIRECTOR GROWTH AND REGENERATION**

FUTURE HIGH STREETS FUND (FHSF) PROGRAMME TEAM

EXEMPT INFORMATION

Not applicable

PURPOSE

To agree new posts associated with the delivery of the FHSF programme of building works.

RECOMMENDATIONS

That the Committee:

1. Approves the creation of the following three posts:
 - Programme Manager – Grade J + Market Supplement of £7.5k – 3 years min
 - Project Officer – Grade G – 3 years min
 - Project Officer – Grade G – 2 years min

2. Authorise the Chief Executive to implement the changes.

EXECUTIVE SUMMARY

In December 2021 the authority was notified that it was one of only 15 places to receive its full ask towards its specified programme of £21.65m. There is now an immediate requirement to recruit officers to support the delivery of the programme, with government spend required no later than the end of March 2024.

The proposal is to create 3 roles as follows within a standalone FHSF team:

- 1 x FHSF Programme Manager at Grade J with a Market Supplement of £7.5k, full time temporary for a minimum contract period of 3 years.
- 2 x FHSF Programme officer at grade G, full time temporary; 1 x for a minimum 3 year contract; 1 x a 2 minimum year contract.

The Programme Manager will lead the team and report directly to the Assistant Director Growth and Regeneration.

RESOURCE IMPLICATIONS

The Programme Manager and 1 x Project officer are needed immediately to fully establish the programme within the Council and ensure that all enabling works are completed efficiently so physical development can start. Both roles will be needed for a minimum of three years, but should be given the option to extend up to a maximum of four years. A further project officer will be needed once the enabling phase is near completion. This officer will be required for a contract of two years up to a maximum of three years subject to demand.

Creating a stand-alone team for the FHSF workload will create clarity in terms of roles and structure. It is also the case that the existing regen team have significant corporate priorities to deliver against at the same time that the FHSF workload needs to be delivered. Therefore two teams rather than one team presents a clearer approach to workload as a whole. It prevents the FHSF workload drawing all officers in and it mitigates against duplication.

A Market Supplement of £7.5k (as a fixed amount and not subject to any cost of living rise) has been deemed appropriate for the programme manager role after extensive benchmarking with other authorities and research in the private sector. The Market Supplement will allow the Council to attract a suitably qualified and experienced professional who will be able to lead the project, equivalent in the private sector to Associate Director level at a consultancy firm. A lower salary would highly likely result in less qualified, less experienced applicants that may impact on the Council's ability to deliver the programme to schedule, therefore requiring the involvement of existing officers and impacting on capacity and resources. The current Pay Policy does allow the Council to justify such a payment where necessary. Appendix 3 details the clear and transparent evidence of the market comparators in line with the Council's Market Supplement Policy.

Three years is an incredibly challenging period of time to essentially demolish large parts of the town centre and re-build it. Immediate appointment is necessary to get the workload moving and to hit the ultimate target of ensuring all FHSF money is spent by March 2024.

Finance Implications;

The Council has a headline budget of £727,912 available towards resourcing the programme, (this figure does not include external consultancy teams – e.g. design, build etc) following grant funding from MHCLG. This will cover all costs associated with the team, including redundancy costs where appropriate.

In relation to the new FHSF Team:

Project Officers:

Project Officer: 3 year contract (start June 2021)

		Salary		On costs		Total	
2021/22	£	25,299.75	£	6,577.94	£	31,877.69	
2022/23	£	35,493.00	£	9,228.18	£	44,721.18	
2023/24	£	37,398.00	£	9,723.48	£	47,121.48	
2024/2025	£	9,864.00	£	2,564.64	£	12,428.64	
Total					£	136,148.99	

Project Officer: 2 year contract (Start April 2022)

		Salary		On costs		Total	
2022/23	£	34,576.00	£	8,989.76	£	43,565.76	
2023/24	£	36,380.00	£	9,458.80	£	45,838.80	
					£	89,404.56	

The total cost of employing 2 project officers as above will be **£225,553.55**

LEGAL/RISK IMPLICATIONS BACKGROUND

These are new posts created to deliver specific high profile projects for the Borough Council. The timeline for delivering against FHSF spend is incredibly challenging and there is absolutely no flexibility in the delivery. Appointments need to be made immediately.

There is a risk that the salaries are not high enough to attract private sector experience. Benchmarking has been undertaken and it is felt that the salaries are appropriately remunerated. We are however seeing a very high level of new private sector construction opportunities fuelled by the considerable investment by Government into building/construction projects such as FHSF, Towns Deal and major housing delivery sites. The scale of urban change in the Country has never been so high and the ripple effect has meant that skilled individuals with the right experience are in high demand. Until we test these jobs with the market it is unknown if we can recruit.

SUSTAINABILITY IMPLICATIONS

None.

BACKGROUND INFORMATION

In December 2021 the authority was notified that it was one of only 15 places to receive its full ask towards its specified programme of £21.65m. There is now an immediate requirement to recruit officers to support the delivery of the programme, with government spend required no later than the end of March 2024.

Officers will need to be in place for a period of no more than 4 years, with contracts terminating at the earliest from the end of March 2024.

There are 5 project components that require project managing as well as the overall management of the programme to comply with internal and external regulations and guidance. These projects are outlined as follows:

- Relocation of Southern Staffordshire College to a new build on the site of the current Co-op department store.
- Refurbishment of the locally listed section of the Co-op department store into an Enterprise Centre
- Enhancements of the area around the Castle gatehouse and market properties, including relocation of Nationwide to the former Peel Café.
- Refurbishment and demolition of parts of Middle Entry including the introduction of a new semi-permanent structure for startups and niche businesses.
- Refurbishment of St Editha's square.

The total programme cost is circa £40million with additional funding from the College, Department for education and the Council. The majority of the work will be procured and contracted out to a multi-disciplinary team with individual external project managers, however there is a direct need to recruit an internal team to manage all aspects of the programme delivery as the accountable body in receipt of funding.

At a minimum the team will have to:

- Liaise with Government, providing relevant regular financial and monitoring returns.
- Manage all project governance including reporting into ; Government; programme board; funders; project groups; external partners; stakeholders; cabinet; scrutiny; full council; ELT; CMT.
- Closely Monitor all programme spend against project cash flow.
- Procure, contract and oversee all professional teams.
- Manage all design, enabling and approval works for projects.
- Liaise with professional teams seeking relevant advice and seeking approval for significant changes and decisions.
- Lead project teams from a Council perspective ensuring projects are meeting the necessary requirements for time, cost and quality.
- Ensure accountability, transparency and scrutiny of decision making and roles.

External advice has been sought in designing the correct structure for the team, as well as benchmarking against similar roles in other authorities. Based on the procurement of external project management teams to lead the operational delivery of the projects, 3 officers are deemed to be the optimal number required, with support from the Head of EDR and the Assistant Director Regeneration in specific areas. There is a maximum available budget set out within the FHSF bid of circa **£727,912** for internal roles, including interim support.

Job descriptions for the two roles are appended to this report.

REPORT AUTHOR

Matthew Fletcher – Head of Economic Development and Regeneration.

Anna Miller – Assistant Director Growth and Regeneration.

