



ORGANISATIONAL DEVELOPMENT COMMITTEE

Meeting: Monday, 21st December 2015 at 6.00 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

ADDENDUM

The following item although provided for on the agenda front sheet was not available at the time of dispatch:

7.	MUSEUMS SERVICE REVIEW To receive the report of the Corporate Director concerning a review of the Museums Service. .
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Yours sincerely

Jon McGinty
Managing Director

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Meeting:	Organisational Development Committee	Date: 21 December 2015
Subject:	A New Structure for the Museums Service	
Report Of:	Corporate Director	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Angela Smith, Museums Manager	
	Email: angela.smith@gloucester.gov.uk	Tel: 39-6119
Appendices:	1. Original consultation document 2. Feedback on comments received and revised proposals	

FOR GENERAL RELEASE

Note: The special circumstances for non-compliance with Access to Information Rule 5 and Section 100B (4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that the additional period of consultation took the review process beyond the timescales for this meeting, however, as the additional consultation did not result in any further changes to the proposals, it is considered that bringing the decision forward would be a better outcome for affected staff.

1.0 Purpose of Report

1.1 This report sets out details of the consultation and feedback on the comments received during the period of consultation on the proposed changes to the Museums Service. The report seeks approval for the proposed structure, which has been revised as a result of the feedback received.

2.0 Recommendations

2.1 Organisational Development Committee is asked to **RESOLVE** that the proposed structure for the Museums Service Team, set out in Appendix 2 to the report, be agreed.

3.0 Background and Key Issues

3.1 Proposals to review the Museums Service were presented to staff on 3rd December 2015 by the Museums Manager and the details of the proposals are outlined in Appendix 1. This was the start of a period of consultation with both staff and recognised Trade Unions, with the close of the consultation being on the 10 December 2015.

- 3.2 As well as formally consulting the affected staff, the proposals were circulated for comment to the trade unions.
- 3.4 A number of questions were received from staff and responses to the points raised are detailed in Appendix 3.
- 3.5 The proposals were also presented to the Trade Union Consultation Meeting and Employee Forum for comment. Trade Unions were generally supportive of the proposals.
- 3.6 As a direct result of the feedback received, the proposals have been revised to allow a six month trial of annualised hours.
- 3.7 No further changes have been proposed as a result of the additional consultation or meetings with staff and the final proposal is that which is contained in Appendix 2.
- 3.8 It is acknowledged that the ongoing uncertainty brought about by these changes can be worrying for those staff involved, and HR and senior managers will continue to offer support.

4.0 Alternative Options considered

- 4.1 The proposed structure of the service is designed to provide the appropriate level of resource to operate two museums with due consideration to health and safety of visitors and staff. Annualised hours will ensure that there is adequate staffing for evening and weekend events.
- 4.2 A number of options were considered during formulation of the original proposal but rejected because of additional cost implications; this demonstrates that significant thought has been given to the appropriate structure and working arrangements for the team.

5.0 Reason for Recommendations

- 5.1 The proposals for the review of the Museum Service will provide the City Council with a service that responds to the need of customers and has potential to generate income to become more sustainable. The new structure ensures the appropriate level of resourcing required to maintain a high-performing service team.
- 5.2 Posts will be ring-fenced because the job is not essentially the same (less than 60%), the grades for some posts are not the same and for some posts there are less posts available than there are people.

6.0 Future Work and Conclusions

- 6.1 On approval of the proposed structure, the selection process will commence for the Business Development Manager, Duty Manager, Visitor Services Officers, Housekeeper and Visitor Services Assistants (Saturdays), in that order. Seasonal staff will be recruited in February for the summer season (April to September).

7.0 Financial Implications

- 7.1 The cost of the proposed structure is approximately £283,000, requiring an additional budget of approximately £13,000. This additional cost will come from existing budgets.

(Financial Services have been consulted in the preparation of this report)

8.0 Legal Implications

- 8.1 There are no legal implications associated with this proposal, other than relevant Human Resources matters, for which support is being provided from the Shared HR Service.

(Legal Services have been consulted in the preparation of this report)

9.0 Risk & Opportunity Management Implications

- 9.1 The proposed structure offers the appropriate level of resource to ensure an efficient and effective Museums Service team and as such, there are no risks associated with the proposals.
- 9.2 There is a risk that individuals will fall outside of the posts available based upon the changes to the hours and days that they would like to work; there is a risk that individuals will not be successful in applying for jobs.

10. People Impact Assessment (PIA)

- 10.1 A PIA has been completed with no positive or negative impacts.

11. Other Corporate Implications

Community Safety

- 11.1 Not Applicable

Sustainability

- 11.2 Not Applicable

Staffing and Trade Unions

- 11.3 All staff affected by these changes, together with the recognised Trade Unions, have been consulted throughout this process.
- 11.4 A meeting was held with all affected staff at the beginning of the consultation process, to which Trade Union representatives were invited, and following circulation of the revised proposals, individual meetings were held with each member of staff.
- 11.5 Trade Unions had the opportunity to comment on the proposals at the Trade Union Consultation Meeting on 10 November 2015 and the Employee Forum meeting on 12 November 2015. The comments received were generally supportive and no written comments have been received.

Background Documents: None

Appendix 1

A Proposal Document for Consultation

Museum Services



A new structure for Organisational Change

Introduction

With the ongoing delivery of the Corporate Plan for 2014 – 2017 at the heart of what we do, the City Council is looking to build on the work undertaken so far aimed at improving prosperity for the City. The quality of services received by our residents and improving the environment in which people live, work and play is of paramount importance to us as an organisation.

In achieving the aims of the Corporate Plan and the specific outcomes that lie beneath them, it is essential that the authority has a 'fit for purpose' structure that is right for a council which has seen significant budget reductions over the last few years. High levels of performance underpin each of our aims so it is vital that we are structured appropriately to continue to improve performance across the organisation.

This restructure focuses on the Museum Services provided by the Council. The restructure will primarily focus on the posts of the Museum Access Officers / Assistants. Other posts will be reviewed in order to update their duties in line with the proposed requirements. The in-house catering services are the subject of a separate City-wide review.

Why is restructuring needed?

All staff are aware of the need to make ongoing budget savings. The Council's money plan has identified areas of potential savings across a wide range of services, which are now under review. Previous service reviews have focused on reducing duplication, eradicating waste and improving efficiencies in the way we deliver our services and this will need to be an ongoing focus for us for the future.

When considering the footfall in the Museums it is clear that the current opening hours do not reflect the visitor attendance patterns. In addition, visitor numbers for the Folk Museum show a marked contrast between the winter and summer months. A further factor is the need to align the staffing levels and working patterns with the requirements of the service and to meet the needs of visitors. By reviewing and amending these issues it is believed that significant improvements can be made to the quality and the cost of service delivery. This restructure has therefore been designed to ensure that the Museum services are fit for the future.

