

	<h2>General Functions Committee</h2> <h3>6 December 2016</h3>
Title	Libraries Services Transformation Programme
Report of	Assistant Director, Early Intervention and Prevention
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Libraries Services Final Consultation Document Appendix 2 – Current Libraries Service Structure Chart. Appendix 3 – Proposed Libraries Service Structure Chart. Appendix 4 – Equalities Impact Assessment
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Summary

The report proposes changes to the Library Service within the Family Services Delivery Unit. Details of the proposed changes are set out in the main body of the report.

The Library Service Manager led collective and individual consultations between 7 July and 12 September 2016. The proposed restructure affects more than 20 employees and therefore requires consideration by General Functions Committee.

Whilst the implementation date for this restructure is 1 April 2017, the committee is advised that transitional arrangements may be necessary to compensate for vacant positions, possible redundancies and handover of duties between current and future roles. The Committee is asked to authorise the Assistant Director, Early Intervention and Prevention to take the necessary actions to implement transitional arrangements to ensure continuity of business.

Recommendations

- 1. That the General Functions Committee approve the proposed restructure of the council's Library Service, including the deletion of existing posts and the creation of new posts, as set out in Appendices 1 to 3 of this report.**
- 2. That the General Functions Committee authorise the Assistant Director, Early Intervention and Prevention be authorised to take all necessary actions to put in place transitional arrangements for the continuity of business.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The report concerns proposed changes to the establishment of the Council. The report is presented as there are more than 20 posts in scope for the restructure and therefore the approval of General Functions Committee is required before the new proposals can be implemented.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Committee is asked to approve the proposed restructure which will have the effect of formally altering the Council's establishment, specifically the Library Service.
- 2.2 The proposed restructure will facilitate the delivery of the required savings target (£1.6m) whilst maintaining a library service from all 14 library sites. The Committee is asked to consider whether the proposals together with the underlying rationale and consultation are policy compliant and reasonable in the circumstances.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The following options were considered but are not recommended:
 - Do nothing: Not an acceptable option as this would result in failure to deliver the Medium Term Financial Strategy (MTFS) and the savings required.
 - Delete a number of posts to meet the budget reductions without undertaking a restructure or developing new role profiles: This would result in a significant negative impact on customer service as it would not be possible to maintain all 14 library sites or to avoid deletion of front-facing roles.

4. POST DECISION IMPLEMENTATION

4.1 Should the committee approve the proposed Library Service organisational re-structure the following will be implemented on 1 April 2017:

- New role profiles and evaluated grading.
- New organisational structure.
- Recruitment to vacant posts via redeployment in the first instance.
- Redeployment to posts across the Council.
- Redundancy.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- These proposals maintain a library service from all 14 library sites across Barnet. The revised library service offer will continue to deliver key corporate objectives as articulated within appendix C of the report 'Barnet's Future Library Service' which was submitted to the Children, Education Libraries and Safeguarding Committee (CELS) on 23 March and which was then approved by Council on 4 April 2016.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- By 2019/20 the Library Service revenue budget will have been reduced by £1.6m as part of the Council's Medium Term Financial Strategy. The proposals set out within this report can be accommodated within this revised service budget.
- The cost of implementing the proposed restructure will be funded by budget already agreed from the Council's Transformation Reserve. Any redundancy costs will be met from existing council budgets.
- The table below summarises the budget for the Library Service and includes MTFS savings of £1.6m.

Year	2016/17	2017/18	2018/19	2019/20	Total
Budget saving	£0.041m	£1.510m	£0.053m	£0.012m	£1.616m

- The proposed reduction in staff costs will result in a corresponding reduction in the number of hours during which the borough's libraries are open with staff. In total these staffed hours will reduce from 634.5 per week to 188 per week. Overall opening hours will be increased to 904 per week through the use of Self-Service Opening systems.

- The proposals include the deletion and creation of a number of new posts, as detailed in the consultation document attached as Appendix 1. The Library Service establishment will be reduced by a total of 50.3 FTE as a result of this restructure.
- Should the recommendations be approved, the proposals will be implemented in accordance with the council's Managing Organisational Change Policy.
- One of the objectives of the implementation of the proposal is to minimise the number of redundancies by searching for suitable redeployment opportunities. At the outset of the restructure process, 76 staff (61.5FTE or full time equivalents) were at risk of redundancy.
- A number of redeployment routes have been adopted throughout the restructure period. These are:
 - At risk staff have been encouraged to apply for vacancies and new roles within the revised libraries structure alongside any ring-fenced roles. As at 1 November five staff have been redeployed in this way reducing potential redundancy costs by circa £71,000. The selection process for these vacancies is currently on-going and all roles are expected to be filled by staff at risk of redundancy.
 - All at risk staff have been placed on the redeployment register for LBB jobs and all available roles have been circulated.
 - Contact has been made with local schools who have been asked to consider at risk library staff as potential candidates.
 - As part of the Association of London Chief Librarians, the Libraries Manager has circulated to all at risk staff all roles currently available in other London library services.
 - Six interview skills workshops have been held for at risk staff.
 - A number of 1-1 sessions have been held with staff at risk of redundancy to discuss potential redeployment options. These are also on-going.
- The consultation document located in Appendix 1 was developed to open consultation in July 2016 and was updated in September 2016 following conclusion of formal consultation. This document was provided under section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 to the Council's recognised trade unions prior to consultation opening on 7 July 2016 and closing on 12 September 2016.
- The Council provided information over and above requirements when opening consultation and continued to do so throughout consultation, providing information and responding to trade union and employee queries.
- The Committee is asked to note that the recommended restructure has been subject to consultation and amended in light of the consultation responses received (as detailed in Appendix 1).