LIST OF BACKGROUND PAPERS

FHSF Business Case Submission – Full Council; 21st July 2020

APPENDICES

Appendix 1 – Programme Manager Job profile

Appendix 2 – Project Officer Job profile

Appendix 3 – Market Supplement benchmarking

JOB PROFILE – FUTURE HIGH STREETS PROGRAMME MANAGER	Grade J with market supplement of up to £7500k per annum.
Job Purpose <ul style="list-style-type: none"> • To be responsible for developing and managing the delivery of the Tamworth Borough Council Future High Streets Fund Capital Programme. This will encompass works to all projects under this programme. • To lead, take accountability for and proactively manage all governance and resource arrangements for the programme and each project assigned to your team to ensure that they are delivered to time, quality and budget. • To ensure project reporting is robust, timely, and delivered to the appropriate Governance and Stakeholder groups. • Work closely with key stakeholders (the Councils senior managers; elected members and internal & external partners) to ensure high quality delivery. 	Experience <ul style="list-style-type: none"> • Demonstrable construction programme management delivery experience preferably in the public sector, supported by relevant professional qualifications • Successful track record in; <ul style="list-style-type: none"> ○ delivering complex capital programmes across a broad portfolio on time, to quality and budget ○ Supply chain management - management of client / contractor relationships. • Experience of influencing, developing and maintaining constructive relationships and negotiating effectively with key stakeholders including members, partners, contractors and Government departments. • Experience of delivering evaluation of projects • Experience of public sector governance and procurement processes.
Page 9 Functional Responsibilities - Key responsibilities include: <ul style="list-style-type: none"> • To lead the development, and manage the delivery of, a capital funded construction programme as defined in the Full Business case to HM government for Future High streets Fund. • To lead the development and management of systems for robust monitoring, budget control, reporting and delivery of the capital programme, and governance arrangements to ensure the effective allocation and timely implementation of resources, in compliance with internal and external standards (including funding requirements). • To oversee the management of individual construction projects within the Tamworth BC FHSF programme, including: <ul style="list-style-type: none"> ○ commissioning and contract management of professional services supporting activity ○ to lead the professional services team in progressing the projects to completion; ○ making decisions on delivery; ○ managing the risk to the council; ○ Providing guidance to key strategic decision-makers, to secure the 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • Full driving licence – this post attracts an Essential Car User Allowance • Demonstrable levels of personal resilience through managing conflicting demands and being emotionally cognisant of the needs of others • Ability to prioritise and support individuals and project teams to create capacity through development of clear team planning and performance setting • Ability to create a climate where individuals and project teams are involved, empowered and committed through developed personal resilience and ability to motivate others • Skilful negotiator and ability to positively influence the perceptions of people internally and externally • Recognised programme management qualification • Comprehensive understanding of project / programme management methodologies such as PRINCE2 and Managing Successful Programmes (MSP) and the techniques involved in managing large and complex regeneration projects • Strong technical, legal and process knowledge in Construction Project

successful completion of the projects to the appropriate quality, on time and within budget including risk review and assessment.

- To deputise for the Assistant Director Regeneration and Growth where required.
- Actively engage with residents, businesses, customers and communities to address local issues and achieve delivery and operational outcomes.
- To ensure inclusive communications, consultation and engagement, respond to stakeholder issues (including press enquiries and Members' enquiries), and ensure stakeholders' expectations are managed, in the context of the design and delivery of high profile, potentially contentious projects.
- To ensure senior officers and Members get the necessary advice, support and information to enable them to fulfil their roles as decision makers and/or community leaders, with regards to the design and delivery of the project/s.
- To prepare and present advice, briefing information and reports, to appropriate individuals and bodies at all levels of the council's governance arrangements, and to external organisation's and public meetings as required.
- Manage, supervise and appraise identified staff including support, guidance and training, and make decisions on the recruitment and allocation of staff resources, including acting as professional client to professional services consultants where appointed.
- Managing the delivery of £38 million FHSF capital programme, including the preparation and maintenance of appropriate records to support effective controls.

Management

- Thorough knowledge of the external market and the processes to co-ordinate resources and deliver completed developments
- Understanding of the scope and content of current legislation and other developments which affect and influence construction projects to Schools, offices and other public buildings
- Detailed knowledge of funding regimes, budgetary processes and the legal and financial framework.
- Excellent organisational and interpersonal skills
- Excellent attention to detail
- Ability to work on own initiative
- Ability to use new and untried ideas from researching and collaborating on best practice across both the public and private sectors
- Able to analyse data, solve problems and apply creative solutions, new concepts and untried ideas.
- Ability to work under pressure and meet challenging and conflicting demands
- Membership of a relevant professional body.

Strategy/Policy Development

- NOT APPLICABLE

Attributes

- At least 5 year senior experience in a related field
- Commitment to continuing professional development through pursuit of relevant training
- Personal credibility with a high degree of integrity
- Resilient and resourceful in the face of conflict and uncertainty
- Commands the confidence and trust of members, staff, stakeholders and partners
- Focuses on People, treating people fairly and improving the lives of those

	<p>the programme will impact; ensuring the right processes are in place but being open to challenge processes that are not achieving aims and take action where things are not working.</p> <ul style="list-style-type: none"> • Leads by example by setting an innovative culture • Works Collaboratively developing relationships, and understanding other people's roles, earning respect of others get the best results. • Communicates Effectively with others using simple, clear, and open language, listening and being open to conversation. • Focuses on Results and delivering the programme
<p>Other:</p> <ul style="list-style-type: none"> • Be able to work evening, weekends and/or Bank holidays to carry out consultations or attend Committee Meetings. • Any other reasonable duties commensurate with the grade and general nature of the post. • Full driving licence – this post attracts an Essential Car User Allowance 	

JOB PROFILE: FUTURE HIGH STREETS FUND PROJECT OFFICER	Grade: G
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the FHSF Programme Manager, play a key role in establishing and delivering projects that form part of the wider programme management of Tamworth's £38m Future High Streets Regeneration Programme, ensuring all assigned projects are delivered within the agreed scope, time, cost and quality. • To work as part of the professional teams required by each relevant project. • To provide project management and contract management services as required to support the development and delivery of the Tamworth FHSF physical regeneration projects. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in one or more of the following specialisms; surveying, regeneration delivery; partnership working; development planning; project management; project implementation; commercial property. • Experience of developing and managing construction projects • Experience of managing financial resources • Experience of appointment and management of multi-disciplinary teams of consultants • Experience of public sector procurement processes • Experience of risk management processes and procedures. • Understanding of heritage based Projects
<p>Functional Responsibilities: key responsibilities include -</p> <ul style="list-style-type: none"> • To contribute to the development and delivery of the FHSF projects • Leading assigned projects from the client side • Supporting the flagship College project and take full accountability for and lead on assigned projects, such as; Castle Gateways; Middle Entry enhancement, an Enterprise Centre and St.Editha's square redevelopment. • To produce, maintain and review comprehensive, integrated project plans and other relevant project documentation to enable the projects to be managed against a clear set of defined deliverables and milestones • To effectively manage projects' risks through identification, counter-measures and contingency planning. Develop and manage risk and issues logs, and monitoring, updating and reporting progress against the logs • To monitor project budgets and expenditure forecasts, assisting delivery of the projects to an agreed budget, providing updates on a regular basis and the provision of management information in respect of budget setting. • Plan, prepare and conduct meetings, workshops and presentations 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Relevant degree, professional qualification such as RTPI, RICS, IED, or experience in construction, physical regeneration and / or surveying • Knowledge of regeneration practices, legislation and policy • Knowledge of national / regional / local organisations involved in regeneration • Knowledge of relevant IT systems and software such as Microsoft Project • Knowledge of public procurement; the financial and legal regulations regarding procurement • Knowledge of Health and Safety and DSE regulations • Ability to communicate and present complex matters effectively, both orally and in writing, to a range of audiences • Ability to interpret complex data; high level literacy and numeracy; good report writing and presentation skills • Ability to lead and contribute effectively at meetings • Highly developed influencing and negotiating skills. • PRINCE2 Foundation or equivalent training or experience with the ability to plan, co-ordinate and manage multiple complex projects including preparation and maintenance of project documentation and the management of risks and issues • Ability to manage, control and schedule budget and resources • Ability to interpret and produce technical specifications

