

Report of Chief Officer Culture & Sport

Report to Chief Officer Resources & Strategy

Date: 12th February 2015

Subject: Implementation of a restructure to the Leeds Library and Information Service

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. Implementation of the proposals will contribute to our Best Council Outcome - achieve the savings and efficiencies required to continue to deliver frontline services.
2. The library service was required to identify significant budgetary savings whilst continuing to provide a comprehensive and efficient library service.
3. The proposal to restructure the Library and Information Service complements the recent reduction in opening hours and the assimilation of front line branch library staff into community hubs. These changes will deliver the required budgetary savings whilst limiting the impact to customers.
4. In addition to budgetary savings the proposals have been developed in line with the Best Council plan and will simplify the structure and improve relationships and accountability with local ward members: improve talent pathways and enable greater opportunities for cross-departmental working.

Recommendation

5. It is recommended that the Chief Officer Resources & strategy approves the implementation of the new structure for the Leeds Library & Information Service.

1 Purpose of this report

- 1.1 To outline the proposed restructure of the Library and Information Service Leeds in order to deliver budgetary savings of approximately £500k whilst ensuring the delivery of an excellent service for customers into the future.
- 1.2 This report is to request approval for the implementation of the new Library and Information Service structure.

2 Background information

- 2.1 The Library and Information Service currently provides 36 libraries across the city, including a major Central library, as well as 6 mobile libraries, Library at Home service, a service for 3 prisons (removed from service review), and a School Library Service. The principle purpose is to provide access to information, knowledge and varied reading choices through books, online resources and well informed staff.
- 2.2 The Library service needed to look at how things could be done differently to provide an even more efficient service to our customers. Service proposals have included a reduction in library opening hours; a review of the overall library staffing structure; and opportunities for closer working with other services, including Customer Services, and integrating facilities.
- 2.3 Initial restructure proposals were presented to City Development Directorate in September 2014 where approval was given to consult with staff and unions about the proposals.
- 2.4 Following the consultation with staff and the unions, this report outlines the details of the consultation undertaken, reflects changes in the light of Community Hub management of branch libraries and presents an amended restructure proposal which will deliver budgetary savings of £500k from 1st April 2015.

3 Main issues

3.1 Financial Position

- 3.1.1 The Service's budget predominantly comprises fixed premises costs, staffing to operate the venues, and library materials, e.g. books and online resources. Discretionary budgets are minimal and predominantly externally funded. Consequently any efficiencies against these budgets are to be found from increased income, staff savings or reductions in opening hours and/or service points.
- 3.1.2 The current budget pressures mean that the service has had to consider further service reductions. The reduction in opening hours from 1st December 2014 saw a reduction of 14.37 FTE, an in-year saving of £80k and will see a full year saving from 1st April 2015 of approximately £240k. The proposal to restructure the Library and Information Service complements the reduced opening hours and the assimilation of front line branch library staff into community hubs. These changes will deliver the required budgetary savings whilst limiting the impact to customers.

3.1.3 The implementation of the new structure will reduce the staffing budget by approximately £500k, this, combined with the saving realised from the reduction in opening hours will complete the efficiency savings.

3.2 Proposals

3.2.1 Following the consultation with staff and the unions, and taking into account the implications of the assimilation of front line staff into Customer Services, amendments to the proposed structure have been made during consultation.

3.2.2 The structure diagram can be seen at Appendix 1.

3.2.3 Changes to terms and conditions of employment for employees of Leeds City Council were implemented in 2014 and the signed collective agreement with the Trade Unions took effect from the 1st December 2014. As a result, implementation and assimilation to the new structure will be in accordance with appropriate policies effective from the 1st December 2014.