Background

“Gloucester has had a museum for 150 years, with the present City Museum and Art Gallery opening in 1903, and the Folk Museum in 1935 – the first dedicated museum of social history in Britain. The museums care for the extensive collections of the City Council, and make them accessible through a mix of long-term and short-term exhibitions, outreach and the Internet. Consultation suggests that users gain a high degree of satisfaction from the displays, but would like more with perhaps a more rapid turnover.

Museums services are labour intensive. They are essentially vocational, with staff at all levels who generally hold deep convictions about what they do. Professional curatorial staff have the same qualifications and skills as university lecturers, with a degree and post-graduate qualification. They need these qualities in order to unravel the complex stories behind our heritage and the collections in the care of the City Council, before they can pass the knowledge on in more accessible ways to users – exhibitions, publications, interpretative panels, etc.

The buildings in which the museums are situated are perhaps as important as the collections. The Folk Museum is listed II and the City Museum and Art Gallery is listed II. Although the City Museum and Art Gallery was created for the museum, it has been altered over the years (with the first floor inserted into an otherwise open hall), and the Folk Museum is basically a group of domestic buildings merged together and converted” (Museums and Heritage Service Strategic Review 2003).*

Over the last 12 years, the Museums service has sought many ways to save money and become more efficient. Since 2003 staffing has reduced from 21 staff in the Museums and Heritage Service in three locations to the current four professional staff and six FTE front line support staff running two full time museums. In 2004 the Transport Museum which was housed in the old Fire Station was sold to fund the refurbishment of the Price Memorial Hall first floor galleries at the City Museum. Admission charges were dropped in 2004 to boost visitor numbers and were reintroduced in 2010 to generate income, which subsequently led to a drop in footfall but a rise in admission fees over the donations that were previously made by visitors. Catering facilities introduced to both museums in 2010 were very popular due to the high quality of low priced meals, but both ran at a loss. The Folk Tea Rooms were closed in 2014 to partly meet the £50,000 savings required for that year and when the Manager for the Folk Museum post became vacant, along with the Head of Service Post for Cultural Services both posts were removed from the structure and the Manager for the City Museum became the Manager for both Museums and the Service Managers within Cultural Services (TIC, Museums and Guildhall) then reported directly to a Director as they still do now.

Since 2010, the Service has made savings through reducing waste and getting rid of museum vans. Income has increased through hiring out rooms, increasing school sessions (now led by the Folk Museum curator and relying less on freelance teachers), running birthday parties, Behind the Scenes tours, Eastgate tours with a Roman Soldier, specialist workshops run by museum staff according to their skills, ticketed talks and special ticketed events. Charges are continually benchmarked against similar venues.

The Museums Service is less dependent on the City Council than ever before in the last hundred years, but as government subsidies to local authorities decrease, the service must find ways to become more sustainable while still providing a high quality museum service that meets all the objectives of the City Council Business Plan. To this end a Commercial Review of Cultural Services was carried out in 2014. The results were very positive and showed, as in 2003, that there is a high degree of satisfaction from visitors to the museums, but return visits would be higher if displays

were changed more frequently. Surveys of non-users showed that the museums are to an extent 'invisible' in the city, and the Folk Museum in particular suffers from a confusing image problem.

As a result of the Commercial Review, the Service plans to re-brand both museums, increase marketing, look into making changes to signage in the city centre, (particularly with regard to the tourist trail which currently goes from the Quays to the Cathedral and back to the Quays), and developing the catering offer by employing a consultant to pull together a report on the benefits of putting all City Council catering out to tender-vs-keeping all or some of the services in-house. As part of the catering offer, the Folk Tea Rooms could become a garden café. The cost of re-branding could be partly met by the sale of unwanted books and old equipment, with an approximate value of £5,000 - £10,000. See Actions arising from Commercial Review (Appendix 1).

New admission charges were brought in at the beginning of February 2015, as recommended by the Commercial Review and have been received very well by visitors. The new charges are:

Adults - £5
Children and young adults up to age 17 - £3
Family ticket - £12

This gives unlimited access to both museums for one year.

The Commercial Review also recommended 'joint tickets or cross promotional offers with other attractions as an opportunity to counteract the out of the way location of both museums'. A new Museums Pass has now been introduced which allows unlimited entry to the City Museum & Art gallery, the Folk Museum, the Soldiers of Gloucester Museum and the Waterways Museum. The charges are as follows:

Individual ticket - £10
Family ticket - £20

There is no concession price for this ticket, because although the cost of concession admission to all four museums would be less than £10, it would only allow one entry to the Soldiers of Gloucester and the waterways Museums, so the Museums Pass is better value.

As well as encouraging museum visitors to come into the city from the docks, it also provides a small additional income for the museum selling the ticket. They will keep half of the income from the ticket plus one third of the remaining income, i.e. £6.33 for an individual ticket and £12.66 for a family ticket (the City Museum and Folk Museum are counted as one attraction because an admission ticket currently allows access to both). Tickets will also be on sale at the TIC. When the pass is purchased, the visitor's Residents Pass is embossed with the words Museum Pass, along with their name and expiry date. Residents passes are now available to visitors to the city, not just to residents.

Other plans to make savings and increase income form the basis of an Arts Council project which achieved a £43,000 grant. This funding will be used for staff training in customer service, gallery interpretation and interacting with visitors, retail training, the purchase of historic re-enactment costumes for staff to wear on themed days, new furniture for hire rooms to replace the tatty 'school art class' type tables and uncomfortable chairs, new interactive donations boxes for both museums and replacement of lighting in the Folk Museum with LED lighting which will be more pleasant for visitor to view the displays and will be more economical.

The Museums Service is in a position now of needing to produce a high quality attraction to encourage repeat visits and generate income, with a team that has already been substantially reduced. However, by reducing opening hours to times when visitors are most likely to come, by closing the Folk Museum during winter months (except for school visits and room hires) and by changing staff contracts to annualised hours so that the Service can offer evening and weekend events with less reliance on zero hours staff, it is possible to make some further savings. There will inevitably be a decrease in footfall and income due to reduced hours, but it is hoped that once visitors adjust to the new opening hours, these figures will increase.

Proposals

The first stage in this restructure looked at Realigning the Management Structure where the proposals brought appropriate services together to ensure that a step change can be delivered in new ways of working to help ongoing efficiencies and economies of scale.

This second stage of this review will see the establishment of a new integrated organisational structure for Museum services. We will seek to recruit into these posts internally whenever possible. It should be emphasized that these proposals are for consultation, and as such final structures and roles may be revised as a result of consultation feedback.

The proposals in this document have been designed in order to achieve the following key outcomes:

- Bring together staffing for both museums, thereby achieving efficiency savings.
- Align the opening hours of, and provision of resources at, the museums to a level appropriate to the visitor numbers at each site.
- Within the context of ongoing budgetary pressure, we must ensure that we achieve high value in all our activities and dealings, removing unnecessary cost and continually reviewing what we need to do and how we do it to remain cost effective.
- It is 'non-negotiable' that we continue to focus on agreed objectives, drive performance upwards and achieve results.

The next steps

This document focuses on the Museums Services staff. Where roles have been identified as needing to change to fit in the proposed service requirements new job descriptions have been developed and evaluated.

