

London Borough of Barnet
Implementation of the Library Service Review - Staff Consultation Document

12 September 2016

VERSION CONTROL

| Version | Date | Version changes | Changes Made |
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| V1 | 18/05/16 | Original draft | Andrew Merritt-Morling |
| V2 | 20/05/16 | Establishment update, current and new proposed structure | Andrew Merritt-Morling |
| V3 | 20/05/16 | Section 2.3 Number of staff in scope inserted/current establishment table updated Appendix A updated Appendix B updated | Vandana Mahan |
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| V9 | 8/9/2016 | Amendments from HR | Hannah Richens |

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1. BACKGROUND

Together with the attached appendices, this document is provided under s188 of the Trade Union & Labour Relations (Consolidation) Act (1992) and under 'Information and Consultation of Employees Regulations' to inform and consult employees about proposed changes to their working circumstances.

Prior to opening this extended period of formal consultation from 7 July to 5 September 2016 the Council met with the Trade Unions on the 6 June to discuss the proposed restructure of the Library Service. Further meetings with the Trade Unions have taken place on 16 June and 12 July. The consultation report has been updated for the close of consultation following feedback during consultation from Trade Union colleagues and employees.

Original proposals for the restructure of the Library Service are outlined in Appendix 1. Revised proposals are outlined in Appendix 2.

2. PROPOSED ASSIMILATION, REDEPLOYMENT AND REDUNDANCY PROCESS

It is the aim of the Council to try to minimise compulsory redundancies and the Council will ensure that redeployment process selection methods and any redundancy payment will be in line with existing agreed procedures.

The process for filling the proposed new posts is as follows:

- Each post has been assessed to identify whether there is assimilation opportunity via a job-match assessment;
- Where assimilation is not possible the posts will be advertised to at risk staff within the Library Service. Selection will be through a formal assessment process which will take place following the consultation period;
- Where posts remain vacant they will be advertised council-wide to redeployees
- Any posts still unfilled may then be advertised internally and externally as appropriate.

2.1 Proposed method for selecting for redundancy

As set out above we have carried out a desk-top exercise to match current posts to new posts. Where there are more people to be assimilated than posts then the redundancy selection criteria set out in Managing Organisational Change policy will be applied. We will also use a selection interview containing objective selection criteria based on the required competencies for the post.

Where staff are applying for posts as redeployees then recruitment selection criteria will be applied.

Advice about preparing Redeployment Application Forms and interview skills will be offered to all affected staff in advance of any selection process. This will not be available for staff that have been assimilated.

A process has been developed to enable staff to express a willingness to be considered for redundancy. This 'expression of interest' will not be binding to either the individual or to the Council. Decisions about redundancy requests will be made before the start of the formal selection process.

2.2 Staff implications and Structural changes

Following the consultation process and taking into account feedback received from staff and Trade Unions some changes have been made to the proposed structure of the Library Service and to some Role Profiles. These will be confirmed in a General Functions Committee report or a separate Delegated Powers Report.

The Library Service will implement the new structure from 1 April 2017. It is anticipated that all internal interviews will have taken place and assimilations confirmed by 2 January 2017. Any external recruitment and redeployment will take place after this date.

All responses to this consultation were sent to librariesstrategy@barnet.gov.uk with responses distributed to all libraries staff via regular FAQs .

3. TIMESCALES

It is proposed to implement the final structure with effect from 1 April 2017, subject to approval from the Council's Workforce Board and General Functions Committee.