<p>for a wide variety of audiences</p> <ul style="list-style-type: none"> • Develop and oversee customer engagement programmes and initiatives ensuring that customer views and requirements are clearly communicated and included in decision making and planning processes • Directly deliver, or prepare briefs and externally commission specialist advice to assist with the development and delivery of the FHSF physical regeneration projects such as development agreements, legal advice, marketing, landscape architecture, highways and urban design • Promote collaboration between delivery partners where there are opportunities to enhance deliverability and impact and minimise duplication/conflict • Provide advice on planning applications and pre-application enquiries in respect of the FHSF regeneration programme • Undertake all corporate requirements on health & safety, equal opportunities, data protection, safeguarding, risk management and financial regulations • Represent the Council at external meetings as required • Deputise for the FHSF Programme Manager as required • Preparation and submission of bids for external funding 	<ul style="list-style-type: none"> • Ability to understand the needs of businesses, partners and stakeholders • Ability to keep accurate records according to agreed systems • Ability to manage conflicting demands • Excellent organisational and interpersonal skills • Consistent attention to detail • Ability to work on own initiative, operate effectively as a team member and work in partnership with other officers from the Council and external organisations • Ability to supervise multi disciplinary teams of consultants from varying technical specialisms.
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Contribute to the development of policy in relation to regeneration and development of the FHSF sites. 	<p>Attributes</p> <ul style="list-style-type: none"> • Self-reliant, initiator, motivator, finisher • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of other officers
<p>Additional Duties</p> <ul style="list-style-type: none"> • Be able to work evening, weekends and/or bank holidays to carry out consultations or attend Committee meetings • Any other reasonable duties commensurate with the grade and general nature of the post 	

Appendix 3

Market supplement – Salary comparison

Summary

A benchmarking exercise has been conducted across a broad range of public sector and private sector bodies, on roles similar in nature to that required for the FHSF Programme Manager. The information detailed below evidences the need for a market supplement in order to ensure the correct candidate, with the right level of experience and qualifications can be recruited.

Public sector

Role	Advertisement Period	Authority	Salary Range	Tenure	Main areas of responsibility	Comments
Regeneration Manager	Oct-20	Test Valley Borough council	£66,926 - £73,606	permanent	Delivery on specific Town Centres Regeneration projects	Programme Management focused, technical role.
Capital Programmes Manager	Jan-21	Lambeth	from £64000	permanent	Delivery on specific Town Centres Regeneration projects	Programme Management focused, technical role. London weighted
Regeneration PMO Manager	Feb-21	Wirral Metropolitan Borough council	£57,032 to £59,894	permanent	Delivery on specific Regeneration projects	Programme Management focused, technical role.

The table represents a similar selection of roles across the public sector.

The average salary for these roles are between **£62,000** and **£68,000**. All of them are delivering with capital programmes similar in nature and scale to that of the Tamworth Future High Streets Fund programme. It is recognised that many of these are unitary Councils or are in London and may attract a slightly higher salary than a District Council. It has been difficult to identify all additional benefits associated with these roles, but a fair assumption has been made that they all have similar terms and conditions to Tamworth Borough Council.

Private sector

It is difficult to directly compare pay scales with the private sector due to privacy and flexibility around pay, however the role of Programme Manager, would be seen to be appropriate for an Associate director / Director level at a relevant project manager consultancy or construction

company. This would mean some having a minimum of 5 years' experience post achieving a relevant qualification.

To benchmark this, average hourly rates have been taken for Associate directors and Directors from a significant national public sector framework. The framework used or the companies on that framework cannot be named for reasons of strict confidentiality. The following should be noted:

- Hourly rates are the invoice total for the time of that individual not actual salary.
- Salaries have been calculated at 1/3 of total billable time (5 days a week over 46 weeks of the year)
- Companies on frameworks may put in a lower hourly rate price to secure work.
- Private sector organisations pay is higher than public sector but have different level of additional benefits packages (e.g pension contributions, healthcare, car schemes)

Role	Average hourly rate	Equivalent salary
Associate director	£800	£61,500
Director	£1154	£88,5000

These salaries have been tested with colleagues in the private sector who have advised that dependent upon experience and the size of the organisation, an Associate Director would expect to earn between £60,000 up to a maximum of £80,000.

APPOINTMENTS AND STAFFING COMMITTEE

TUESDAY, 6 APRIL 2021

REPORT OF ASSISTANT DIRECTOR OPERATIONS & LEISURE AND THE THEATRE ARTISTIC AND EVENTS MANAGER

ARTS AND EVENTS RELAUNCH

EXEMPT INFORMATION

None

PURPOSE

To agree the new staffing structure to support the existing Arts & Events team, to enable the reopening of the Tamworth Assembly Rooms and Conferencing Centre and to deliver the full events programme for the Castle and outdoor events 2021/22.

That the committee:-

- Approve and adopt the proposed organisational structure for the Arts and Events Team (detailed at Appendix 1).
- Delegate implementation of the new structure identified at Appendix 1 (including consultation) to the Executive Director Organisation.

EXECUTIVE SUMMARY

In July 2020 Cabinet approved the mothballing of the Assembly Rooms and the redundancies of 6 of the staff as a direct result of the impact of the Covid pandemic. This report advised members that a further report to Staffing and Appointments would be presented for consideration once Government Guidelines permitted reopening. Despite this the remaining staff delivered a scaled down Covid secure programme of outdoor events throughout 2020 including the new and very successful drive in cinema.

A report has been prepared for Cabinet on 8th April 2021 to endorse the new Arts and Events programmes and advising Cabinet of the potential loss of income due to Government guidelines, social distancing and the public's appetite to return to some events.

In line with the Government guidance, falling infection rates and the Roadmap to Recovery timelines a new events programme has been developed for 2021/22. This includes a Covid secure programme of outdoor and Castle events together with relaunching a full programme in the Assembly Rooms Conference Centre. In addition the new structure will further compliment and support the recently approved Castle restructure/relaunch and support the delivery of the new Castle events programme.

The successful roll out of these programmes will require the recruitment of a full team to deliver them. However, the indoor shows will be brought back on line incrementally and assessed against local infection rates to ensure both the safety of the audience and to continue to build customer confidence. Therefore, it is intended to carry out a staggered recruitment process and build to a full working team by end of the Summer 2021. This approach should limit costs to mitigate against reduced income levels arising from reduced demand or the risk of further restrictions.

Pre-Pandemic

The Arts & Events team, pre-pandemic, consisted of a small core of staff that had evolved with the programme; this team had previously relied on other employees being available to support events rather than being ‘on hand’ to deliver them.

In September 2019 prior to the reopening of the Assembly Rooms a new structure was approved to support the delivery of this and to commence the building of a wider fit for purpose Arts and Events team capable of supporting many different events of other genres and in different locations. The proposal at the time was that as the events programme grew, the structure would develop to support delivery. However, the first lockdown of March 2020 forced the closure of the assembly rooms and severely curtailed the events programme and future development.

Pre-Pandemic Organisational Structure March 2020:

Theatre, Artistic & Events Manager				
Operations Officer	Technical Officer	Catering Officer	A&E Officer	
	Technician	Bar Supervisor	A&E Coordinator	Sales & Events Coordinator
Cleaner		3 x Food & Beverage Assistants		
Casuals				

Red indicates roles made redundant in July 2020.

Pandemic Structure:

Following the implementation of the July 2020 Cabinet report the Assembly Rooms was mothballed. This meant the team worked as one and mainly focused on operations, concentrating on event management together; delivering a reduced programme of Covid secure events.

Theatre, Artistic & Events Manager				
	Technical Officer		A&E Officer (Maternity Leave)	
			A&E Coordinator	Sales & Events Coordinator
Casuals (As required)				

Post Pandemic Organisational Structure:

This report recommends a new structure (See Appendix 1) that will be fit for purpose and enable the team to work smarter delivering more events in many new useable spaces across the town.

The new structure will ensure the team is modelled to work collaboratively, and although each member retains their specific role and area of expertise and knowledge, there will more cohesion between them all.

The recent Castle Review recommended that all events at the Castle were delivered by the Arts & Events team. This has led to a more structured approach to staffing that will feed into

events no matter where their location or genre. The specific inclusion of permanent Duty Managers will also allow events and hire's to be 'managed' by role specific staff rather than other team members taking it in turns.