The proposed structure sees services being provided on a more cohesive basis. The aim will be to deliver improved value to the organisation and its stakeholders through reductions in unnecessary and uneconomic activity.

All staff affected by the restructure are invited to comment on the proposals herein, as are the Trade Unions. Job Descriptions are being finalised and staff will be invited to comment on these. The grades shown in this document are indicative only, and are therefore subject to confirmation following the evaluation process.

Following the closure of consultation all received comments will be reviewed and responded to. Any amendments to the proposals will be shared with all those affected by the restructure.

Job evaluations

All of the roles discussed in this document will be evaluated by a Hay panel.

The Hay method of job evaluation continues to be the most widely accepted worldwide. The process of evaluating jobs enables many important applications, such as designing effective organisations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies.

This rigorous job evaluation process has afforded the Council a common framework and language to more effectively design jobs within the structure that best supports the corporate strategy and plan.

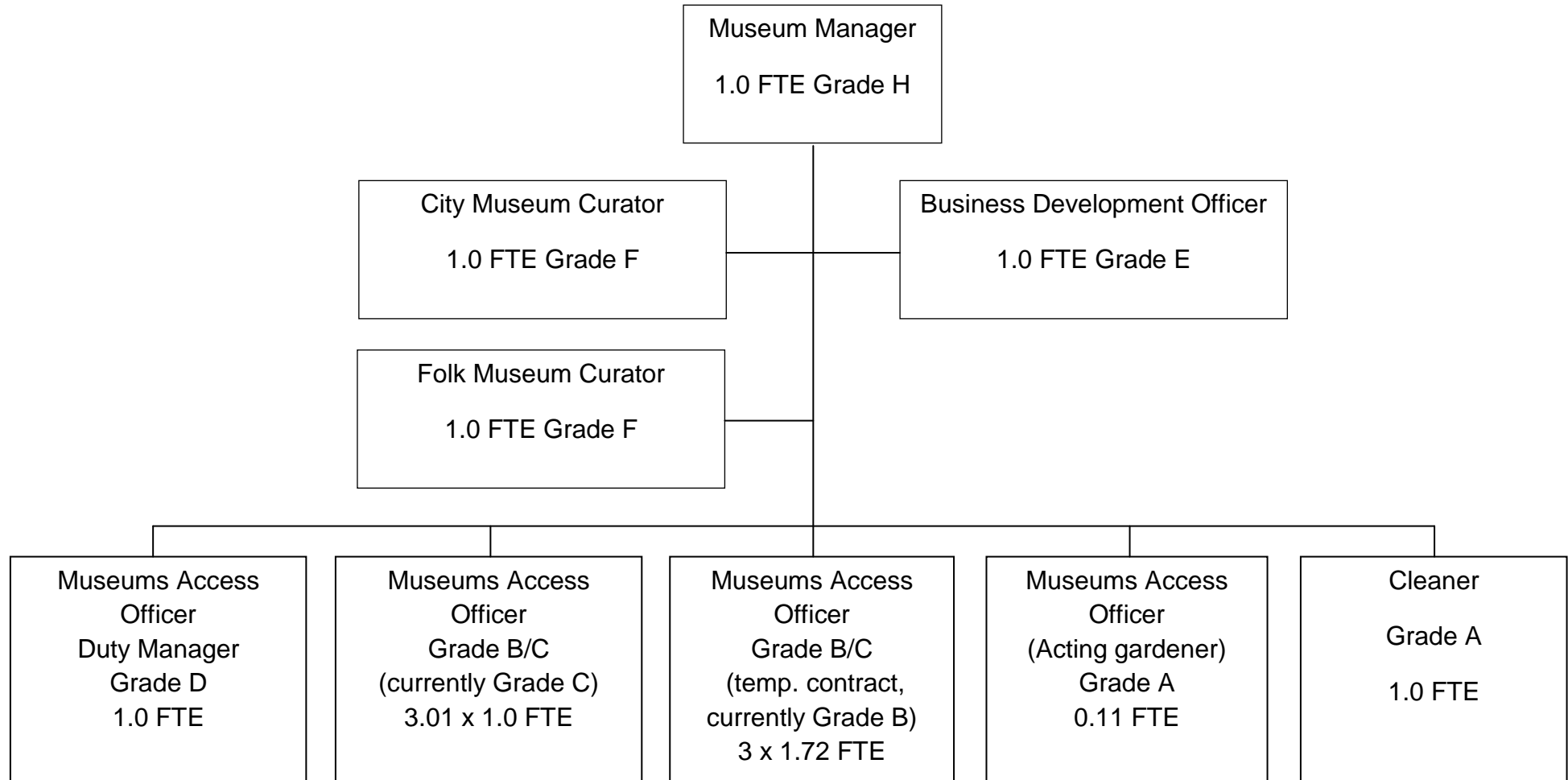
The draft job descriptions have been written that avoid over lengthy descriptions and explanations and are not an exhaustive list of tasks that the jobholder will be expected to do.

Proposed structure

The rest of this document details the proposed structures and rationale behind the changes being proposed, together with the timetable for consultation and implementation.