A formal communication on the consultation responses will be delivered to all employees on 12th September 2016.

| TIMETABLE | Action |
|-----------------------------|---|
| 6 June at 12 Noon | JNCC Meeting – Trade Unions informed of timelines for staff consultation. |
| 8 June 2016 | Workforce Board approves initiation of staff consultation. |
| w/c 13 June 2016 | Email to staff informing them of timelines for staff consultation. |
| 7 July 2016 | All Staff Briefing signals start of formal 60-day Consultation Period commencing. At risk notices will be issued to all at risk staff. |
| July and August 2016 | Support Sessions for Staff. |
| 7 July – 5 September | 60 day consultation period with individual and collective meetings as required to gather feedback and written FAQs prepared and shared with staff in scope. 1-1 sessions undertaken as requested with affected staff. |
| 5 September 2016 | Formal closure of Staff Consultation. Note. Consultation has been extended from 45 days to 60 days due to summer holidays. |
| 5-8 September 2016 | Consultation response document prepared. |
| 12 September 2016 | Presentations to Trade Unions and staff on LBB feedback to date and close of consultation. |
| From 7 September 2016 | Interview skills workshops (19 and 22 September 2016, plus further dates to be confirmed in October and November 2016) |
| September 2016 – March 2017 | Redeployment and 1:1 activity to continue for those at risk of redundancy. |
| 12 October 2016 | Workforce Board receive and consider final recommendations following close of formal consultation |
| 6 December 2016 | General Functions Committee to receive and consider final recommendations following close of formal consultation |
| December 2016 | All staff informed of their role in the new structure |
| December 2016 | Council-wide recruitment commences for re-deployed employees (subject to GFC approval) |
| December 2016 | Redundancy notices issued where appropriate |
| January 2017 | Open/external recruitment commences |
| 31 March 2017 | Last day of service for those given notice of redundancy |
| 1 April 2017 | New structure implemented |

4. OUTLINE OF MANAGING ORGANISATIONAL CHANGE CONSULTATION AND IMPLEMENTATION APPROACH

The approach and implementation of the Library and Local Studies Service Consultation was carried out in line with the LBB Managing Organisational Change guide. This guide aims to reduce the number of dismissals involved in any restructure and mitigate the effects of any dismissals, with a target date of 1 April 2017 for full commencement of the new Libraries structure.

The consultation period ran from 7 July -5th September 2016. The consultation period required to be undertaken before any dismissals take place is 45 days as the potential number of redundancies is anticipated to be above 20. However due to the summer break and following agreement with the Trade Unions, this period was extended until 5 September 2016.

The Trade Unions were informed on the 6 June, 16 June and 12 July 2016 of the dates of the Library consultation, verbally and in writing. Formal consultation with the Trade Unions commenced on 7 July 2016, completing on 5th September 2016. During the consultation the Trade Unions were kept updated and consulted with throughout.

Before consultation commenced, the Trade Unions were notified of the following;

- the reasons for the proposals;
- the numbers and descriptions of employees the Council proposed to dismiss as redundant;
- the total number of employees of any such description employed by the Council at the establishment in question;
- the proposed method of selecting the employees who may be made redundant;
- the proposed method of carrying out the redundancies, taking account of any currently defined procedure, including the period over which the redundancies were to take effect;
- the proposed method of calculating any redundancy payments, other than those required by statute, that the employer proposes to make.

4.1 Areas for consultation

The following section sets out how the council engaged with stakeholders to seek feedback on its proposals. The key areas for consultation were:

- Structural proposals: what were the views of those being consulted about the proposed staff structure, alignment of responsibilities, functions and approach to how the service supports the new vision?,
- Roles: what were the views of those being consulted about the proposed new roles?
- Assimilation/ ring-fencing: what were the views of staff regarding the proposed approach to assimilation to job roles and ring-fences in the new structure?
- Vision: Did staff feel that the proposed structure would deliver the vision for the new library service as articulated in the 23 March CELS Committee report.

4.2 Formal Consultation Method

It is recognised that the proposals to restructure the Council's Library and Local Studies Service will have an impact on employees and, in accordance with the Council's Managing

Organisational Change Policy, it is essential that this change is managed in a way that reduces the disruptive effects of change.

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.
- Were properly consulted about the proposals.

This includes ensuring that:

- the employees concerned were treated in a fair and equitable way
- advance notice of the impending change was given to the employees concerned as soon as possible
- change would be brought about following consultation
- the need for redundancy would be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements and
- redeployment opportunities would be maximised.