Post-Pandemic Organisational Structure, (those in red to be recruited):

Theatre, Artistic & Events Manager				
Theatre Services Officer	Technical Officer	Catering Officer	A&E Officer	
3 x Duty Managers (1 x 20 hours, 2 x 24 hours)	Technician		A&E Coordinator	Sales & Events Coordinator
Cleaner x2		3 x Food & Beverage Assistants	A&E Coordinator	
Casuals				

Appendix 2 details all the Job Profiles of these new positions.

Pre-pandemic the catering team were proving a valuable asset not only to the Assembly Rooms but to the Council as a whole. The Claymore Café and bars were working successfully and there was an ever increasing offer during the day and evening shows. The intention was to build on this early success and roll out the food and beverage offer to other areas of the Council, including the Castle, Enterprise Centre, outdoor events and food festivals. Dinners and commercial hires, including weddings had a heavy reliance on catering and this demand still exists. The re-introduction of the catering team will reinstate this valuable asset which was lost due to the pandemic. It would also begin to payback the huge investment made by the Council in the provision of this service in the refurbishment of the Assembly Rooms.

Changes in Structure:

The **Theatre Services Officer** is a role that supersede the Operations Officer role, made redundant in 2020. The change of title is one more suited to the role and allows scope within the role itself. Any and all services required to operate the venue will come under the Theatre Services Officer, however without line management of catering, box office or facilities, 'Operations' is not a true definition of the role.

The inclusion of **Duty Managers** is to ensure continuity and a sense of ownership on the venue throughout its working hours. As already demonstrated in the eight weeks the venue was open, the Assembly Rooms could easily have its doors operate from 8am until midnight with a range of hires, café offer, matinees and evening shows. (This could amount to 112 operational hours). With a cinema offer now in-house, the need for business continuity from permanent staff throughout the day and evening is paramount. The inclusion of a Duty Manager negates the need for a Bar Supervisor, with the DM taking on line management for all serving staff during a shift. The cost of a Bar Supervisor is therefore saved, to balance the inclusion of the new roles.

With the increase in outdoor events, art development projects and the inclusion of all events held in and around the Castle, there is now the requirement for an additional **Arts & Events Coordinator**. Headed by the Arts & Events Officer, this team has maintained a strong programme of events and 2021 sees an increase in the offer for the people of Tamworth. With the re-launch of the Assembly Rooms and an increased outdoor programme there is a risk that there will be insufficient capacity to deliver everything. An additional coordinator will help relieve the work pressure from the existing two members of the team, and also work across the Assembly Rooms when required, particularly with commercial hires in conjunction with the Sales & Events Coordinator. With this addition it is proposed both the existing Arts & Events Coordinator and Sales and Events Coordinator have the word 'Senior' added to their title, with no monetary value.

A further inclusion of a new focussed post of **Heritage and Leisure Facilities Officer** will ensure that venues such as the Assembly Rooms, Castle, Town Hall and Activity centre are well maintained and fit for audiences, removing the duties from the Arts & Events staff and Castle Manager thus enabling these roles to fully concentrate on delivering their specific agendas. This post will report into Property Services where full continuity of service can be maintained and focus given on facility management by trained and skilled staff.

Finally the Assembly Rooms will need cleaners to ensure that not only it is well presented but that we can guarantee cleanliness as Covid guidelines require, thus improving customer confidence. **Two full time cleaners** will be required to ensure all areas of the building are to the required standard. The budget for these post is held and was to be delivered as part of the cleaning review.

FINANCIAL INFORMATION

The cost of the new structure is detailed below:-

	2021/2022	2022/2023
Available Revenue Budget within Assembly Rooms and Arts and Events	£470k	£492k
Phased staff return	£497k	
Full establishment cost		£611k
Shortfall	£27k	£119K
50% funding for Heritage and Leisure Officer- see below	£15k	£21K
Reduced shortfall	£12k	£98k

Staffing will be phased to mirror the Governments Roadmap to Recovery.

The additional cost of £12k can be met from the wages budget across all codes of the Arts and Events revenue accounts for 2021/22. For future years, it is anticipated that additional income will be received from the roll out the food and beverage offer to other areas of the Council, including weddings which should further mitigate the additional ongoing staffing cost but due to the current uncertainty cannot be accurately quantified at present.

The other 50% funding of the Heritage and Leisure Facilities Officer will be met from existing budgets within the following service areas:

Health and Safety Budget GL0203

Pleasure Grounds GX1101

Castle GX1501

Income figures for all events remain uncertain as Officers are unsure of the public appetite to return to venues. This together with Government guidance, the Roadmap to Recovery and potential future lockdowns exacerbate the problem.

Assembly Rooms Income Summary

	Annual Budget Performers Fees £	Annual Budget Income £	Annual Net Income £
Annual Budget performers fees etc	362,770	(531,380)	(168,610)
Reduce by 3 month closed period	(90,690)	148,200	57,510
Revised Annual Budgets	272,080	(383,180)	(111,100)
70% Capacity	272,080	(268,226)	3,854
60% Capacity	272,080	(229,908)	42,172
50% Capacity	272,080	(191,590)	80,490

The worse case model (at 50% capacity) would mean a net loss in income of £250k (£340k income less £90k saving in fees) when compared to the budgeted income of £531k / fees of £363k – offset by any further potential reduction in performers fees (i.e. where fees are capacity based) which cannot be estimated at this time.

Assembly Rooms Bar Income

	Annual Budget Purchase etc	Annual Budget Income	Annual Net Income
Annual Budget	89,050	(253,550)	(164,500)
Reduce by Period Closed	(26,880)	63,390	36,510
Revised Annual Budgets	62,170	(190,160)	(127,990)
70% Capacity	43,519	(133,112)	(89,593)
60% Capacity	37,302	(114,096)	(76,794)
50% Capacity	31,085	(95,080)	(63,995)

The worse case model (with income at 50% of budget) would mean a net loss in income of £100k (£158k income less £58k saving in fees) when compared to the budgeted income of £254k / costs of £89k.

This means that overall income levels (at 50% capacity) could mean a net loss in income of £350k for the year when compared to the budgeted income.

Castle Events Income

Profit/Loss	Profit	Loss
100% Income	(£48,632)	
70% Capacity	(£9,900)	
60% Capacity		£2,998
50% Capacity		£15,905

Activity	Potential income based on expected attendance	10% change in occupancy levels
Weddings and Hire	(£43,000)	(£38,700)
Outdoor Events	(£41,000)	(£36,900)

Officers believe that the income from both ticket and catering sales will negate some of the lost income, however should this not be the case then an additional budget of £98k will be required to fund these posts in 2022/23. It is proposed that there is a robust evaluation at the end of the events season to assess the continued financial viability of the programme as both Government Guidance is ever changing and Officers are uncertain as to the public appetite for events following the Covid pandemic. Any changes will be considered as part of the 2022/23 budget process.

Therefore some of the new posts recruited will be an up to two year temporary period which will allow the evaluation process to fully evidence revenue, costs, customer confidence and customer demand in each location and for each event. If required the temporary posts can be deleted to negate shortfall of revenue to fund them. This evaluation process will be inclusive of the Castle so as to fully inform members.