Current Staffing

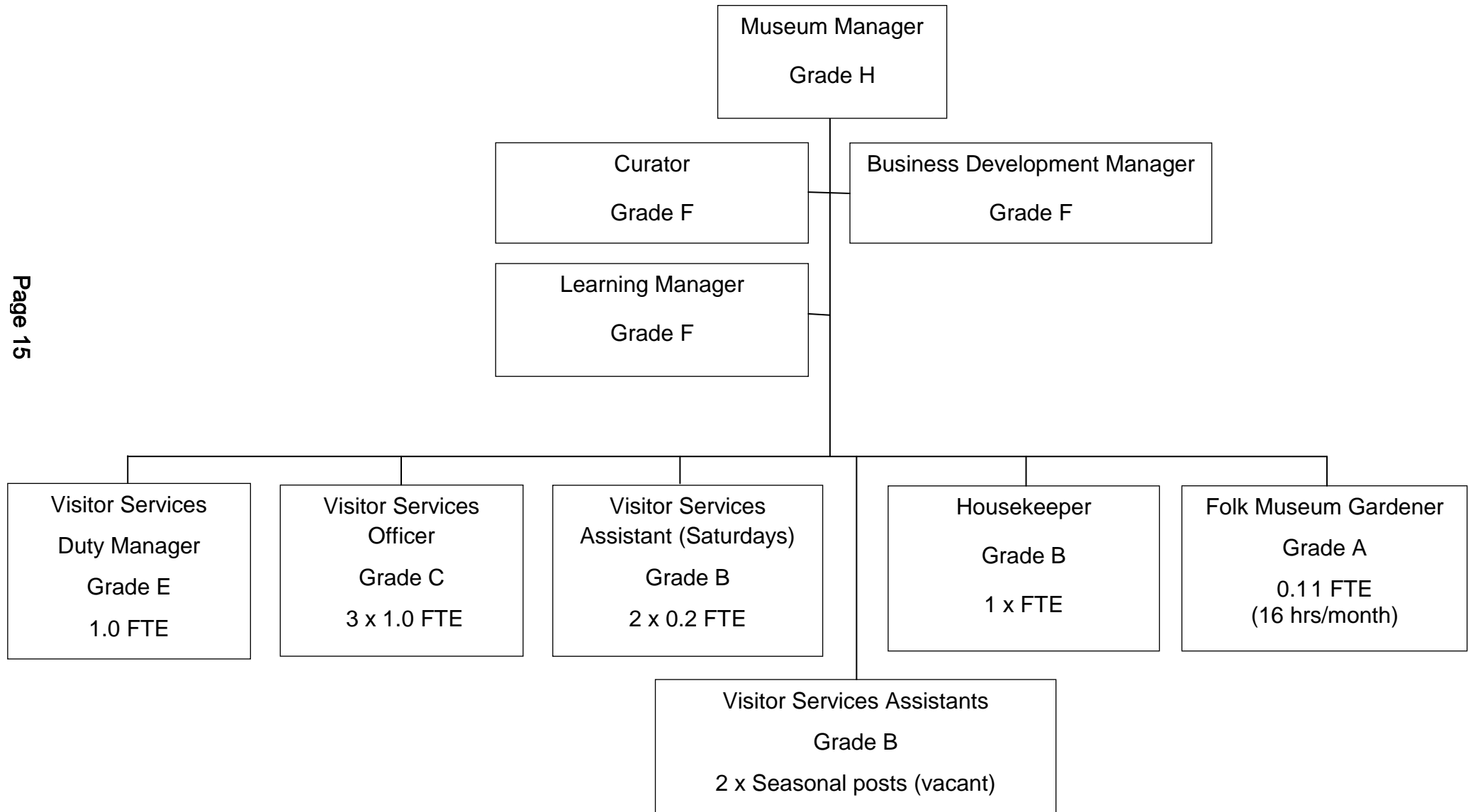
The current staff structure is detailed below:



All staff work across both museums which are open from Tuesday to Saturday. Zero hours Museums Assistants are employed to make the number of front line staff up to 6 FTE and to provide cover for holidays, sickness leave and time of in lieu cover. Museums Access Officers take time off in lieu for evening and other out of hours work and are frequently in a position where they have too much lieu owing and are unwilling to do more out of hours work. Senior staff plug gaps where Museum Assistants and zero hours staff are not available. Museums are frequently understaffed.

Proposed Structure

The new staff structure is detailed below:



When the Folk Museum is closed during term time week days in the winter, three front line officers will work at the City museum and one at the Folk Museum to oversee school bookings and room hires. On Saturdays it is proposed there will be three people on duty at each museum (2 x Visitor Services Officers (VSO) and 1 x Visitor Services Assistant (VSA)). During summer months seasonal staff will allow both museums to have three people on duty.

The Duty Manager post (Grade E) will have a similar role to the Visitor Services Officer (Grade C) but with added supervision and operational responsibility.

The Visitor Services Assistants posts (Grade B) will have a similar role to the visitor Services Officers but without key-holding and security responsibilities.

Each FTE post can be job shared, but job shared posts must add up to the required hours per week.

It is proposed that all staff will work across both sites where and when required. All Visitor Services officer, Assistant and Duty Manager posts will operate under direction from senior museum staff. I further propose that all posts, except the Saturday and seasonal posts, are annualised which will give flexibility for staff to work when the service needs it, without accruing lieu time. The standard working week will be 30 hours per week in the winter and 35 hours per week in the summer, with evening, early morning, Sunday and Monday shifts available to make up the hours to a full time post equivalent to a 37 hour week.

Staffing provision and proposed shift structures

The staffing provision and proposed working patterns for each museum are outlined below. Please note that the requirement for all staff to be flexible in respect of both their hours and place of work will be maintained.

The City Museum

The City Museum will open to the public Tuesday to Saturday every week, except the Christmas holidays, with the following provision:

- Summer opening hours reduced to 10 a.m. to 4 p.m., 1st April – 30th September (staff will work from 9 a.m. until 4.30 p.m.)

- Winter opening hours reduced to 10 a.m. to 3 p.m., 1st October – 31st March (staff will work from 9 a.m. until 3.30 p.m.)
- School bookings and room hires would be available outside of opening hours
- Monday opening during school holidays
- Open for a minimum of two Sundays per year
- Staff will also cover early morning and evening opening, and functions as required.

The Folk Museum

The Folk Museum will be open for the same hours as the City Museum during Summer opening hours. During the winter months (1st October to 31st March) the Folk Museum will be open to the public on the following days:

- Every Saturday during this period except for Christmas Day, Boxing Day or New Year's day.
- October half term, Monday to Saturday
- February half term, Monday to Saturday
- Easter school break, Monday to Saturday
- School bookings and room hires would be available throughout this period as usual
- Open for a minimum of two Sundays per year
- Staff will also cover early morning and evening opening, and functions as required.

Staffing

A full time equivalent post (FTE) would work core hours of 9 am – 4.30 pm or 9 am – 3.30 pm, Tuesday – Saturday, according to the opening hours, with 30 minutes lunch break, and will make up their contracted hours working evenings, Sundays and Mondays as required, which will be allocated on a rota basis. Any job shared posts must add up to the required number of hours.

When the Folk Museum is closed to the public, one VSO will provide cover to meet the needs of schools, room hires and other pre-booked parties. Three VSOs will work at the City Museum. Staff will work at both museums on a rota basis.

When the Folk Museum is open to the public, two VSOs will work at each museum on a rota basis, Saturdays will be supplemented by one 0.2 FTE VSA (Visitor Services Assistant) at each museum, and the additional summer opening days will be supplemented

by one seasonal VSA at each museum on a temporary six month contract, so that there are 3 front line staff at each museum when they are open.

One FTE Housekeeper post (Grade B) will include cleaning and preparation of rooms for schools and facilities hire, and putting together exhibitions and displays.

One 0.11 FTE gardener post (Grade A) will create and maintain the Folk Museum gardens. This post is currently in place under a Museum Assistant contract.

Savings

Since 2003, 12.2 staff have been lost, and the two museums now being run by 4 senior staff and 5.73 FTE front line staff (one of these posts is vacant). Currently front line staff are supplemented with zero hours staff to make up 3 FTE at each museum, although often there are only two people on duty if cover cannot be found. A low level of staffing in the museums during opening hours has safety risks for staff, visitors and the museum collections. Out of hours events and hires are worked for time off in lieu, which then is covered by zero hours staff. There is a high turnover of zero hours staff so continual training is required and often they do not have the knowledge to answer customer queries. The new structure will have 1 FTE Grade E (duty manager) and 3 FTE Grade C Visitor Services Officers (VSO) to work across both museums when the Folk Museum is closed to the public. They will be supplemented with Grade B Visitor Services Assistant (VSA) posts when the Folk Museum is open – i.e. 2 x 0.2 FTE for Saturdays plus 2 seasonal VSAs during summer months.