Our overall approach to engagement and consultation was:

- To be as open as possible with information, taking into account commercial confidentiality
- To ensure that information was accessible to all employees
- To ensure that communication was timely
- To be clear about the purpose of any communication or engagement activity.

There were a number of feedback routes for employees including one-to-one meetings, larger briefings, email, Trade Union and staff representatives, and frequently asked questions (FAQs).

Employees were invited to request further time with their Manager outside of the structured sessions on an individual basis to receive feedback or answer any further questions.

Employees were also advised to contact the HR Lead if they had questions related to the change process and employment terms.

The consultation took place by means of various meetings following the launch date of the consultation and comprised:

- **Collective union consultation:** Duncan Tessier, Assistant Director; Flo Armstrong and Val White accompanied by 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:** Duncan Tessier, Assistant Director; Flo Armstrong; Val White; and the HR Lead presented the proposals to the affected Library staff who were invited to a consultation launch meeting on 7th July 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 date.
- **Individual consultation:** 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.
- **Site by site consultation:** Library senior managers visited every library and work location to take feedback and to answer questions from affected employees.

4.3 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 to the Trade Unions and employees through the Frequently Asked Questions document.

All FAQs, and the responses from management to staff, are available in Appendix 3.

4.4 Additional support for staff

Providing support for affected employees during this time was considered to be critical and this was provided through the following means:

- **The Council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night. Tel: 0800 716 017; Minicom: 0845 600 5499. Online; www.employeecare.com.
- **HR advice:** Where required, the HR Lead provided advice to employees on an individual basis.
- **Dealing with Change for staff sessions:** Workshops were arranged for staff to discuss the impact of the proposals and how to deal with stress and change.

Further staff support is planned as the restructure moves into the next phase:

- **Interview skills and Preparation:** Staff at risk of redundancy have been given the opportunity to access support to prepare for submitting job applications and attending interviews/selection activities. Two sessions have been booked so far with further sessions to follow.
- **Pensions Workshop:** Staff at risk of redundancy have been invited to attend workshops to obtain Pensions advice. One session has taken place so far with further sessions booked.

5. MITIGATING THE IMPACT OF THE PROPOSALS

The aim of Managing Organisational Change is to minimise the number of employees to be made redundant.

If an employee unreasonably refuses to accept an offer of assimilation, where the offer is considered “suitable alternative employment” by the Council, then this may affect the employee’s right to a redundancy payment.

Redeployment opportunities, as they exist, have been and will continue to be made available to those staff at risk of redundancy where the Council deems the posts as “suitable alternative employment”. Any selection to these posts will be undertaken using objective recruitment selection criteria. The selection process will be based on the criteria in the role profile: skills, competencies and qualifications, which will be assessed. It is, however, anticipated that testing for suitable skills, competencies and experience will include a mixture of knowledge and direct observation.

Four week trial periods will be agreed with staff who are redeployed to other roles. Training plans will form a part of the trial period and will be considered on an individual basis.

Subject to the decision of the General Functions Committee, the new structure will become operational from 1 April 2017, with the assimilation, redeployment processes commencing from that date. A detailed recruitment strategy to fill any remaining vacant posts will be implemented following the completion of all ring fence posts, initially internally and then externally.

6. EQUALITY ASSESSMENT

This section outlines how Barnet will pay due regard to equalities as required by the Equalities Act 2010 in assessing the equality impact of these proposals.

Due regard was given to ensure that all staff had access to the consultation process and were able to make their views known. No issues with regard to communication were identified and

this was regularly reviewed throughout the consultation process to ensure that clear communication, consultation and engagement had taken place and that the views of all Libraries employees were taken into account, regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.

Any employees who are currently on, or are due to go on maternity leave or who are currently on long term sickness absence, have been and will continue to be included and involved throughout the process.

After close of consultation a detailed Equality Impact Assessment will be undertaken of those staff who have been identified as being 'at risk'.

