

1) Example shift pattern for the restructured Town Hall team with the existing hours:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Town Hall Team Leader	Day Off	Present	Present	Present	Present	Present	Day Off
Duty Officer	Present	Present	Present	Present	Present	Day Off	Day Off
Catering Assistant	Present	Present	Present	Present	Present	Day Off - Coffee Shop closed	Day Off - Coffee Shop closed
Catering Assistant	Present	Present	Present	Present	Present	Day Off - Coffee Shop closed	Day Off - Coffee Shop closed
Events Assistant	Day Off	Present	Present	Present	Present	Present	Day Off
Events Assistant	Annual Leave	Annual Leave	Annual Leave	Annual Leave	Annual Leave	Day Off	Day Off
Facilities Assistant	Present	Present	Present	Present	Present	Day Off	Day Off
Casual staff	N/A	N/A	N/A	N/A	N/A	Depending on bookings	N/A

In this model you can see that the main activity of the Clydebank Town Hall is Monday to Friday. The building is open on Saturdays to allow visitors to come to the museum and gallery but there is no coffee shop provision due to the limited visitor numbers. Either the Team Leader or the Duty Officer would be on duty on the Saturday along with an Events Assistant. If a wedding or other booking was taking place then these permanent staff would be complemented by a range of casual employees.

The building is cleaned Mon-Fri by Facilities Management. The limited activity on a Saturday means there is no requirement for a cleaner on Saturday morning. Events taking place on Saturday night will be cleaned down on Monday morning before the building opens to the public.

Prudent planning would also assume that the timetable above experienced 1.5 days of absence (sickness etc) per week.

2) Example shift pattern for a Town Hall team delivering full weekend opening:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Town Hall Team Leader 1	Present	Present	Present	Present	Present	Day Off	Day Off
Team Leader 2 (part-time)	N/A	N/A	N/A	N/A	Present	Present	Present
Duty Officer	Present	Present	Present	Present	Present	Day Off	Day Off
Duty Officer 2 (part-time)	N/A	N/A	N/A	N/A	Annual Leave	Annual Leave	Annual Leave
Catering Assistant 1	Present	Present	Present	Present	Present	Day Off	Day Off
Catering Assistant 2	Present	Present	Present	Present	Present	Day Off	Day Off
Catering Assistant 3 (part-time)	N/A	N/A	N/A	N/A	Present	Present	Present
Catering Assistant 4 (part-time)	N/A	N/A	N/A	N/A	Present	Present	Present
Events Assistant 1	Present	Present	Present	Present	Present	Day Off	Day Off
Events Assistant 2	Present	Present	Present	Present	Present	Day Off	Day Off
Events Assistant 3 (part-time)	N/A	N/A	N/A	N/A	Present	Present	Present
Events Assistant 4 (part-time)	N/A	N/A	N/A	N/A	Present	Present	Present
Facilities Assistant	Present	Present	Present	Present	Present	Day Off	Day Off
Cleaner	N/A	N/A	N/A	N/A	Present	Present	Present
Cleaner	N/A	N/A	N/A	N/A	Present	Present	Present
Casual cleaner	N/A	N/A	N/A	N/A	N/A	Depending on absence & leave	Depending on absence & leave
Casual staff	N/A	N/A	N/A	N/A	N/A	Depending on bookings	N/A

In option 2 you can see that the building is now operating at full capacity seven days a week. It is not possible to run a resilient seven day service with employees working five-days a week and so two separate teams have been created to manage the service. One team works Monday to Friday and the second team works Friday to Sunday. There is overlap on the Friday to allow for a handover between the two teams and in order for the weekend roles to offer enough hours to be sustainable opportunities for employees. Team Leader 1 would manage the weekday employees and have primary responsibility for the building, while Team Leader 2 would manage the weekend employees and the building during these hours.

Even with this level of resourcing there are pinch points in this scenario – primarily around the Saturday and Sunday. If there was to be any absence involving the Team Leader then there will be no senior officer on site from a building safety or management perspective and contingency plans would be required.

Team Leaders and Duty Officers are required during the week and at weekends to cover each other's absence and annual leave to ensure there is a resilient structure in place.

In this proposal the Town Hall is fully operational on Saturdays and Sundays – particularly with regard to the coffee shop - and therefore it would be necessary to put in an additional cleaning resource. This is particularly the case on Sundays when an event may have taken place in the building on the Saturday night and a full clean is required.

Prudent planning would also assume that the timetable above experienced 2.2 days of absence (sickness etc) per week.

3. Example staffing rota for the restructured Town Hall team if it was closed to the public on a Monday and Tuesday AND open on a Sunday:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Town Hall Team Leader	Day Off	Day Off	Present	Present	Present	Present	Present
Duty Officer 1	Day Off	Day Off	Annual Leave	Annual Leave	Annual Leave	Annual Leave	Annual Leave
Duty Officer 2 (Part-time)	Present	Present	Present	N/A	N/A	N/A	N/A
Catering Assistant	Day Off - Coffee Shop closed	Day Off - Coffee Shop closed	Present	Present	Present	Present	Present
Catering Assistant	Day Off - Coffee Shop closed	Day Off - Coffee Shop closed	Present	Present	Present	Present	Present
Events Assistant 1	Day Off	Present	Present	Present	Present	Present	Day Off
Events Assistant 2	Annual Leave	Annual Leave	Annual Leave	Annual Leave	Annual Leave	Day Off	Day Off
Events Assistant 3 (part-time)	Present	Present	Present	N/A	N/A	N/A	N/A
Facilities Assistant	Present	Present	Present	Present	Present	Day Off	Day Off
Cleaner	N/A	N/A	N/A	N/A	Present	Present	Present
Cleaner	N/A	N/A	N/A	N/A	Present	Present	Present
Casual cleaner	N/A	N/A	N/A	N/A	N/A	Depending on absence & leave	Depending on absence & leave
Casual staff	N/A	N/A	N/A	N/A	N/A	Depending on bookings	N/A

In this proposal the existing Town Hall staff have their contracts changed to be Wednesday to Sunday opening. This could cause employee relations issues and lead to the potential displacement of employees. The building still needs to stay open on Mondays and Tuesdays to allow Elected Members to access their offices and as a result there needs to a person on site fulfilling safety and leadership requirements. As a result a part-time Duty Officer has been appointed and a part-time Events Assistant to provide cover at these times.

Prudent planning would also assume that the timetable above experienced 1.6 days of absence (sickness etc) per week.