

DELEGATED DECISION NOTIFICATION

REF NO ¹ D37340

DECISION MAKER	Director of City Development	AUTHORITY BY REFERENCE TO SCHEME OF DELEGATION: ²	Officer Delegation Scheme (Executive Functions) – General Delegations to Officers (17)
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SUBJECT ³	Leeds Libraries and Information Service, Proposed Staffing Structure
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DECISION ⁴	COUNCIL FUNCTION <input type="checkbox"/> NOT SUBJECT TO CALL IN	EXECUTIVE DECISION (KEY) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (MAJOR) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (OTHER) <input checked="" type="checkbox"/> NOT SUBJECT TO CALL IN
The Chief Officer (Resources and Strategy) approved the proposed new staffing structure required to deliver a more efficient service to meet the needs of Leeds citizens and visitors.				

AFFECTED WARDS	City-wide
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ADVICE SOUGHT		YES	NO	
	Legal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Finance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Equal Opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Other Please Specify	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____

DECLARED OFFICER / MEMBER INTERESTS ⁶	N/A
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¹ This reference number will be assigned by Governance Services and notified to you

² The relevant paragraph within the decision makers delegated powers should be identified.

³ A brief heading should be inserted

⁴ Brief details of the decision should be inserted. This note must set out the substance of the decision, options considered and the reason for deciding upon the chosen option, although care must be taken not to disclose any confidential or commercially sensitive information. Guidance on the substance of the note is available from Governance Services

⁵ For Key and Major decisions only. If exempt from Call In details to be provided in the report. The Call In period expires at 5.00 pm on the **5th** working day after publication. Scrutiny Support will notify decision makers of matters called in by no later than 12.00 noon on the **6th** day.

⁶ No officer having a pecuniary interest in any matter should take a decision in relation to that matter. Other interests of a non-disqualifying nature should be recorded here.

DISPENSATION BY STANDARDS COMMITTEE

DATE: _____

BACKGROUND PAPERS⁷

Appendix 1 – Current & Proposed posts

EXEMPT/ CONFIDENTIAL APPENDIX

YES NO RULE NO 10.4⁸ ()

DETAILS OF CONSULTATION UNDERTAKEN (OTHER REASONS/ ORGANISATIONS CONSULTED)

	Yes	No	Date
Executive Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Ward Councillors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
Chief Officers Affected	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Others (Specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
<u>Trade Unions</u>			


CONTACT PERSON

Catherine Blanshard

CONTACT NO: 2478331

AUTHORISED SIGNATORY⁹

(Name: Ed Mylan) DATE: 5 October 2010



	KEY	MAJOR	OTHER
¹⁰ *First publication (5 day notice)			
Commencement for Call In			
Last date for Call In			
Implementation Date			05/10/2010

* If key decision not on Forward Plan, the reason and need that the decision be taken are that:-

⁷ A separate Index should be prepared if necessary. ALL DOCUMENTATION UPON WHICH THE DECISION WAS BASED MUST BE RETAINED AND BE READILY ACCESSIBLE SO IT CAN BE PRODUCED SHOULD THE DECISION BE CHALLENGED

⁸ Relevant Access to Information Procedure Rules to be quoted if there is an exempt appendix

⁹ The signatory must be duly authorised by the Director to make the decision in accordance with the Department's scheme. It is not acceptable for the signature to be 'pp' for an authorised signatory. For Key Decisions only, the date of the authorised signature signifies that, at the time, the Officer was content that the decision should be taken. However, should representations be received following public availability of reports the signatory will consider the effect which such representations should have upon the final decision.