REPORT AUTHOR

Adey Ramsel - Theatre ,Artistic and Events Manager
Sarah McGrandle – Assistant Director Operations and Leisure

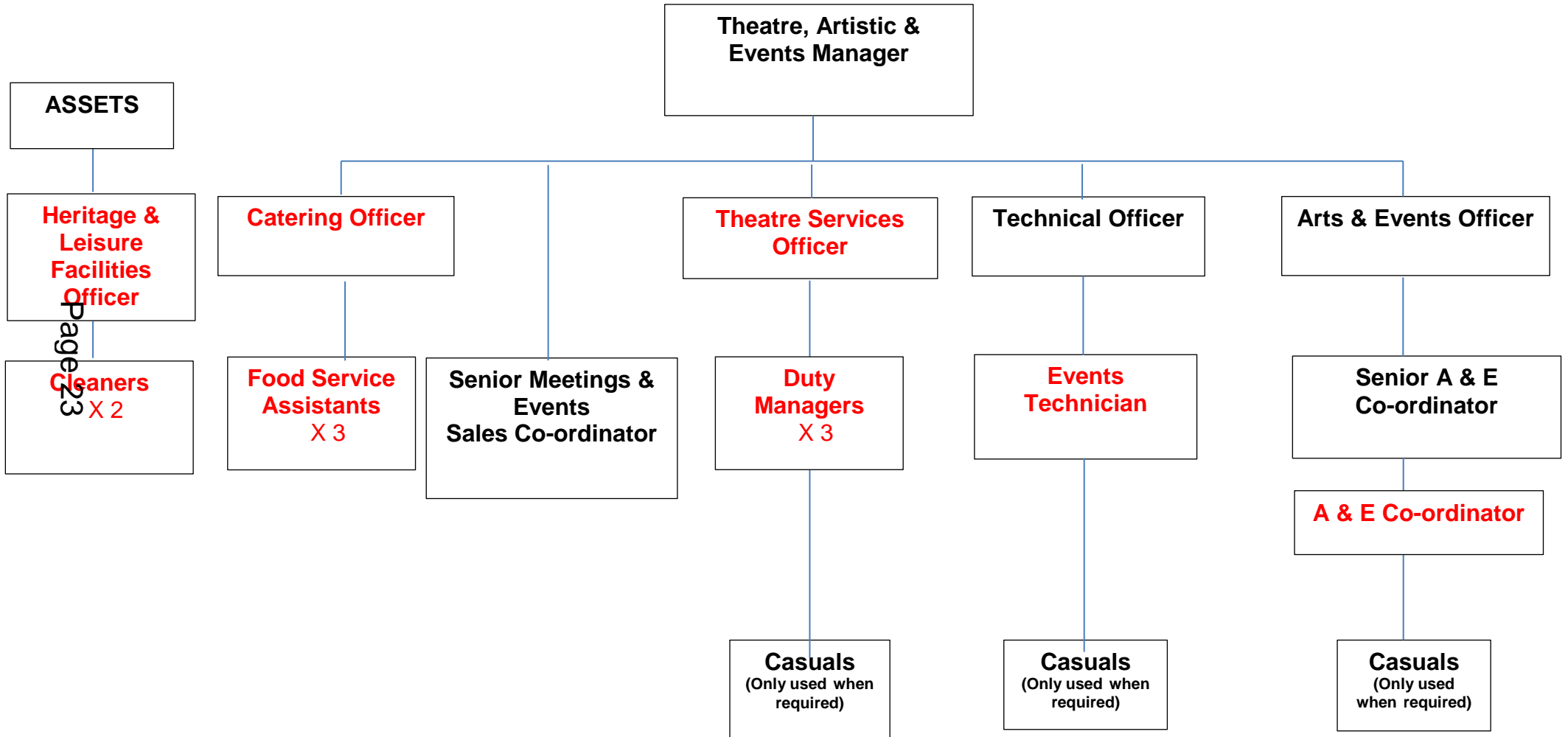
LIST OF BACKGROUND PAPERS**APPENDICES**

- Appendix 1 Proposed structure
- Appendix 2 Proposed Job Profiles

Appendix 1

Arts & Events Proposed Structure 2021

(Posts in black – existing)



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JOB PROFILE – THEATRE SERVICES OFFICER	Grade F
<p>Job Purpose</p> <ul style="list-style-type: none"> To be responsible and take a lead on the smooth and efficient running of all venue operations; and leading a FOH team. 	<p>Experience</p> <ul style="list-style-type: none"> Experience in working FOH and managing a team Experience in venue/building management Cash Handling Events experience desirable, but not essential Bar experience desirable but not essential
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <p>Corporate Responsibilities:</p> <ul style="list-style-type: none"> To ensure all operational services are delivered to customer expectations and Council customer care standards To assist in the development and delivery of approved programmes of activity in response to customer demand. To assist in the collection of customer and financial information in line with guidance issued. To assist in the effective use of resources – physical, human and information. To be responsible for upholding and promoting high standards of customer care across all front of house services. To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. <p>Service Responsibilities:</p> <ul style="list-style-type: none"> To ensure delivery of an effective and efficient FOH Service including ordering, receiving deliveries of relevant supplies and maintaining precise records. To be responsible for the management and development of front of house 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> A strong knowledge of theatre practices and FOH services An ability to lead by example, exemplifying the values of the organisation and good practice. Flexibility to work unsociable hours, incl. late nights, weekends and Bank Holidays. Strong computer skills, particularly Excel, Word, (training will be given on in-house intranet) Knowledge of local and national H&S policies Knowledge of Building Management Systems (Training will be given) Ability to prioritise a number of hires and manage/rota a number of casuals and Duty Managers Forward thinker, with the ability to time manage Team player, working with Senior Management, and casuals Ability to adapt to last minute requests and/or changes in event situation. A great communicator, ensuring all teams and departments are up to date with hires and daily operations of the venue Must demonstrate flexibility and a can do attitude, showing initiative and flair for problems, issues and challenges.

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<p>staff, recruitment and training. Maintain a rota for casual staff for each event.</p> <ul style="list-style-type: none">• To act as Duty Manager, along with 3 other line report Duty Managers, on a rota system, taking responsibility for the smooth running of FOH and overseeing bar operations, and the venue as a whole during all live shows, events, hires and bookings, and venue operating hours.• In liaison with the Facilities Manager, oversee the smooth running of the Venue's Building Management System, ensuring a clear and knowledgeable understanding of the venue and its BMS, and reporting any issues immediately to the appropriate Managers and departments.• To be responsible for cash handling, on a day to day and on an event basis.• To maintain a cash float and ensure all financial regulations for the Venue and wider Council are adhered to.• To support the delivery of the Outdoor Events and Arts development programme, acting as Duty Manager as and when required.• In liaison with the Facilities Manager, to be responsible for all health and safety aspects of the Venue, in particular front of house service; liaise with Technical Officer and Bar & Catering Officer.• To devise products and services (in consultation with the Theatre and Events Manager) as required and consult with customers to ascertain their requirements.• To upload shows and events on Spektrix, the Venue's box office system, and report on daily, weekly and seasonal ticket sales.	
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<ul style="list-style-type: none">• To prepare reports on issues related to the FOH Service, Building/Venue regulations.• To undertake Duty Management as required by the Theatre and Events Manager or nominated officer that is relevant to the aims and objectives of the Council and Service.• To recruit, manage, organise rotas and training required to ensure the service is suitably staffed.• To line manage Duty Managers to ensure the venue is staffed at all times.• To be familiar with local and national health and safety requirements and ensuring they are adhered to.• To attend production meetings/dress rehearsals ensuring that relevant show schedules and risk assessments are produced and adhered to.• To deal with customer complaints confidently, effectively and appropriately.• To complete daily show/events reports for senior management.• In conjunction with the Theatre and Events Manager compile live shows, booking, special events and hirer information. Work as part of the senior programming team to ensure a balanced programme of live shows.• Deputise in the absence of the Theatre and Events Manager.• To be the main contact on the key-holder list for emergency call outs.• Any other reasonable duties commensurate with the grade and general nature of the post.• To be pro-active in obtaining venue hire,	
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<p>specifically regular community hire.</p> <ul style="list-style-type: none">• To assist the Theatre Manager in creating and maintaining a programme of community arts events.• To be responsible for the effective running of the Venue's EPOS system, ensuring it runs smoothly and consistently across all departments within the venue.• To be responsible for auditorium set up/strike down for visiting shows and hire's in liaison with Technical and bar & catering teams. To be responsible for room set up for Claymore Lounge/Multi-Use Space for external hires, visiting and/or in-house shows.• Maintain, schedule and lead a team of FOH casual and permanent staff according to the programme in regards to venue hire.• To keep stock of admin supplies to ensure the smooth consistent running of the venue and its staff. To act as liaison with Marmion House IT for all IT Venue requirements and/or any Arts & Events external working spaces.• To devise, lead and undertake schedules on cleaning, maintenance in consultation with Marmion House, including liaising on rota's and adapting schedules to ever-changing programme according to Venue needs.• Compile and submit regular reports to Theatre Manager on cleaning, maintenance and H&S policies – timing to be agreed between parties.• Ensure all policy paperwork including H&S, safeguarding is met by visiting shows and hirers.• In liaison with TIS Head of Service, maintain the Box Office service in terms of maintenance and hours and lead on	
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<p>development and growth from the Venue's viewpoint and need in consultation with Theatre Manager.</p> <ul style="list-style-type: none"> • To attend regular Arts & events Team Meetings; regular Officer Meetings, alongside Technical and Bar & catering. To hold and chair regular Operational and FOH Meetings and report back to Theatre Manager. • To act as point of contact for TIS Service/Box Office within the Venue in terms of the Box Office Service. • In liaison with the Facilities Manager & Technical Officer, help plan and roll out an annual 2 week shut down period for venue maintenance and repair on all operational requirements, and any update on personnel training required. • To keep abreast of national and industry trends and policies and attend events as necessary. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • 	<p>Attributes</p> <ul style="list-style-type: none"> • High degree of integrity • Ability to multi-task amongst events and teams • Initiative driven
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	