3.3 Union and staff consultation

3.3.1 Consultation with unions and staff on the structure commenced November 2014 and these further informed the structure. The methods of consultation included:

- Area based drop-in sessions open to all staff to outline the structure proposals and answer any questions.
- Focus groups involving area staff looking at the draft job descriptions.
- Draft job descriptions were published for comment.
- Frequently Asked Questions have been regularly updated and circulated.
- Staff memos and newsletters outlining the changes and requesting feedback have been regularly sent out, including a specific memo regarding slotting/ring-fencing proposals.
- Individual team meetings and one to ones have taken place to support staff.
- Regular meetings with HR Business Partners regarding all aspects of the structure.

3.3.2 Comments and suggestions provided by union representatives and staff have been taken into consideration and where appropriate changes have been made to job descriptions, line management and reporting arrangements. Consultation with the Trade Unions on the final proposal for the new structure has been completed and the proposal reflects the best achievable outcome reached through negotiation.

3.3.3 Collective consultation with the Trade Unions in relation to the structure concluded in February. Collective consultation with the Trade Unions in regard to the implementation of the new structure, in line with the Managing Staff Reductions

Policy is underway. The proposed date to close the collective consultation period will be the 28th February 2015 and individual consultation to take place during March 2015. The service will engage with the Trade Unions and individuals during this consultation period.

3.4 Community Hubs

3.4.1 Following the Citizens@Leeds Executive Board report of 15th October, it has been agreed that front line branch library staff will be assimilated into Customer Services from 1st April 2015.

3.4.2 In order to facilitate this assimilation:

- 124 FTE staff are no longer in scope of the library restructure, these staff will transfer on 1st April 2015 at existing grade and within existing locations and hours, along with budget of approximately £2.5 million.
- 6 areas were reduced to 5; this now aligns with Community Committee areas and releases £150,000 to Citizens and Communities to support line management of the front line staff who will transfer. Early Leaver's Initiative requests from front line branch staff will be passed over to Citizens and Communities for future consideration as part of their structure re-alignment.

3.5 Proposed timetable for implementation

3.5.1 Subject to delegated decision approval and subsequent call-in, the proposed date to close the collective consultation period will be the 28th February 2015 and individual consultation to take place during March 2015, with the new structure taking effect on 1st April 2015.

3.6 Workforce implications

3.6.1 Flexibility for implementation of the restructure has been maintained through the appointment of a range of posts on a temporary basis. A number of staff have also expressed interest in the early leaver's initiative with a requested leaving date of 31st March 2015. A separate business case has been produced to support this.

3.6.2 Training courses have been taking place to support staff through the change; 44 staff attended the Confident Application and Interview Skills courses in Quarter 3 and 27 staff attended the Supporting Staff through Change course.

3.6.3 The impact on number/grade of positions is expected to be as follows:

If the ELI business case is approved there is no overall reduction in FTE posts (see table below). There is reduction of posts at certain grades, along with new roles being introduced at new grades. As a result of the new structure 57 FTE are at risk of redundancy as defined by the Managing Staff Reductions policy. There is potential for approximately 37 of these FTE to secure positions at a higher grade and the remaining 20 to be offered suitable alternative positions at grade lower than current.

3.6.4 The overall impact on the new structure is shown in the table below.

	FTE in post @ 4/2/15	FTE ELI requests by grade	FTE posts on new Structure	Impact by grade
DIR 52.5	1.00	0.00	1.00	0.00
PO6	2.00	1.00	2.00	0.00
PO4	0.00	0.00	1.00	1.00
PO3	3.00	2.00		-3.00
PO2	6.00	1.00	7.00	1.00
PO1	8.22	2.57	3.00	-5.22
SO2	9.00	1.00	12.00	3.00
SO1	11.59	1.00	2.00	-9.59
C3	4.00	0.00	22.00	18.00
C1	41.43	3.01	12.00	-29.43
B3	5.84	2.27	26.50	20.66
B1	35.40	2.81	48.75	13.35
A1/A3	21.68	1.57	11.00	-10.68
A1	8.19	0.70	0.00	-8.19
Total	157.34	18.93	148.25	-9.10

3.6.5 The service are progressing requests for employees to leave under the ELI scheme and if approved, will reduce the impact of potential redundancies. During consultation under the Managing Staff Reductions policy, it is anticipated any employee who has been selected for redundancy can be offered suitable alternatives within the service which if accepted, would result in a reduction in one grade. The service would also look to release all vacancies as soon as possible which would be recruited to following the vacancy management process.