¹⁰ Governance Services will enter these dates



Report of : Chief Libraries, Arts & Heritage Officer
Meeting: N/A
Date of meeting: 5 October 2010
SUBJECT: Leeds Libraries and Information Service – Proposed Structure

This Report is for;			
Discussion Only <input type="checkbox"/>	Information Only <input type="checkbox"/>	Advice/consideration prior to taking a decision or reporting to a Committee <input type="checkbox"/>	
Decision to be taken by:			
Full Council <input type="checkbox"/>		Corporate Governance and Audit Committee <input type="checkbox"/>	
Executive Board <input type="checkbox"/>		Standards Committee <input type="checkbox"/>	
An Area Committee <input type="checkbox"/>		Member Management Committee <input type="checkbox"/>	
A Regulatory Committee <input type="checkbox"/>		A Director using delegated authority <input checked="" type="checkbox"/>	

1.0 Purpose of this Report

1.1 To propose the new staffing structure required to deliver a more efficient Libraries & Information service to meet the needs of Leeds citizens and visitors.

2.0 Background

2.1 Currently Leeds Library and Information Service is a traditional service nationally respected, provided through 53 libraries and 5 mobiles. Due to this approach the costs are high, the service is traditional and provision is not personal to the user needs.

2.2 The current structure was designed three years ago when the Library Service reduced from 5 areas to 4 in line with other city-wide realignments.

2.3 The restructure also resolved a number of other issues and was led by the staff and has worked very well, creating a good career structure for both librarians and for operational staff. It is proposed to keep these elements in the new structure.

2.4 The Library Service is managed and led by the Chief Libraries, Arts and Heritage Officer which is a pressure for both the Service and the Chief Officer.

2.5 In addition the service has a high vacancy factor of 8% which is unsustainable.

2.6 A number of strategic posts have been vacant for some time impacting on the developmental direction of the service.

3.0 Main Issues

- 3.1 As mentioned above the Library Service is managed and led by the Chief Libraries, Arts and Heritage Officer which is a pressure for both the Service and the Chief Officer, trying to provide a strategic lead across Libraries, Arts & Heritage while also being required to provide a more in-depth strategic lead to the Library & Information service.
- 3.2 The high vacancy factor of 8% has built up over a number of years and is now unsustainable if the service is to continue to deliver a high quality, innovative service to the people of Leeds. The proposals seek to realign staffing resources to reduce and limit the impact of the vacancy factor.
- 3.3 In the last financial year a number of staff across all levels of the service were offered and accepted voluntary severance and/or voluntary early retirement in order to build flexibility into the existing staffing structure to enable the implementation of these proposals. Further posts which have become vacant through natural turnover have also been held vacant pending the implementation of this restructure proposal. If the proposals cannot be implemented in their entirety the vacancies created will have to be revisited creating a negative financial position.
- 3.4 Audience and reader development are cornerstones to the delivery of a forward thinking library service which will enable the service to continue to develop and evolve to meet the changing needs of users.

4.0 Workforce Implications

- 4.1 Appendix 1 shows the current structure and the proposed structure, detailing the posts that will be created, deleted, amended and/or unchanged.
- 4.2 There are over 70 new, amended and unchanged job descriptions and specifications available if required.
- 4.3 All job descriptions and specifications have been job evaluated by the Job Evaluation/Pay Grade team.
- 4.4 The key changes to deliver the desired service outcomes are highlighted below: -
- To resolve the issue of the Chief Libraries, Arts & Heritage Officer running the service it is proposed to delete the current Service Delivery Manager 45% post and create a Head of Service 52.5% post.
 - A new post of Audience Development Manager PO6 will be created to support the public facing side of the service, taking on responsibility for stock development as it is a key element of building audiences. This post will manage the areas of Community Wellbeing, Reader and Stock Development, Information Services, Children's Services and Community Development.
 - With the reduction of areas from 4 to 3 two Area Operational Manager SO2 posts will be deleted however a Senior Area Operational Manager PO2/3 will be created to manage an area of its own as well as oversee the remaining Area Operational Manager post.
 - An Assistant Area Operational C3 post will be deleted as well as 3 Cluster Manager C1 posts.
- 4.5 A total of 28.5 posts are being deleted as part of this restructure and 11.5 will be created however a number of the newly created posts will be externally funded.
- 4.6 The Libraries & Information service offered voluntary severance and voluntary early retirement to all staff in the previous financial year so prior to this restructure 40 posts have been deleted as part of this initiative.