Although savings from the staff review will be minimal, it will standardise working hours and contracts across the team. By reducing opening hours and using annualised contracts, any out of hours work will go towards their annualised hours, thus reducing the need for zero hours staff.

The budget savings target for 2015/16 is £132,000 with an annual target of £100,000. Income/savings arising from implementing the recommendations from the Cultural Services Review are estimated at £71,276 in a full year, if recommendations are put in place, leaving a shortfall of £15,400.

1. Overview of the Process

General support

Any reorganisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for staff.

HR support throughout the process will be provided by the County Council's HR Service. Support of a more general nature will also be provided by Senior Management Team and the Museums Manager.

Our aim at all times will be to provide clear and timely information for everyone involved and to maintain a close and open dialogue with the Trade Unions throughout.

Assimilation

In line with the Council's Organisational Change policy, where all of the following conditions apply, current post holders will be directly assimilated to the equivalent position in the new structure:

- the job is essentially the same (at least a 60% match), and
- the grade is the same, and
- the numbers of posts available is the same or greater than the number of current post holders.

Ring-fence competition

In line with the Council's Organisational Change policy, employees who do not secure a position in the new structure via direct assimilation will be included in a ring-fence if:

- their posts are deleted, and
- an alternative position or positions are introduced, and
- the employee's grade is the same (or one above / below) as the grade of the new post(s) *or* the employee is at the management tier appropriate to the new post(s).

Redeployment

Any employee who does not secure a post in the new structure or an ongoing position through transfer, change of working arrangements etc will be given notice of redundancy and simultaneously placed on the redeployment register for the period of their notice.

Selection process

There will be a consistent, robust recruitment and selection process for all affected posts within the structure. Applications from part-time or job-share employees will be actively considered.

Appeals

Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document that is available from HR.

Implications for those affected

We fully appreciate the challenging nature of this process, the anxiety and the uncertainty that may be felt by staff. It is important that we provide help and support throughout this period of change, particularly to those who are directly affected.

If any staff would like to be considered for voluntary redundancy or early retirement they should contact Martin Shields for an informal discussion.

The Council's free, confidential and external counselling service can be contacted on 01452 750586.

Timetable (Dates are indicative)

Consultation with Staff	3 rd November 2015
Trade Union consultation	10 th November 2015
Close of consultation	Extended from 3 rd to 10 th December 2015

SMT	8 th December 2015
Employee Forum	10 th December 2015
OD Committee	21 st December 2015
Formation of new teams	5 th - 9 th January 2016

2. **How to respond**

Please send your comments or questions to:

Angela Smith
Museum Manager

e-mail : angela.smith@gloucester.gov.uk
Internal post : City Museum

Appendix 1 - Actions Arising from Commercial review

Recommended Action	Savings or other benefits	Cost	Comment
Create joint venue hire team with Guildhall	Opportunity to offer wider range of venues to prospective customers and increasing sales.	nil	Team now in place. Joint hires leaflet has been produced.
Change charging model	Better value for local people, but higher price for day visitors.	nil	New charges now in place
Look to establish joint ticketing and other cross promotional partnerships with other attractions.	Increase footfall and income	£270 for two embossing machines	Residents' card museum offer with Soldiers of Gloucester Museum and the Waterways Museum, set up by Marketing Gloucester.
Change opening hours	Staff restructure means no cost associated with opening out of normal hours and saves on zero hours staff.	nil	Will minimise use of zero hours staff and produce a more cohesive service.
Improve website and on-line presence	Increase footfall and income	minimal	Free consultancy from South West Museum Development Project

Marketing plan, to include peak season tourist campaign	Increase footfall and income	unknown	Working with Gloucester County Council Design team
Change Folk Museum name	Increase footfall and income	unknown	Working with Gloucester County Council Design team
Museums' rebranding	Increase footfall and income	£10-25k	Working with Gloucester County Council Design team
Improve creative output	Increase footfall and income	£10-25k	Working with Gloucester County Council Design team
New signage for Folk museum	Increase footfall and income	unknown	This will be in the next phase
Expand the City Museum café and connect it to the City Library. Put both cafes out to tender as part of larger cultural package. Expand Folk Cafe outside, refurbish and re-launch as the Garden Café with an identity and access that is independent of the Folk Museum.	Increase footfall and income	unknown	This is being dealt with via procurement of a specialist consultant to produce an options paper for Members to consider.

Changes that affect both museums

- Summer opening hours reduced to 10 a.m. to 4 p.m., 1st April – 30th September
- Winter opening hours reduced to 10 a.m. to 3 p.m., 1st October – 31st March
- Monday opening during school holidays
- Three Visitor Services Officers and/or Visitor Services Assistants working at each museum during opening hours
- Contracted hours to include evenings, Sundays and Mondays if required for events or room hires
- School bookings and facilities hire would be available outside of new opening hours
- There will be special ticketed evening events, workshops, talks and tours throughout the year at both museums

Additional changes for the Folk Museum

- The Folk Museum will be closed during winter months except for Saturdays and school holidays (except Christmas holidays)
- Folk Museum will be open for school bookings, group visits and facilities hire throughout the year if booked in advance

Rationalising opening hours

All opening hours for the museums must be appropriate to when visitors are in attendance. Opening hours have been reduced by one hour at the end of the day for each museum in summer on the basis that the number of visitors falls sharply after 4 pm, and by two hours at the end of the day during winter on the basis that the number of visitors falls sharply after 3 pm.

Alignment of staffing levels to opening hours

At present staff tend to work from 8.45 am to 5.10 pm, although the specifics may vary. The duration between the normal start time and opening hours is lengthy compared to the duties to be completed. Also, there may be situations where staff are unable to complete their hours due to lone working considerations. Staff working hours have been extended to 30 minutes after closing time to allow time for cashing up and setting alarms. Currently staff cash up while the museum is open to the public.

Lone working will be minimised by the staffing arrangements and will be enhanced by the presence of other officers in the museums.

Job Descriptions

Revised job descriptions have been produced for all posts within the structure to ensure that they meet the requirements of the service. All jobs will be Hay evaluated.

Additional Recommendations for the Folk Museum

- Open during school holidays during winter closure except Christmas holidays because the museums are closed between Christmas and New year:
 - February half term – one week
 - Easter – two weeks
 - October half term – one week

- Open every Saturday during winter closure

Staff Implications

Current Job Title	Current Grade	FTE	Status
Folk Museum Curator	F	1.0	Assimilated into Learning Manager post, Grade F
City Museum Curator	F	1.0	Assimilated into Curator post, Grade F
Business Development Officer	E	1.0	Post deleted and ring-fenced to Business Development Manager post, indicative Grade F
Cleaner	A	1.0	Post deleted and ring-fenced to Housekeeper post, Grade B
Duty Manager	D	1.0	Post deleted and ring-fenced to Duty Manager, Grade E
Museum Access Officer	4 x C (contracted as Grade B/C)	3.01	Posts deleted and ring-fenced to 3 FTE Visitor Services Officer, Grade C and
Museum Access Officer (temporary contract)	3 x B (contracted as Grade B/C)	1.72	2 x 0.2 FTE Visitor Services Assistants (Saturdays only), Grade B
Museum Access Assistant (acting gardener at the Folk Museum)	A	0.11	Post deleted and ring-fenced to Museum Gardener Grade A

Appendix 2

A Proposal Document for Consultation

Museum Services

**Feedback on comments
received and revised
proposals for consultation**

Introduction

The proposal document for the Museum Service staff review was issued for consultation to affected staff and trade unions on 3rd November and responses were invited during the four week consultation period. A staff meeting was held on 3rd December with the museum manager and a representative from HR to allow staff to ask questions and give feedback. The consultation period was extended until 10th December to allow for responses from this meeting.

