

Support Services Manager – Role breakdown

Planning 25%

15% - Preparing for meetings, holding the meetings and preparing minutes

10% - Carrying out the work plan (Progressing the Neighbourhood Plan, Consultations (ie CIL, GWR, road markings), liaising with planning officers, enforcement officers, licencing officers, street naming, highways, developers, applicants, agents, Town Forum and interested members of the public)

Communications and Engagement 40%

10% - Preparing for meetings, holding the meetings and preparing minutes

30% - Carrying out the work plan (Projects such as: the Heritage and Cultural Strategy – 2018/19 objective now securing support from CC in committed staff time and budget, Community Emergency Plan – 2017/18 objective with grant funding secured, LAMB – 2017/18 objective with grant funding secured, Youth provision, Signage and those related to events such as Liskeard Unlocked, Cornish Christmas and the Annual Town Meeting – with related objectives, grant funding and outside bids secured). Applying for associated grants.

Office Administration and Finance 20%

General office - Supporting/supervising staff, authorising leave, arranging cover for holiday and sickness, arranging training, recording systems, systems administration (email, telephones), HR (Employee Handbook, contracts, recruitment, reviews, liaising with Ellis Whittam), covering for absent staff, afternoon cover of telephones, bookings and enquiries, website maintenance, writing and reviewing policies and procedures, GDPR and FOI, DSE assessment, First Aid officer, dealing with complaints and emergencies (staff safety, theft, alarms etc)

Finance – insurance, investment, audit, checking invoices, tenders and service/equipment purchasing (ie IT contractor, telephones, copier, website, franker)

Council and Clerk support 10%

Local Council Award Scheme, Chair's meeting, Mayor Choosing, dealing with Councillor enquiries (supplying information, signposting, advice)

Other 5%

Supplying information/signposting to the public on non-Town Council related issues, Town Forum annual accounts

Working Hours

I usually work a minimum 40 hour week and have at least one evening meeting most weeks. This is considerably more when there are more than one meeting in a week or other members of staff in the office are absent.

Improvements since the Rolley review

New things being done, i.e.

- events (Liskeard Unlocked, Cornish Christmas) with grant funding obtained to support them
- Local Council Award Scheme

Improvements i.e.

- better public communication via the website and social media
- community magazine
- improved attendance at Annual Town Meeting and Community Fair
- improved relationship with planning officers
- in house cover for the TIC and better links between the office and TIC

Cost savings - reduced admin time, postage, stationery and bank charges (email used for invoicing, allotment correspondence, invites to community Fair etc, customers encouraged to pay via bacs, invoices combined, invoiced paid via bacs).

Community relationships - improved community relationships and joined up working resulting in projects involving many sectors of the community - recognition of this has now helped secure CC support and win bids such as the Goldentree Cornish Christmas

Employee time

Mandy consistently works extra hours when other members of staff in the office and at the TIC are absent, however we did not recruit for the additional 4 hours per week office support post recommended in the review to retain flexibility within the office to use these hours where necessary.

NB there are currently seven members of staff whose absence is covered within the office team (155 working days leave plus sickness – a minimum of 60% of the year).

Further developments/improvements to be carried out

- Improved financial reporting
- Performance management/appraisal system
- Local Council Award Scheme – next level recognition
- Separate facilities office – NB how will bookings be managed after 1pm? Who will cover Erin's absence? Where will deliveries be made? Erin currently team works within the office team
- Museum development
- Neighbourhood plan projects

Rescheduling workloads

To take on some of the Clerk's existing responsibilities items that could be delegated to existing staff members (within existing capacity or working extra hours) or a new part time recruit in the office could include:

- Events (ie Liskeard Unlocked and Cornish Christmas now that these events are established, and future new events) – NB who will deal with associated grant applications?
- Community Emergency Plan
- LAMB – TC funding strategy now in place and once the new CIC is established there would only be a need to coordinate content and possibly delivery
- Office admin – recording systems, training, telephone and enquiries, website maintenance

Tourist Information Centre - Manager

Here at the Tourist Information Centre we perform a great variety of different tasks. Tina and I man the TIC on a job share basis – we each work 18 hours per week, usually we work alone with a cross-over period on a Wednesday morning, we alternate working on Saturday mornings.

The office is open Monday to Friday from 10am to 4pm and Saturday from 10am to 1pm, we are open all year except for two weeks at Christmas. We are closed all Bank Holidays.

Our job is incredibly varied and every day is different, it is impossible to allocate 'average time' spent on each task.

- Our main task is dealing with customer enquiries – visitors to the office, phone and email enquiries and Facebook messages. The numbers of visitors varies according to the season so in the summer we can be run off our feet whereas winter is much quieter, they are also often in groups so it can be 'all or nothing'.
- We are the first (and often only) people visitors to the museum meet as volunteers spend all their time in the upstairs office – we greet visitors, give them a room guide and talk to them about the exhibits.
- We spend a lot of time promoting local events on the website and on Facebook and Twitter. This can be very time consuming. For big events like Liskeard Unlocked we prepare tweets and Facebook posts in advance, scheduling them to go out automatically, sourcing appropriate photos etc.
- We look after the shop on behalf of ourselves and the museum – this includes sourcing stock, ordering, stock control, making sales using the till and credit card machine and cash handling. We also keep the shelves stocked and attractive.

- We sell tickets to local events including concerts, Theatre Royal, Cornish Riviera Box Office and the Eden Project using different methods including online booking systems – these can often take up to 10 minutes per customer.
- We ensure our leaflets are up to date, in stock and neatly displayed.
- We are responsible for the upkeep of the Visit Liskeard and Your Liskeard parts of the website – we create and amend pages, upload documents, upload and edit photos. We can also access the Town Council part of the website and occasionally do some work on that too.
- We add local events to the website, it takes approximately 10 minutes to input all the information for each event and to add the photos etc. Some events are sent to us directly but we are also proactive in finding out things that are going on in the area and researching the details to add to the website.
- We promote local accommodation providers and make bookings when requested by customers (this has dwindled drastically since we opened in 2002 as so few people make last minute bookings these days, we make less than 10 accommodation bookings each year but they can take up to half an hour as they are often tricky customers coming at peak times when there is little to no availability). Each year we deal with renewals, updating the information held and collecting payments.

In addition to the above tasks which Tina and I share, there are a few things that only I take care of –

- I keep statistics on sales made each month, average customer spend, visitor numbers, trends etc. I also keep track of visitors to the website using analytics. I prepare reports for the CEC meetings.
- I deal with paying in money taken in the TIC and museum, balancing spreadsheets and the till a couple of times a month, this involves staying behind for an hour after closing as it is not something that can be done when visitors are in the building.
- I attend meetings with other local TICs, go to relevant trade shows and conferences (average one of each per year).

In principle we are happy to take over some of the tasks currently undertaken by office staff but the following things should be considered:

- We work alone, we are limited to staying within the Tourist Information Centre and we have a limited work space.

- We need to be available to deal with customers when they come through the door or call on the phone – whatever tasks we undertake need to be things that can be easily put aside at a moment's notice and then picked up again later. It is not practical for us to be trying to undertake a complicated phone call that could take a lengthy amount of time as we can't ask customers to wait for us to finish and it would be highly unprofessional to have to keep ending the discussion on the phone and calling back later.
- Our busy months are generally March to end of September, we couldn't really take on additional work in those periods.
- It was suggested that we could potentially shorten our opening hours to allow us to work on other projects, however it has been agreed that the museum will remain open this year so they would need to be consulted on any changes.