4.7 The current Library Assistant A1/B1 post will not be affected by this proposal.

5.0 Method(s) of Implementation

5.1 The appointment procedures for implementing the structure will be carried out in accordance with Appendix 1 of the Recruitment and Selection Code of Practice, as locally agreed with Trade Unions.

6.0 Financial Implications

Revised Structure Costs	£
Salary costs	£7,865,120
Vacancy Factor 4%	-£302,890
Current Pension costs	£136,700
2010/11 ELI costs	£113,160
	£7,812,090
2010/11 Budget	
Salary costs excl Funded Projects	£7,711,690
Funded Pensions	£136,700
	<u>£7,848,390</u>
Net saving	£36,300

6.1 Savings in year 1 and 2 (2010/11 and 2011/12) of £36,300, rising by £117,000 in year 3 (2012/13) when additional savings from funded pensions becomes available for reinvestment in the service.

6.2 The Head of Finance can confirm that the figures in this report have been checked by Finance Officers in the Directorate and the proposals result in savings as shown above.

7.0 Accommodation Issues

7.1 No identified accommodation issues

8.0 Equality Impact Assessment (EIA)

8.1 There will be no adverse implications from a service delivery perspective.

9.0 Consultation

9.1 Consultation with unions and employees took place between 2nd September and 22nd September. Job descriptions and structure were made available to staff and questions raised were responded to via Frequently Asked Questions updates.

9.2 The Service has agreed to remove the A1/A3 Library Assistant and B1 Senior Library Assistant posts from immediate implementation of the structure proposals due to their view that there are still a number of unresolved Pay and Grading issues. The issues raised will be investigated and the Service expects to be able to agree revised proposals in the near future.

9.3 All other aspects of the proposal were agreed.

10.0 Recommendation

10.1 The Acting Director of City Development is requested to approve the proposed new staffing structure required to deliver a more efficient service to meet the needs of Leeds citizens and visitors.

11.0 Background Papers

11.1 Appendix 1 – Current & Proposed posts

Current structure	No	Proposed structure	No
Process Manager: Mobiles at home B3	1		0
Service Delivery Manager 45%	1		0
Admin Assistant to Service Delivery Manager B3	1		0
Stock and Finance Manager PO2/3	1		0
Distribution Services Manager B1	1		0
Local Studies Advisor SO1	1		0
Process Manager (IESU) B3	1		0
At Home library service assistant A1/B1	1		0
Technical Advisor C1	1		0
Central Liaison Manager B1	1		0
Digitisation Technician B1	1		0
Cluster Manager C1	14	Cluster Manager C1	11
Information Librarian C1	13	Information Librarian C1	12
Librarian C1	24	Librarian C1	19
Process Manager (Excellence) B3	3	Process Manager (Excellence) B3	2
Area Operational Manager SO2	4	Area Operational Manager SO2	2
Community Development Manager PO2/3	4	Community Development Manager PO2/3	3
Driver/Messenger A1	5	Driver/Messenger A1	4
Information Support Assistant A1/B1	7.5	Information Support Assistant A1/B1	5
Porter (Central Library) A1	6.5	Porter (Central Library) A1	5.5
Development Librarian SO1	7	Development Librarian SO1	6
Area Development Librarian SO2	4	Area Development Librarian SO2	3
Customer E Services Manager S02/PO1	1	Area Development Librarian (Information and Digital Services) SO2	1
Service Improvement Manager (Libraries) PO2/3	1	Senior Project Officer (LAH) SO2	1
Portering Unit Manager B1	1	Portering Unit Manager C1	1
Learning Coordinator SO1	1	Area Development Librarian (Learning) SO2	1
Media Development Librarian SO1	1	Area Development Librarian (Media) SO2	1
Multi Cultural Advisor SO1	1	Area Development Librarian (Equality and Diversity) SO2	1
Project and Standards Coordinator SO2	1	Projects and Standards Coordinator PO1	1
Service Improvement Manager (People) SO2	1	Staffing and Training Manager PO1	1
Service Improvement Manager (Resources) PO1	1	Resources Manager PO2/3	1
Operational Services Manager SO1	1	Stock and Supplies Manager PO1	1
Technical Advisor C1	1	Senior Technical Advisor SO1	1
Youth Librarian SO1	1	Young People's Librarian PO1	1
Administrative Assistant IESU A1/A3	1	Administrative Assistant (IESU) A1/A3	1
Assistant Area Operational Manager C3	3	Assistant Area Operational Manager C3	3
Business & Patents Manager SO1	1	Development Librarian (Business and Patents) SO1	1
Business Improvement Manager PO6	1	Business Development Manager PO6	1
Chargehand Porter B1	1	Senior Porter B1	1