The consultation document was considered at the Trade Union Consultation Meeting and a Special Meeting of the Employee Forum, where the proposals were generally well-received and the trade unions confirmed that they would not be submitting any written comments.

Appendix 1 details the proposals of the review.

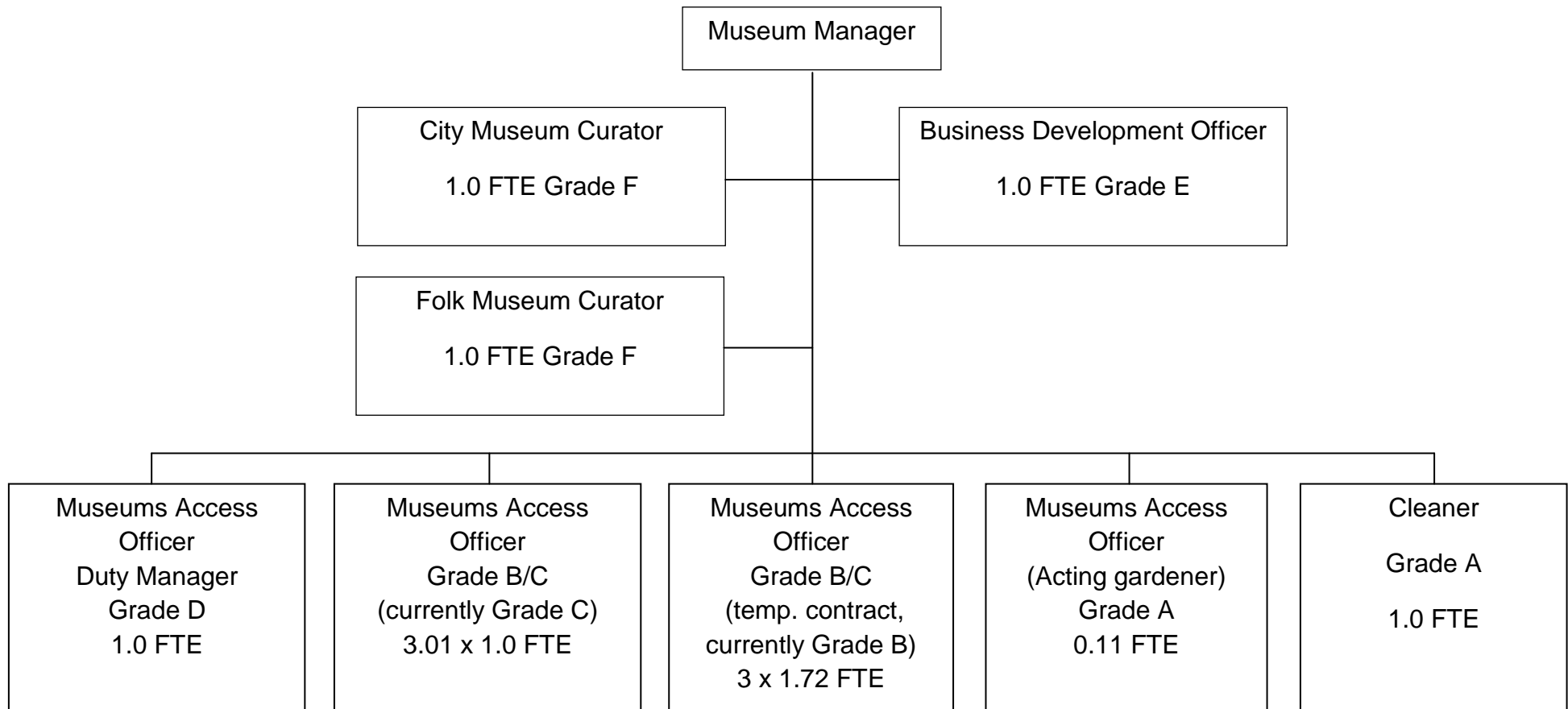
Appendix 2 shows the current staffing structure and the proposed staffing structure.

A number of questions were raised by staff and these formed the basis of a FAQ document which was subsequently circulated to staff for further comment. A summary of the questions and answers can be found in Appendix 3.

Revised proposals

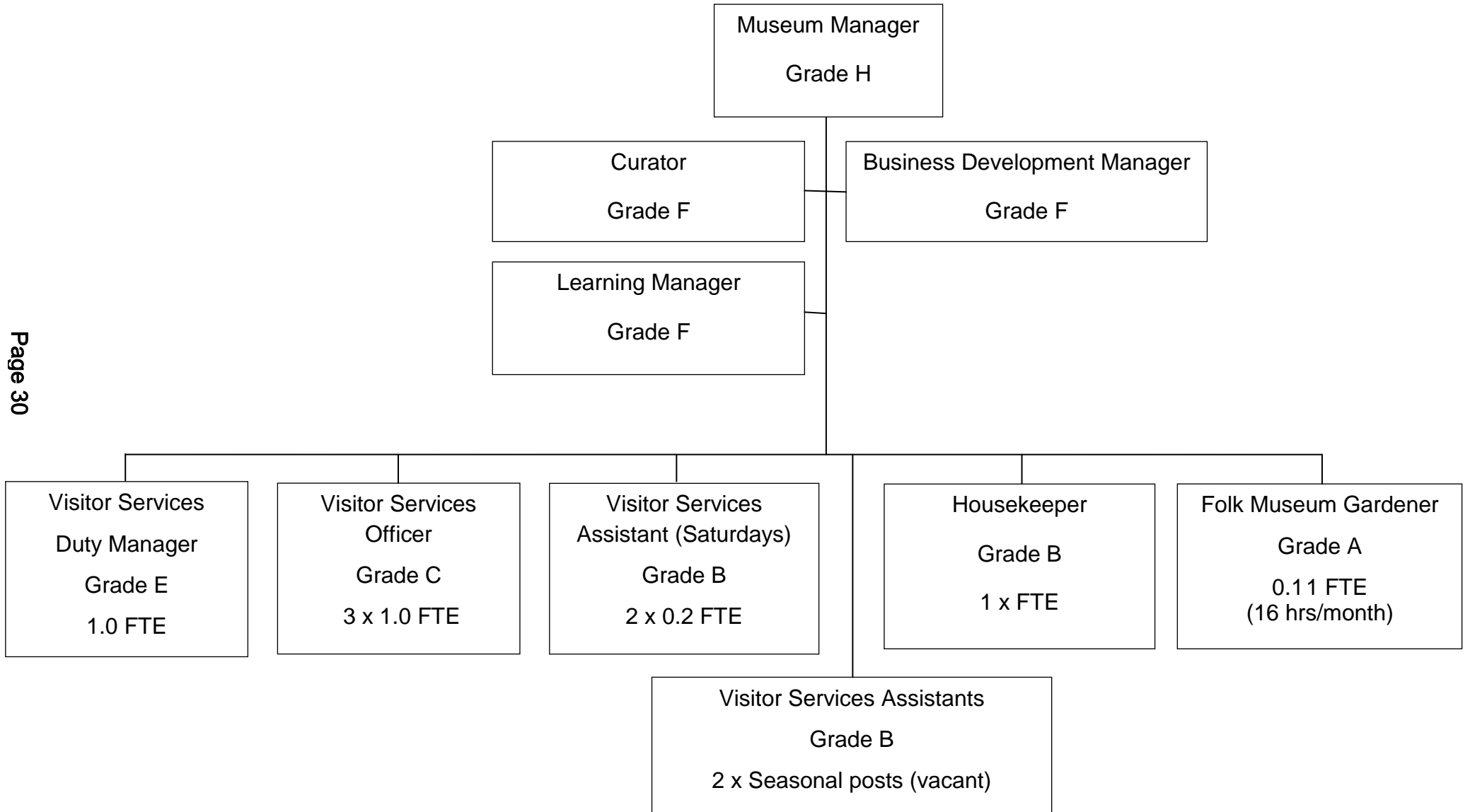
One proposal has been revised following consultation. Annualised hours contracts have been used successfully by the Guildhall team, but this has not been tried by the museum team before. Staff were concerned that it might not work well and so it has been agreed that annualised contracts will initially be on a six month trial.