APPENDIX 1 – ORIGINAL RESTRUCTURE PROPOSAL

1. Background

The Library Service was restructured in 2008/09 and then again in 2012/13.

The following structure was developed in the light of Library Review requirements to reduce current revenue costs by circa 70%.

Savings achieved by implementing this structure total £1,736,683 (subject to the final evaluation of role profiles under Unified Reward) with a reduction of c.51.5 FTE.

The proposed structure will deliver the amended service offer submitted to the Children Education Libraries and Safeguarding Committee (CELS) on 23 March 2016 and subsequently approved by Full Council on 4 April 2016.

In line with this amended service offer, staffed opening hours will be reduced at all 14 library sites. As a consequence the most significant changes are reflected in the proposed number of front-line library staff to be employed within the Library Service.

Fewer changes are proposed to specialist and development teams. These teams were significantly reorganised and reduced during the 2012 staff restructure, with professional librarians re-located from library sites to a small peripatetic team based at NLBP. The expertise of these teams will continue to be required if the service is to develop and grow over the coming years. Specifically the central professional teams will be important in maintaining services to customers with protected characteristics including children under-16 years of age.

Details of proposals on a team by team basis are outlined below.

2 Current Staffing Structure and Proposed Changes

The current staffing structure for Barnet Libraries appears overleaf. The proposed new structure follows immediately after at Figure 2.