<p>JOB PROFILE – DUTY MANAGER</p>	<p>Grade E</p>
<p>Job Purpose</p> <ul style="list-style-type: none"> • To act as Duty Manager to assist the Theatre Services Officer in ensuring the smooth and efficient running of all front of house operations (including bar and catering services). To support as and when required the operation of other Council events such as Outdoor Events or Arts development events. 	<p>Experience</p> <ul style="list-style-type: none"> • In a front facing, service role • Leading and managing teams • Customer service • Cash handling
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p>	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • An ability to lead by example,

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<p>Corporate Responsibilities:</p> <ul style="list-style-type: none">• To ensure all operational services are delivered to customer expectations and Council customer care standards• To assist in the development and delivery of approved programmes of activity in response to customer demand.• To assist in the collection of customer and financial information in line with guidance issued.• To assist in the effective use of resources – physical, human and information.• To be responsible for upholding and promoting high standards of customer care across all front of house services.• To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. <p>Service Responsibilities:</p> <ul style="list-style-type: none">• To act as Duty Manager on a rota system, taking responsibility for the smooth running of FOH and overseeing bar operations, and the venue as a whole during all live shows, events, hires and bookings, and venue operating hours.• To ensure delivery of an effective and efficient FOH Service, liaising with Box Officer, technical and Catering.• To manage a team of FOH staff.• Duty Manage the venue on an allocated rota system, ensuring all policies, H&S and guidelines are adhered to.• In conjunction with the Catering Officer ensure the presentation and sale of food and drinks is in accordance with service standards	<p>exemplifying the values of the organisation and good practice.</p> <ul style="list-style-type: none">• Flexibility to work unsociable hours, incl. late nights, weekends and Bank Holidays.• Adaptability in an ever changing environment• People skills, with the ability to interact with all age groups• Computer literate• Be able to demonstrate use of initiative and forward thinking in past roles.
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<ul style="list-style-type: none">• To support on the Box Office and other front of house duties• To be responsible for auditorium set up/strike down for visiting shows and hire's in liaison with Technical and bar & catering teams. To be responsible for room set up for Claymore Lounge/Multi-Use Space for external hires, visiting and/or in-house shows.• To attend regular Arts & events Team Meetings.• Ensure all policy paperwork including H&S, safeguarding is met by visiting shows and hirers.• To ensure compliance with all relevant Health & Safety, food hygiene, COSHH, Entertainment licence and licensed premises regulations.• To provide stewarding services, ensuring customers are in a safe and hazard free environment.• To assist with all relevant administration relating to the Bar & Catering, and front of house duties including operating tills, cashing up and accounting for all income, in accordance with the Council's policies and procedures.• To be responsible for cash handling, on a day to day and on an event basis.• To undertake such other relevant duties as may be determined by Arts and Events Operational Officer.• To support the delivery of the Outdoor Events and Arts development programme, acting as Duty Manager as and when required.• To deal with customer complaints confidently, effectively and appropriately.• To complete daily show/events reports for senior management.	
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<ul style="list-style-type: none"> To undertake all duties in line with the Council's Health & Safety and Equal Opportunities Policies. Any other reasonable duties commensurate with the grade and general nature of the post. 	
Strategy/Policy Development <ul style="list-style-type: none"> 	Attributes <ul style="list-style-type: none">
Other: <ul style="list-style-type: none"> Any other reasonable duties commensurate with the grade and general nature of the post. 	

JOB PROFILE – Catering Officer	Grade F 37 hours per week, based on a 5-day rota including weekends and evenings subject to theatre programming & events
Job Purpose <ul style="list-style-type: none"> The Catering Officer is expected to lead, motivate and supervise the catering team and have full responsibility for food ordering, storage, preparation, production, cooking and service to the Claymore Café Lounge, theatre hospitality and one-off outside events You will be expected to play a major part in developing menu offers that complement the theatre programme of events You must be energetic and enthusiastic with a real passion for cooking and customer service 	Experience <ul style="list-style-type: none"> Demonstrate two years' experience of working in a similar role within the service industry at a comparable level in a company Proven experience of managing client and/or customer relationship Proven experience in catering sector, including stock management, cash control and customer service Proven record of success with a flair for scratch cooking Background within venue & events catering Minimum 5 years' experience working as a chef
Functional Responsibilities Key responsibilities include: General Kitchen & Staff Management <ol style="list-style-type: none"> Ensure the efficient and smooth running of the kitchen. Promote and maintain good working relationships throughout the catering team. Manage the day-to-day activities of the Catering staff with particular attention to the allocation of their duties and specific tasks. Work with the Theatre, Artistic and Events Manager to recruit, train and develop 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> Good numerical and communication skills, must be able to demonstrate effective verbal and written communication Management knowledge of health & safety and food safety CIEH level 3 qualification or equivalent Able to work on own initiative within a team environment Able to demonstrate working knowledge of MS Office (Word, Excel and Outlook) Desirable <ul style="list-style-type: none"> One of the following qualifications or equivalent:- BSC (Catering), MHCIM, HND, City and Guilds 706/1 and 2, NVQ level 2 and 3

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<p>staff to achieve high standards of quality food production by teaching new skills, emphasising the importance of presentation, developing new dishes and garnishes.</p> <ol style="list-style-type: none">5. Carry out, monitor and ensure effective recording of staff training.6. Undertake a mentoring and coaching role to support the development of all members of the catering team.7. Undertake induction training for all new staff in the department.8. Monitor performance within the department and participate in annual appraisal process in liaison with the Theatre, Artistic and Events Manager.9. Undertake training as agreed to enhance and improve personal skills and knowledge. <p>Food Purchasing & Cost Control</p> <ol style="list-style-type: none">10. Manage and control daily food costs to ensure that food production is achieved within budgetary limits on the production of all dishes. Work with the Theatre Manager to ensure that the agreed budget for the department is adhered to.11. Responsible for the appointment of food suppliers and purchase all food and kitchen supplies on a day-to-day basis.12. Ensure that details of all orders are recorded according to set procedures.13. Ensure that stock levels are kept at agreed levels so that groceries are fresh and frozen products are used quickly and rotated in a systematic way14. Check deliveries on receipt ensuring that faulty items are returned, ensuring that the relevant paperwork is received and processed. Issues items to kitchen team as required.15. Ensure that an effective stock rotation procedure is adhered to at all times carry out the monthly food stocktake and resolve any discrepancies. <p>Quality Control</p> <ol style="list-style-type: none">16. Demonstrate and maintain high standards of cooking to meet and exceed customer and client's expectations.17. Ensure that high levels of customer service are always maintained.	<ul style="list-style-type: none">• IOSH qualification or equivalent• Proven track record of leading, managing and developing a team• Experience of working in a creative environment
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Menu Planning & Food Production

18. Produce and present food in conjunction with the kitchen team, keeping abreast of current trends.
19. Devise and plan menus for all customers considering the varied requirements of the organisation, including special diets.
20. Cost all menus and special events requirements using the most up to date ingredient costs and according to agreed formula.
21. Manage the production and planning of dishes in accordance with agreed procedures based on an analysis of customer numbers.
22. Ensure that the duties allocated to team members are rotated to enable staff to become competent in all sections of the kitchen.
23. Take action to minimise wastage at all stages of food production implementing controls, keeping records and making reports as required.
24. Take responsibility for the management and supervision of the wash up area and the staff duties required to operate this area.
25. Instil into the kitchen a culture of essential hygiene practices connected with storage, cooking and storage of food; the importance of clean, tidy and hygienic working practice such as use of knives, chopping boards, table surfaces etc. Lead by example in observing the rules concerning personal hygiene and appearance.