Current Structure



Proposed Structure

Proposed staff structure:



Staff comments and management responses

Comment	Response
WORKING HOURS	
<p>Will my new hours be on set days like they are currently?</p>	<p><i>The proposal is that all three Visitor Services Officer (VSO) posts will be job share, therefore two part time posts will make up the full hours of one full time post. As the VSO posts are new job posts the current VSO have been ring-fenced and will be expected to complete a short expression of interest form and will be interviewed for these posts. As part of the expression of interest form we will ask you to indicate what your preferred hours of work would be. Your preferred hours of work cannot be guaranteed. However, we will review the expressions of interest and aim to accommodate staff preferred hours where possible.</i></p> <p><i>Working shifts would be on set days, however there is some flexibility, as outlined by the following scenarios:</i></p> <ol style="list-style-type: none"> <i>1. Employee A could work set days of Tuesday, Wednesday and alternate Saturdays and job-share, employee B could work Thursday and Friday and alternate Saturdays</i> <i>2. Employee A could work Tuesday and Wednesday and employee b could work Thursday, Friday and Saturday</i> <i>3. Employee A could work mornings and employee B could work These new working arrangements would become your new contract of employment.</i>
<p>Will some people end up working less hours than they are now?</p>	<p><i>There will be 3 full time Visitor Services Officer (VSO) posts which can be split into job share posts. Depending on how the jobs are split, anyone could end up working less or more hours than they are now. In your expression of interest please state whether you would prefer to work full-time or job-share and if job-share what would be your preferred days.</i></p>

Can I start later than 9.00 a.m.?	<i>Ideally all key-holders will work the core hours of 9.00 – 3.30 or 4.30 depending on museum opening hours.</i>
Why are we reducing opening hours if it means we will have less visitors?	<i>When visitor numbers were analysed by the hour, it was clear that fewer people visit at the end of each day, than during the rest of the day. We have also found that opening later on some evenings was quite popular, and also visitors expect us to be open on Mondays in the school holidays. It makes sense to open when people want to visit. We will also be trialling some Sunday opening during the summer. It is hoped that visitors will adjust to the new hours and in the longer term we will not see a decrease in footfall.</i>
How will the new opening hours affect the City Museum café?	<i>At the moment the café closes at 3 p.m. so it won't be affected by the new museum closing hours.</i>
If we start at 9.00 a.m. we won't have enough time to get the museum ready and do all the cleaning needed – we used to have 2 hours but the museum doesn't look as good these days now that we have less time.	<i>There will be a list of all cleaning jobs and how this will be shared between museum staff, café staff and the housekeeper, so that all parts of the museums will be covered.</i>
ANNUALISED HOURS	
How do annualised hours work?	<i>All staff who have annualised contract will work core hours when they must be on duty, and will make up their additional hours working Mondays, Sundays, evenings, and early mornings as required and by arrangement with me. Their monthly pay will be 1/12 of their yearly salary no matter what hours they have worked that month.</i> <i>This is an example of how a full time post would work:</i>

Normal working week for full time post, starting at 9:00 with 30 mins lunch:	
Summer working hours 9:00 - 16:30	7.00
Winter working hours 9:00 - 3:30	6.00
Average hours per day	6.50
Core working hours	
Normal working days per year = 5 x 52 =	260.00
Current hours per year = 7.4 x 260 =	1924.00
New hours per year = 6.5 x 260 =	1690.00
Extra hours needed to make up full time hours	<u>234.00</u>
Extra hours available (This is an example, actual hours will be according to need)	
6 Sundays and 9 Mondays per year	99.00
Evening events and previews 9 x 5 hrs =	45.00
Hires and early starts/late finishes (based on 2014-15)	90.00
	<u>234.00</u>

	<i>This is just an example and is not an indication of when you would be required to work. Job share hours will be pro rata (e.g. if you work 2 days per week you would have to work 93 hours a year in addition to your core hours to make up your contracted hours).</i>
In theory, annualised hours mean that during busy times staff could be working 6 or 7 hours per week and late evenings. How can that be avoided?	<i>There will be times during school holidays when you will be asked to work 6 days per week, as the museum will be open on Mondays, but Sunday and evening openings will be timetabled to occur outside of these times as much as possible, and senior staff will also be available to work them. You can also use some of your holiday hours to cover some of the Mondays, for example if your holiday entitlement is 25 days, this is 185 hours. If you take all your holidays in the summer you will have 26 days ($185 / 7 = 26.4$) and if you take them all in the winter you will have 31 days ($185 / 6 = 30.8$), so you will have more days holiday than you do at the moment. Some of these days can be used to reduce the number of Mondays you work without using up your normal 25 days leave.</i>
How will it affect holidays?	<i>All holidays will be booked as they are now and the amount of holiday due will be calculated and booked as hours (pro rata for job shares).</i>
Will the museum be running more out of hours events? Who will assign the extra hours?	<i>Extra out of hours events will be put on to ensure that there are enough extra hours available. These will be planned for the six monthly What's On guide and will be allocated to staff at least three months in advance. If you are allocated extra work which you are not able to do, you can swap it with a colleague. Early and late shifts to cover room hires will be available as and when rooms are booked. If you work part time you will also have the opportunity to work extra days to cover staff sickness and holidays.</i>
How will my hours be recorded? Who will be responsible for recording my hours? How will it work in the winter when there will be less opportunity for extra	<i>Everyone will have a timesheet to record their daily hours. It will work like lieu time, so any extra hours must be for the same reasons as lieu time can be claimed now, for example if agreed with me in advance or if you need to stay after your normal working hours because of an emergency. If there are no events, room hires or emergencies, then you will only be able to record your core hours.</i>