3.6.6 The impact of staff reductions shown in 3.6.4 will be managed in accordance with the Council's Managing Staff Reductions Policy.

3.6.7 All vacancies that occur as a result of the implementation of the new structure will be deemed as signed off under this delegated decision report.

3.7 Customer Impact

3.7.1 The structure has been developed to enable an improved and more customer focused local service which is flexible now and into the future and to enable a good partnership/working relationship with the community hubs.

3.7.2 The provision of front line service delivery in branch libraries has been excluded from this restructure due to the planned transfer of library assistant posts to Customer Service on 1st April 2015.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The proposed structure has evolved over time through discussions with managers throughout the service. This has included challenge events at the library service's Management Board, where external facilitators challenged the vision and function of the service; further discussions at Strategic Team meetings, Management Board and Audience Development Team; and discussions with area managers and managers of specialist areas of work to ensure that all existing responsibilities are captured within the new structure. The new structure will offer appropriate opportunities for succession planning and advancement within the Library and Information Service.
- 4.1.2 Throughout the process Human Resources have been involved to ensure that the proposed structure complies with relevant policies, including the organisational design principles.
- 4.1.3 Consultation with unions and staff on the structure commenced November 2014. Details are included in section 3.3 above.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 A draft Organisational Change EIA was been carried out as consultation on the structure commenced in November 2014; this has been reviewed in response to consultation and is attached at Appendix 2. A further EIA will be carried out if any selection criteria are used under the Managing Staff Reductions policy, to ensure there is no disproportionate impact on any employee who may have a protected characteristic under the Equality Act 2010.
- 4.2.2 An EIA screening form has been completed and the proposed structure presents no negative impact to cohesion and integration; the structure has been developed to limit disruption to service delivery, ensuring a continued and sustainable service to customers.

4.3 Council policies and City Priorities

- 4.3.1 Implementation of the proposals will contribute to:

Our Best Council Outcomes - Achieve the savings and efficiencies required to continue to deliver frontline services.

Our best council objectives and priorities for 2013 to 2017:

- Achieve the savings and efficiencies required to continue to deliver frontline services - Maximising the impact of our cultural infrastructure
- Becoming a more efficient and enterprising council – making the best use of our assets

Resources and value for money

- 4.3.1 As detailed in section 3.1.3 above, implementation of the proposals will deliver a service saving of £500,000, limit the impact to customers and ensure a sustainable service for the future.

4.4 Legal Implications, Access to Information and Call In

- 4.4.1 The report is subject to call-in as the proposed savings exceed £250,000.
- 4.4.2 Under the Public Libraries and Museums Act 1964 it is the duty of the local authority, as library authority, to provide a comprehensive and efficient library service to people who live, work or study in Leeds.
- 4.4.3 The Service believes that the efficiencies offered via this restructure will still enable the delivery of the library authority's statutory obligations; however, there is concern that any subsequent reductions may result in a legal challenge.

4.5 Risk Management

- 4.5.1 Not implementing the restructure will mean that the library service is unable to deliver the required efficiency savings or an improved service to its customers.

5 Conclusions

- 5.1 The proposal to restructure the Library and Information Service complements the recent reduction in opening hours and the assimilation of front line branch library staff into community hubs. These changes will deliver the required budgetary savings whilst limiting the impact to customers.

6 Recommendations

- 6.1 It is recommended that the Chief Officer Resources & Strategy approves the implementation of the new structure for the Leeds Library & Information Service.

7 Background documents¹

- 7.1 None.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.