Health & Safety

26. Monitor all activities in line with the Hazard Analysis Critical Control Point Approach.
27. Assist in the annual review of COSHH and hazard risk assessments.
28. Ensure compliance with all food hygiene regulations are adhered to within the kitchen environment in accordance with Health & Safety regulations.
29. To participate in the HACCP procedure according to the Company's Food Safety Management document.

General

30. Any other reasonable duties as requested by the Theatre Artistic and Events Manager.
31. To maintain a professional appearance while at work.

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<p>32. To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations.</p>	
<p>Strategy/Policy Development</p>	<p>Attributes</p> <ul style="list-style-type: none"> • Must demonstrate flexible “can do attitude” • Ability to solve problems • May be required to work unsociable hours in line with business requirements • Flexibility on work schedule will be required at times
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	

<p>JOB PROFILE – Food Service Assistant</p>	<p>Grade C</p> <ul style="list-style-type: none"> • Reporting to Chef Manager • 5 days working on rostered basis, may include evenings and weekends
<p>Job Purpose</p> <ul style="list-style-type: none"> • This is a flexible role; you may be required to work in the kitchen or as counter assistant in our café and hospitality event delivery team. • As a member of the Catering Team, contribute to the provision of a quality food preparation & service to meet standards in line with agreed procedures and provide a warm welcome to visitors, so that the reputation of the Assemble Rooms catering function is maintained and enhanced. 	<p>Experience</p> <p>Essential</p> <ul style="list-style-type: none"> • Excellent customer service skills • Has worked as part of a team • Has cash handling experience • Has worked in an operational role <p>Desirable</p> <ul style="list-style-type: none"> • Has previous catering experience
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <ol style="list-style-type: none"> 1. Food Preparation & Kitchen Operations <ul style="list-style-type: none"> • Undertake all tasks as trained and directed so that high standards of food hygiene and health and safety are met. • Produce and prepare food to comply with the menu in accordance with the food hygiene standards identified within 	<p>Knowledge, Skills and Abilities</p> <p>Essential</p> <ul style="list-style-type: none"> • Good verbal communication skills • Smart personal presentation • Numerate • Good organiser • Self-motivated • Willingness to learn

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<p>our Food Hygiene Policy. This will include all hot and cold food, drinks for the Counter plus any hospitality catering as required.</p> <ul style="list-style-type: none">• Assist in preparing food for functions and events.• Check food deliveries as required.• Ensure all stock is stored appropriately and used in rotation.• Assist with stock taking as required & prepare 'shopping lists' as necessary.• General kitchen cleaning to follow cleaning schedule.• Washing up, manually and by machine. <p>2. Counter Service & Hospitality Rooms</p> <ul style="list-style-type: none">• Ensure the Counter & any Hospitality Rooms in use are presented to high standards so that customers enjoy a comfortable and welcoming environment.• All areas are clean and tidy• All food products are attractively displayed• All products correctly priced• Point of sale correctly presented and positioned <p>3. Customer Care</p> <ul style="list-style-type: none">• Provide high standards of customer care, so that our reputation is enhanced, and sales targets achieved.• Assist customers with queries in a professional, courteous and friendly manner, so that customer care standards are met, and complaints kept to a minimum• Participate in staff training <p>4. Financial Controls</p> <ul style="list-style-type: none">• Follow cash handling procedures accurately and as instructed• Assist with stock taking as required• Help the management team achieve sales targets <p>5. Food Hygiene & Health & Safety</p> <ul style="list-style-type: none">• Ensure that all rubbish bins are emptied, and all kitchen rubbish is disposed of or recycled correctly in the appropriate bins.	<p>Desirable</p> <ul style="list-style-type: none">• Good written communication skills
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<ul style="list-style-type: none"> • Report all accidents to the Supervisor. • Report any unsafe practices or broken machinery/equipment to the Supervisor, so that remedial action can be taken immediately • Use all equipment as trained observing all safe practices, so that accidents are avoided • Follow COSHH procedures • Record keeping – ensure that necessary checks are made and recorded in accordance with our Food Hygiene Policy. <p>6. Personal Hygiene & Appearance</p> <ul style="list-style-type: none"> • Observe good personal hygiene at all times, as detailed within our Food Hygiene Policy, and be of well-groomed appearance always. • Wear enclosed non slip clean black shoes, minimal make-up and jewellery, & clean clothing as per current dress-code. • Use the lockers and pegs provided for outer clothing and personal items. • Long hair to be tied back or worn up. • Report any illness or symptoms of food poisoning or food-borne disease immediately to the Supervisor to safeguard the health of others. • Ensure any cuts / broken skin are covered with blue, waterproof dressings. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • 	<p>Attributes</p> <ul style="list-style-type: none"> • Outgoing, friendly personality • Team Player
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	
<p>JOB PROFILE – EVENT TECHNICIAN</p>	<p>Grade E</p>
<p>Job Purpose</p> <ul style="list-style-type: none"> • To act as a multi-disciplinary event technician with a lighting bias for events at the Assembly Rooms and other venues including Outdoor Events. 	<p>Experience</p> <ul style="list-style-type: none"> • A proven and thorough knowledge and experience of all aspects of technical production including lighting, sound and stage within the theatre or wider events industry.
<p>Functional Responsibilities</p>	<p>Knowledge, Skills and Abilities</p>

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<p>Key responsibilities include:</p> <p>Corporate Responsibilities:</p> <ul style="list-style-type: none">• To ensure services are delivered to customers and partners demands ensuring standards on customer care are in line with Council expectations.• To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations.• To collect customer and financial information in line with guidance issued.• To ensure the effective use of resources – physical, human and information. <p>Service Responsibilities:</p> <ul style="list-style-type: none">• To act as a multi-disciplinary events technician with a lighting bias and provide technical support for shows and events across all Tamworth Arts & Events venues and outdoor spaces.• To assist the Technical Officer and wider team in delivering excellence in all areas technical provision. Innovating and collaborating to provide excellent technical solutions.• To support the Theatre and Events Manager, Technical Officer and Theatre Services Officer in implementing the business plan and to contribute to the Corporate Objectives, and key priorities.• To develop a team approach to the provision of technical support, duty management and Front of House/Back of House services.• To ensure high standards of health and safety for staff and public including	<ul style="list-style-type: none">• A proven track record of operating lighting and other technical equipment to a high standard.• Ability to adapt lighting designs to a given performance space.• An ability to communicate clearly and effectively.• Knowledge of relevant H&S codes of practice and legislation associated with the industry.• Self-motivation and willingness to work within a team-based environment.• Ability to interpret technical specifications and drawings.• The post holder should be physically fit and capable of meeting the requirements of a physically demanding job with a high proportion of manual handling and practical work.• A willingness to accept delegated responsibility and to both give and follow instruction where appropriate.• Ability to work as duty technician independently and be driven to take responsibility for successful events, finding effective solutions to practical problems.• An ability to lead by example, exemplifying the values of the organisation and good practice.• Flexibility to work unsociable hours, incl. late nights, weekends and Bank Holidays.
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<p>carrying out risk assessment, implementing control measures and ensuring the safe use of any technical equipment.</p> <ul style="list-style-type: none">• To operate lighting, AV, and sound equipment for performance events.• To co-ordinate the care and maintenance of equipment including organising necessary servicing, repair, maintenance and replacement schedules.• Organise and oversee the rigging and setting of technical equipment in advance of events and during get-in/fit-up.• To stage manage events as required.• To specify order new technical equipment within budget limits.• To prepare in advance technical requirements for visiting artists and companies.• To meet with show producers in advance of their event providing technical knowledge and support.• To drive hire vehicles as required for transportation of technical equipment.• Loading and unloading of vehicles as required.• To ensure high standards of housekeeping are maintained in all working areas on and around the stage.• As a duty technician to supervise and direct casual technical staff as appropriate for each event.• Maintain industry links and keep in touch with new products, equipment and techniques to ensure high quality technical delivery.	
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<ul style="list-style-type: none"> To undertake all duties in accordance with legal and statutory provisions, and Council policy and procedures. To undertake other duties from time to time as may be required by the Theatre and Events Manager and the Front of House Officer. To undertake duty management and caretaking duties as required including assisting with room set-up, building security, locking and unlocking of venues. 	
Strategy/Policy Development <ul style="list-style-type: none"> 	Attributes <ul style="list-style-type: none">
Other: <ul style="list-style-type: none"> Any other reasonable duties commensurate with the grade and general nature of the post. 	