Figure 1: Current Staff Structure

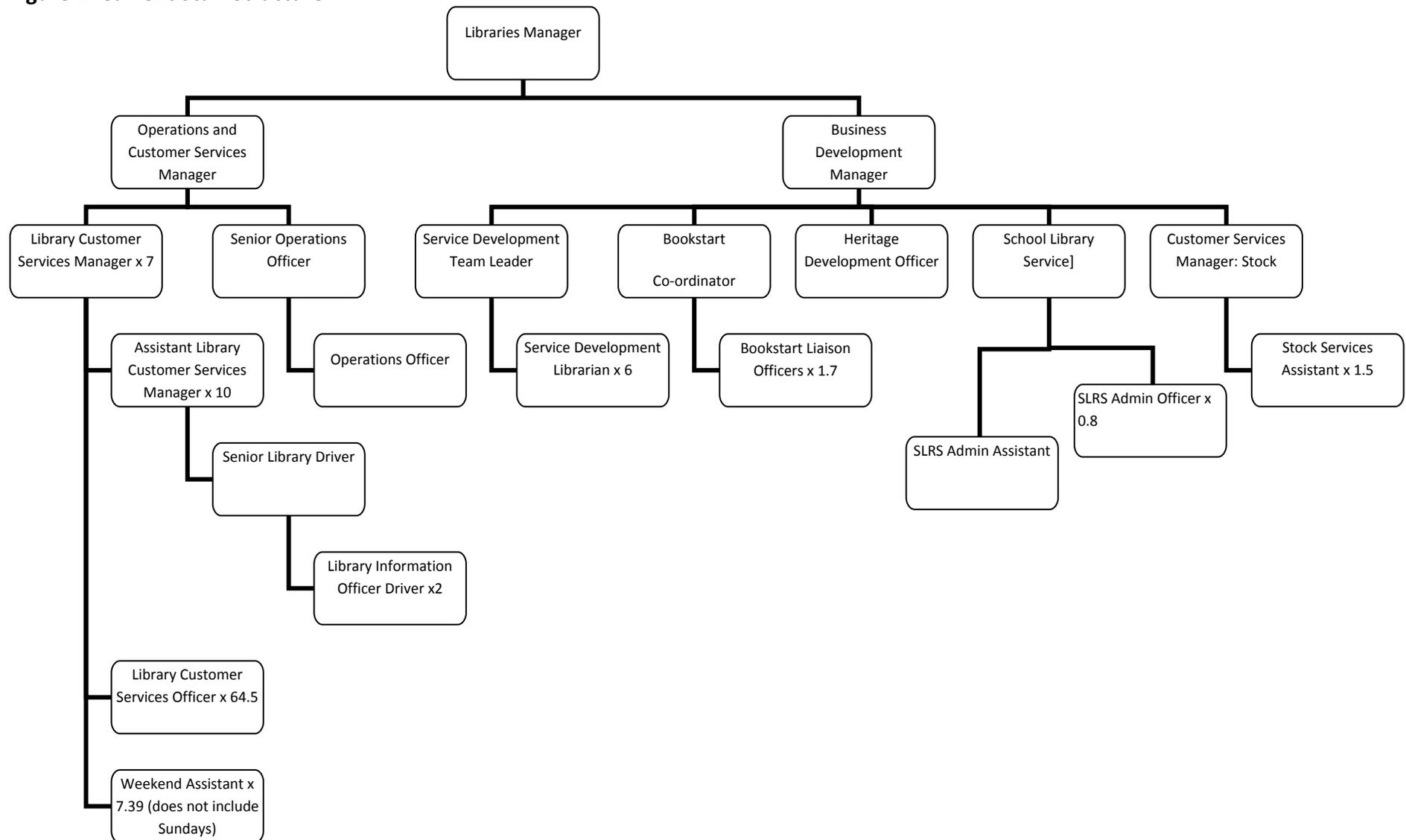
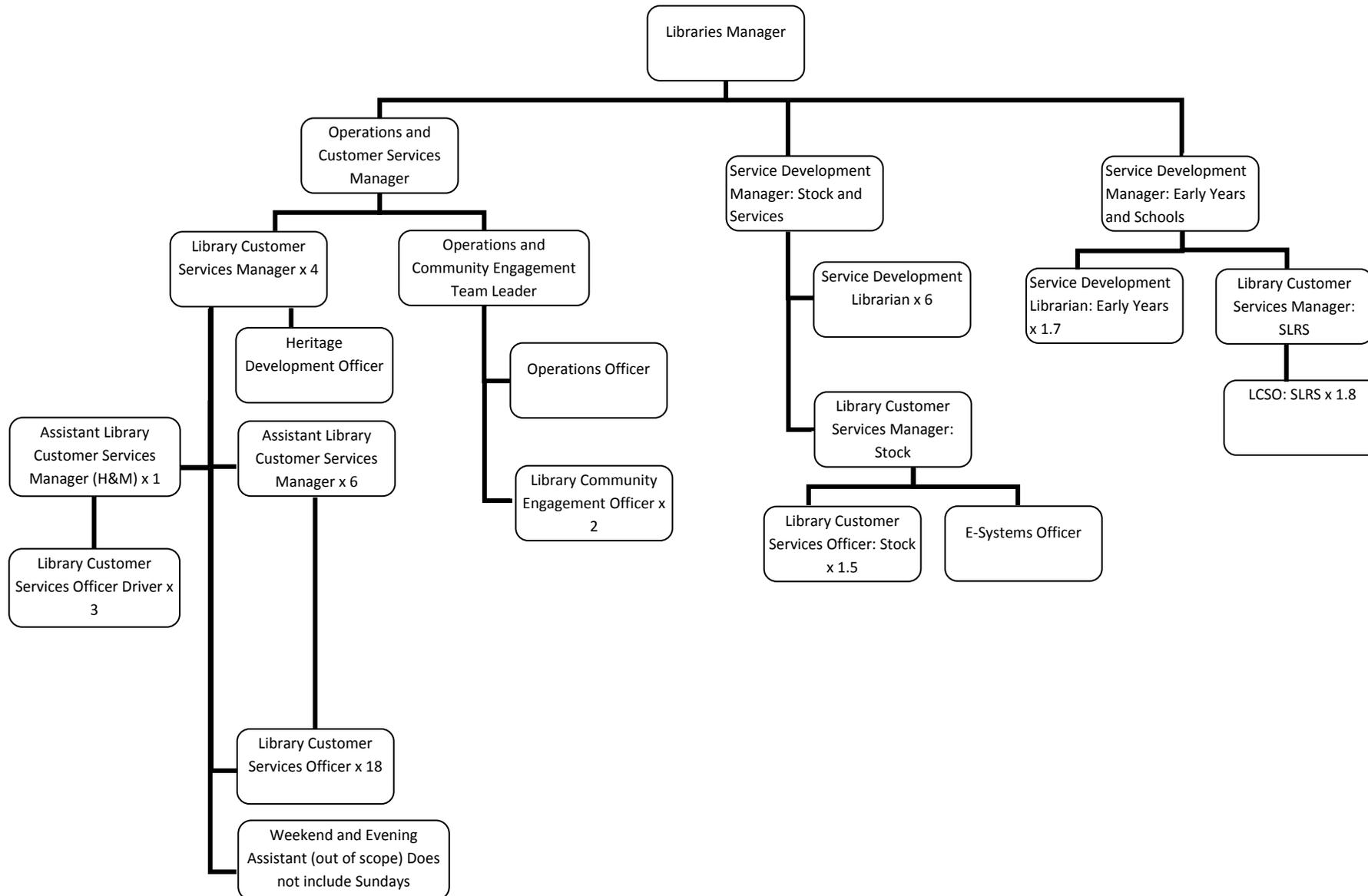