hours?	<i>At the end of the month, all time sheets will be given to me and I will enter the hours on a spreadsheet which will show me whether your hours are up or down. Available hours will be seasonal, so you can expect your hours to be higher in the summer and drop in the winter. Every three months I will send each employee a 'statement' showing your balance of hours. If the hours worked are above or below the expected hours worked for that quarter then we will agree how these can be reconciled in the next quarter.</i>
What happens when I work more hours than I'm contracted to? What happens if I use up all my annualized hours before the end of the financial year?	<i>It will be a requirement to work your contracted number of annualised hours as stated in your contract of employment. There will be sufficient opportunity for all staff to undertake their contracted annualised hours through working their set core hours, evenings, Sundays and one-off events. There will be flexibility to either work your shift or swap this with a colleague on the same job description. However, this will be an employee's responsibility to agree this swap and they must advise the line manager.. There will be an opportunity for staff to swap shifts. You will be sent three monthly 'statement' updates on your hours worked, and you can ask me at any time to check your 'balance'. If the hours worked are above or below the expected hours worked for that quarter then we will agree how these can be reconciled in the next quarter.</i>
I assume the balance of my hours will be kept confidential?	<i>Please let me have feedback on whether you think your hours should be kept confidential.</i>
How far ahead will rotas be set?	<i>Rotas will be set at between three and six months in advance, depending on how far through the What's On cycle we are, for example when a new What's On guide comes out, work for events scheduled for that six month period will be set, but as we get to the end of that six month period, work will be set for three months ahead until the new guide comes out.</i>
What happens if I'm unavailable to	<i>If you are scheduled to work, for example, a Sunday and you had planned to be on holiday,</i>

work the extra hours assigned to me?	<i>you can either swap the day with a colleague or plan with me to work the same number of hours for another event or events at a later date. It's important not to fall behind with hours worked. There will be flexibility, but everyone should take their turn working out of hours shifts so that it is fair.</i>
How often will hours be reconciled?	<i>The work is seasonal so hours cannot be reconciled throughout the year. I will send 'statements' every three months and you should make sure you plan ahead so that your extra hours get worked during the year. At the end of the summer, everyone should have worked more hours than their average, as there will not be as much work available in the winter. As an example, a full time person would work 6 hours per day in the winter and 7 hours per day in the winter, with 234 extra out of hours work per year. This is an average of 19.5 hours per month, but in the winter you might work 15 hours extra per month and in the summer you might work 24 extra hours per month, with winter hours dropping back down.</i>
How many hours would you be credited with if you are off sick?	<i>Your average working hours per day would be 7.4 for a full time post (pro rata for a part time post) and you would be credited this for sickness absence. There would be no disadvantage to you with the change of contract.</i>
Can we have traditional annualised hours instead of having core working hours as this will give more flexibility for staff?	<i>Traditional annualised hours will mean that people will be starting and finishing at different times, which might not always give the service the staffing levels that it needs at the beginning and end of the day. Therefore, I'm proposing not to introduce traditional annualised hours.</i>
What if annualised hours don't work as well in practice as planned?	<i>We will trial it for six months and then review the situation.</i>
Can the housekeeper post be annualised to fit with the staff annualised hours in case work	<i>The housekeeper needs to start work at 7.00 a.m. in order to clean both museums before they open, so fixed hours are more suitable.</i>

needs to be done out of hours?	
THE RECRUITMENT PROCESS	
What is the difference between ring-fencing and assimilation?	<i>Direct assimilation is where the job is essentially the same (at least 60%), the grade is the same and the number of posts available is the same or greater than the number of people in the current posts. If not, employees are ring-fenced for the posts available.</i>
Can anyone apply for any job?	<i>In the consultation document job assimilation and ring-fences for each job role have been proposed.</i>
Why are temporary staff in the ring fence?	<i>In the Council's Organisational Change policy (2010) it states that all employees are in the ring-fence regardless of the nature of their contract. Therefore, temporary staff are included in the restructure.</i>
Does everyone get an interview?	<i>It's important that your expression of interest includes all your skills and experience to get the best possible chance of an interview, although in practice it is likely that everyone will be given an interview. The information given in your expression of interest form will be taken into account when choosing successful applicants for the jobs. If you feel that you are out of practice with applying for jobs, you will be given support in filling in the form.</i>
What happens if no one is chosen from the interviews?	<i>It is unlikely that no one will be successful at interview.</i>
Can I apply for more hours than I'm working now?	<i>If you are part time and would like to work longer hours you will need to state this in your expression of interest.</i>
Will some people end up working less hours than they are now?	<i>There will be 3 full time Visitor Services Officer (VSO) posts which can be split into job share posts. Depending on how the jobs are split, anyone could end up working less or more hours than they are now. In your expression of interest please state whether you</i>

	<i>would prefer to work full-time or job-share and if job-share what would be your preferred days.</i>
If I am not offered a post in the new structure will I get redundancy and redeployment? How does it work?	<i>At the start of this process requests for voluntary redundancy are being considered. The consultation document has proposed posts that can be assimilated and posts that are deleted but then ring-fenced to a selection process. Should you not be successful at the ring-fence stage of the selection process then you will simultaneously placed on the redeployment register and given notice of compulsory redundancy under your contract of employment.</i>
If I don't get offered a job, but get redundancy, will this be the same amount as I would get for voluntary redundancy?	<i>Yes.</i>
If I am not offered a job, how much notice will I be given?	<i>Notice of redundancy would be given under your contract of employment.</i>
When do I have to notify you of my request for voluntary redundancy?	<i>If you are interested in formally requesting redundancy then this need will need to be submitted to Angela by Friday 18th at 12 noon. Please note there is no guarantee that redundancy will be granted and there is no right of appeal against the management decision on this point.</i>
OTHER COMMENTS	
Will wearing historic costumes mean we will be asked to do re-enactment?	<i>No, you will only be asked to interact with visitors talking about things on display. There has already been training for this and you will be expected to choose your favourite object on display at each museum and be able to talk to visitors about it. You will not be expected to wear historic costume every day.</i>

<p>How will the restructure affect my zero hours contract?</p>	<p><i>If you have a zero hours contract then this will not be affected by the restructure.</i></p>
<p>Will additional sets of keys be issued to me to fulfil the key holder status of the job?</p>	<p><i>At the moment everyone who has a set of keys takes them home when they finish work, which has obvious security risks. With the new contracts, all key-holders will have the keys they need to get into the building, unset the alarm and access the key press, all other keys will be kept in the key press and signed out when needed.</i></p>

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