Content Creation Manager SO1	1	Development Librarian (Communities, Projects & Content) SO1	1
Content Creation Manager SO1	1	Development Librarian (Economic Projects and Content) SO1	1
Content Creation Officer B3	1	Content Creation Officer B3	1
Database Librarian (IESU) B3	1	Database Librarian (Information Services) B3	1
Development Librarian (At Home & Volunteer Coordinator) SO1	1	Development Librarian (At Home & Volunteer Coordinator) SO1	1
Development Librarian (Children) SO1	1	Development Librarian (Children) SO1	1
Development Librarian (SLS) SO1	1	Development Librarian (School Library Service) SO1	1
ICT Business Development Manager PO2/3	1	Electronic Services Manager PO2/3	1
ICT Systems Manager PO1	1	ICT Systems Manager PO1	1
Imaging Technician B1	1	Imaging Technician B1	1
Information Development Manager PO2/3	1	Information Services Manager PO2/3	1
Information Librarian C1	3	Information Librarian C1	3
Information Support Manager C1	1	Information Support Manager C1	1
Librarian (Job Seekers Advice Worker) C1	1	Information Librarian C1	1
Neighbourhood Renewal Manager PO2/3	1	Community Wellbeing Manager PO2/3	1
Performance Manager SO2	1	Performance Manager (LAH) PO1	1
Porter (Lib HQ) A1	1	Porter (Library HQ) A1	1
Prison Librarian C1	3	Librarian (Prisons) C1	3
Process Manager B3	4	Process Manager B3	4
Senior Info Librarian for Business & Patents C3	1	Senior Information Librarian (Information & Digital Services) C3	1
Senior Info Librarian for Enquiry Express C3	1	Senior Information Librarian (Information & Digital Services) C3	1
Senior Mobile Assistant B1	15	Senior Mobile Assistant B1	15
Stock Services Database Librarian B3	0.5	Database Librarian (Stock Services) B3	0.5
Stock Services Librarian SO1	1	Development Librarian (Stock Services) SO1	1
Stock Supply Manager C3	1	Stock and Process Manager C3	1
Children's Schools and Neighbourhoods Manager PO6	1	Audience Development Manager PO6	1
School Library Service Manager PO2/3	1	Children's Service Manager PO2/3	1
Support Services Officer C1	1	Assistant Performance Manager C1	1
Arts and Reader Development Manager PO2/3	1	Reader Development Manager PO2/3	1
	0	Head of Library and Information Service 52.5%	1
	0	Senior Area Operational Manager PO2/3	1
	0	Area Development Librarian (Reader Development) SO2	1
	0	Project Support Officer (Libraries) SO1	1
	0	Fleet Manager C1	1
	0	Technical Advisor B3	1
	0	Senior Information Support Assistant B3	1
	0	Senior Library Assistant (Direct) B1	1
	0	Porter (Library HQ) A1	0.5
	0	School Library Service Manager PO1 (externally funded)	1

	0	Area Development Librarian (Prisons) SO2 (externally funded)	1
	0	Senior Library Assistant (Prison) B1 (externally funded)	1
Total	171.5	Total	152.5