JOB PROFILE – ARTS & EVENTS COORDINATOR	Grade E
Job Purpose <ul style="list-style-type: none"> To support the Arts and Events team in delivering the business plan. Contributing to the Councils Corporate Objectives and the Sustainable Communities Strategy and LAA To work collaboratively with stakeholders and customers to support the Councils outdoor events programme and arts development programme. To support the development and delivery of workshops/events/projects that support arts and community development. 	Experience <ul style="list-style-type: none"> Previous event experience is desirable however eagerness to learn and an adaptable nature will put you in good standing.
Functional Responsibilities Key responsibilities include: <ul style="list-style-type: none"> To ensure services are delivered to customer demand and expectations and comply with Council standards on customer care. To collect customer and financial information in line with guidance issued. To ensure effective use of resources – 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> Applicants will need to be able to demonstrate excellent customer service skills and be comfortable working in a busy, fast paced customer facing role.

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<p>physical, human and information.</p> <ul style="list-style-type: none">• To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations.• To support the Arts and Events team in developing and delivering a programme of arts development and outdoor events.• To support the management and delivery of events across the organisations assets including Tamworth Castle Grounds and Tamworth Assembly Rooms.• To support initiatives designed to deliver against corporate objectives and local outcomes contributing to the Corporate Priorities, SCS and LAA.• In liaison with relevant agencies look to plan and promote Arts/Cultural events locally, encouraging a training and development network. Empowering the community and building the capacity of groups to deliver more arts/cultural activities.• To contribute to the organisation's understanding of diversity and its implication for the arts and events by promoting an inclusive approach to our services.• To support the collection of customer and partner data that can be used to evaluate and inform services• To contribute to the development of plans and programmes• To develop opportunities for sponsorship, income generation and grant funding.• To undertake risk assessments and other planning activities to ensure the smooth running of events and activities.• To support the Operations Officer with venue operations.	
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<ul style="list-style-type: none"> • To act as a Duty Manager for events and activities as required. • To support and advise hirers/users wishing to use TBC venues or run an event. • To act as a point of contact for the Police, Fire and Rescue Service and Licensing Authority in respect of major events. • To liaise with other Council services as necessary to ensure the delivery of safe, high quality outdoor events. • To support the marketing and publicity of events and activities • Any other reasonable duties commensurate with the grade and general nature of the post. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • 	<p>Attributes</p> <ul style="list-style-type: none"> • You will need to be a key team player, be comfortable making decisions and have previous team management experience.
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	

<p>JOB PROFILE HERITAGE AND LEISURE FACILITIES OFFICER</p>	<p>Grade F</p>
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Head of Programmes & Facilities but working in close contact with a number of Building Managers to oversee the general facilities management of the Castle, Assembly Rooms, Activity Centre and Town Hall • Ensuring that the Council remain legally compliant in regards to building related matters. • Operational oversight of building cleansing at the Castle, Assembly Rooms, Activity Centre and Town Hall. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of premise management and maintenance, preferably within a heritage or leisure context. • Broad expertise including building repairs and statutory & regulatory compliance • Experience of contract management and performance management • Experience of working with external building contractors.
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • Supervision of <ul style="list-style-type: none"> ○ Site based cleaning staff ○ External Contractors • Day to day management of building repairs including diagnosis and deployment of contractors. • Development and implementation of a 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Appropriate technical qualification in construction • Excellent organisational and interpersonal skills • Excellent attention to detail • Ability to work on own initiative • Outline knowledge of legislation relating to buildings • Outline knowledge of legislation relating to statutory compliance

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<p>planned maintenance programme.</p> <ul style="list-style-type: none"> • Oversight of compliance related matters at a site basis <ul style="list-style-type: none"> ○ Fire Risk Assessments ○ Building Related H&S Assessments ○ Disabled Access Assessments • Oversight of larger capital projects with the support of Building Managers and the Assets Team. • Oversight of building cleansing functions in conjunction with the cleaning team. • Undertake all corporate requirements on health & safety in relation to the Castle, Assembly Rooms, Activity Centre and Town Hall. • Represent the council events as required • Identify and manage wider service based risks and make use of corporate performance and risk management systems. 	<p>(Gas/Electric/Asbestos/Legionella/H&S/CDM)</p> <ul style="list-style-type: none"> • Able to analyse data, solve problems and apply creative solutions, new concepts and untried ideas. • Knowledge of premises management ideally in the context of heritage and leisure premises • Full driving licence – this post attracts an Essential Car User Allowance
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Support in the production of planned maintenance schedules for the identified premises. • Support in the development of building risk registers for the identified premises. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and partners
<p>Other</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	

<p>JOB PROFILE Assets &Neighbourhood Cleaner</p>	<p>Grade A</p>
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Assets and Leasehold Manager:- • To undertake duties with sufficient flexibility in working hours and patterns in order to ensure the highest levels of cleaning service and management. • Work in accordance with T.B.C policy and procedures giving particular regard to a) Control of substances hazardous to health b) Personal protection equipment and manual handling • Working closely with the Councils assets managers to ensure operational service delivery. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of building constructive relationships and delivering a wide range of cleaning activities • Experience of working as a dispersed team and ability to deploy own resources effectively in a variety of locations • Experience of COSHH and general Health and Safety awareness • Experience of dealing with the public • Experience of working to standards that are compliant with policies and legislation

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<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • To Ensure the Councils public and Neighbourhood buildings are cleaned and maintained to the required standard and repairs are reported efficiently • To ensure that all buildings have adequate stocks of materials and equipment to ensure the cleaning is done to the required standard. • To ensure that all buildings have adequate stocks of consumable products such as hand gels/soaps and hand towels etc • To clean toilet areas and be able to deal with a number of difficult clean up scenarios including bodily fluids and excrement effectively. • To ensure compliance with the Caretaking and Cleaning service standards, To contribute to future service reviews and other service improvement initiatives • To take appropriate responsibility to ensure safe working practices and a conducive working environment at all times. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Must be able to undertake a range of manual cleaning activities • Excellent organisational skills and ability to understand rotas and cleaning specifications and other recognised documents such as COSHH data sheets and Health and Safety instructions. • Excellent attention to detail of cleaning areas of cross contamination • Ability to work under pressure and meet challenging demands • Experience of successfully delivering performance whilst working as part of a team and motivating others • Knowledge of Health & Safety issues (General) and control of Substances Hazardous to Health (COSHH) would be desirable. • Full UK driving licence is desirable.
<p>Other</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Attributes Personal Circumstances</p> <ul style="list-style-type: none"> • Commitment to continuing personal development through pursuit of relevant training • Personal credibility with a high degree of integrity • Must be self-motivated and able to use own initiative • Occasional weekend working is required. • Must be flexible and able to work in different locations across the borough and deliver cleaning service to different types of buildings.