- The reasons for the proposed redundancies are as defined in the consultation document (Appendix 1). This document was provided to the Trade Unions in advance of opening and closing consultation.
- The timetable of events has also been issued in the various briefings and communications throughout the process.
- The Council's Managing Change Policy was sent to all staff and the trade unions detailing the proposed method of calculating the amount of any redundancy payments to be made (over and above the statutory redundancy payment) to employees who may be made redundant. Redundancy and where relevant pension estimates were sent to staff where requested.
- The revised staffing structure reflects changes to the library service revenue budget between 2016/17 and 2019/20. The cost of the new structure is in line with this revised budget and is reduced by a total of £1.7m. Implementing the new structure will enable the service to meet MTFS savings targets.
- The cost of the new structure has been assessed by finance colleagues with all role profiles graded according to the HAY scheme adopted for Unified Reward.
- The new structure will take effect from 1 April 2017 and will thus constitute full year savings.
- There is the potential for some additional revenue costs associated with protected pay liabilities, but these are not expected to be significant, with three FTE staff anticipated to be eligible for protected pay. Anticipated costs total around £5,000. Protected pay will apply for a period of six months from 1 April 2017.
- The restructure selection process is currently on-going and is due to be completed at the end of November 2016, with the Library Service establishment reduced by a total of 50.3 FTE posts. Whilst the final total of redundancies is not yet known, the anticipated number is likely to be circa 20 FTE (around 28 individuals). The cost of these redundancies is currently estimated to be in the region of £270,000 - £300,000 inclusive of voluntary redundancy.

5.3 Legal and Constitutional References

- In accordance with Annex A to the Responsibility for Functions section of Barnet Council's constitution, the General Functions Committee has responsibility for decisions related to the pay and terms and conditions of employment for staff, together with consideration of reports on restructure in line with HR regulations.
- The consultation process with staff is required in accordance with s188 Trades Union and Labour Relations Consolidation Act (1972).

5.4 Risk management

- The following risks are associated with this proposed restructure:
 - If the proposed restructure is not approved the council may not be able to make the budget cuts necessary to comply with savings set out in the Medium Term Financial Strategy.
 - Suitable candidates may not be recruited at the required level for the new libraries structure or may not be recruited in a timely fashion resulting in delays in future design and implementation phases.
 - Turnover within the Library Service may increase during the period of the restructure leading to an inability to fill all roles.

5.5 Equalities and Diversity

- The 2010 Equality Act outlines the provisions of the public sector equalities duty which requires public bodies to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (2010).
 - Advance equality of opportunity between people from different groups; and
 - Foster good relations between people from different groups.
- The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- After close of consultation a detailed Equality Impact Assessment was undertaken in respect of staff who had been identified as at risk. The result of this was that no issues relating to the council's responsibility under the Equalities Act 2010 were further explored with staff affected and mitigated where possible.

5.6 Consultation and Engagement

- The requirements of the new service offer and restructure were set out in briefings to the recognised trade unions and staff in July and September 2016.
- The trade unions were informed on 7 July and 12 September of the dates of the Library Service consultation, both verbally and in writing. Formal consultation with the unions will be on going until implementation on 1 April 2017.
- The key objectives for the consultation were to ensure those employees and their representatives:
 - Were fully informed about the proposals.
 - Understood what the implications of the proposals were for them.

- Had the opportunity to contribute their views and ideas; and
 - Were properly consulted about the proposals.
- This included ensuring that:
 - The employees concerned were treated in a fair and equitable way.
 - Advance notice of the proposed change was given to the employees concerned as soon as possible.
 - The need for redundancy was minimised.
 - Redeployment opportunities were maximised.
 - Information was accessible to all employees; and
 - Communications were clear and timely.
 - There were a number of feedback routes for employees including one to one meetings, larger briefings, trade union responses, e-mail and frequently asked questions (FAQs).
 - The consultation took place by means of various meetings on the launch date and at the end of consultation with recognised trade unions and affected staff. These meetings are detailed below:
 - Collective union consultation; The Assistant Director: Early Intervention and Prevention, accompanied by the Head of Libraries, Workforce Development and Community Engagement, the Libraries Manager, Project and HR leads, met with trade union representatives to present the proposals, answer any of their immediate questions and outline opportunities for further feedback and discussion on the proposed new structure.
 - Collective staff consultation: Assistant Director, accompanied by senior managers in the Library Service and the HR lead presented the proposals to the affected Council staff who were invited to a consultation launch meeting and given the opportunity to ask and have answered any immediate questions. In addition, the opening consultation document was circulated to all affected staff on the launch and end of consultation date.
 - Individual consultation: Where requested, line managers met with individual employees who were directly affected on a one to one basis to inform them of the proposed impact on their post and address any immediate concerns.

5.7 Responding to consultation

- Individual staff were invited to submit their own responses following the launch of the consultation to librariesstrategy@barnet.gov.uk.

- All comments were collated, reviewed and responded to as part of the overall consultation process and circulated on a regular basis to the Trade Unions and employees through FAQs.

6. BACKGROUND PAPERS

6.1 The following background papers are relevant to this restructure:

- Children Education Libraries & Safeguarding Committee Paper – 28 October 2014, Libraries Strategy. <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8016&Ver=4>
- Children Education Libraries & Safeguarding Committee Paper – 12 October 2015, Barnet's Future library Service. <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8512&Ver=4>
- Children Education Libraries & Safeguarding Committee Paper – 23 March 2016, Barnet's Future Library Service. <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8261&Ver=4>
Council – 4 April 2016, Barnet's Future Library Service <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>