Figure 2: Proposed Staff Structure



2.1 Proposed Changes and Rationale

The original proposed new staffing structure retained the current split between front-line staff and development teams (Operations Division and Business Development Division).

2.1.1 Proposed Operations Division

The following teams/ individuals are considered in this section:

- Staff based in library branches
- Local Studies and Archives Service
- Home and Mobile Library Service
- Library Community Engagement Team
- Operations and Community Team Leader
- Operations Officer

a) Staff Based in Library Branches (LCSMs, ALCSMs and LCSOs)

The revised Operations Division would comprise the 10 LBB sites, the four Partnership Libraries, the Local Studies and Archives Service, the Home and Mobile Library Service, the Operations Officers and a new Library Community Engagement Team.

Each proposed Core Plus site would be managed by a Library Customer Service Manager (LCSM) who would supervise a maximum of two Assistant Library Customer Service Managers (ALCSMs) based in Core libraries in the locality or attached to the Home and Mobile Library Service. One Library Customer Service Manager would line-manage the Heritage Officer based at the Local Studies and Archives Service. This post would move from the Business Development Division to the Operations Division.

For example: The LCSM based at Church End Library would line-manage and oversee the ALCSMs at North Finchley and East Finchley libraries and provide day-to-day support to the Partnership Library organisation delivering services at South Friern Library.

Each site would deliver its allocation of half day opening sessions of staffed hours using a cohort of Library Customer Service Officers (LCSO) in addition to the relevant LCSM or ALCSM.

The remit of the LCSMs and the ALCSMs would remain largely unchanged, though some complexity would increase. In addition to standard management duties, both LCSMs and ALCSMs would (as now) perform large amounts of front-line duty providing support to Library Customer Services Officers (LCSOs). Front-line managers would also be required to ensure service standards are maintained between the three different types of opening hours (staffed, volunteer supported and technology enabled) at each Core Plus and Core site.

The remit of the LCSOs would remain largely unchanged, focus being on the delivery of front-line services to customers, including the delivery of events and activities. Each LCSO would generally be required to work at more than one site per day.

b) Local Studies Service

In the proposed structure the Local Studies Service transferred from the Business Development Division to the Operations Division. This positioning was considered more appropriate to the front-facing role of Local Studies, helping to better integrate the service into the wider public service. The Heritage Development Officer would report to one of the Library Customer Service Managers (LCSM). The remit of the Heritage Officer would remain unchanged.

c) Home and Mobile Library Service

The proposal streamlined and flattened the current structure of the Home and Mobile Library Service. This is possible due to the recent re-grading of the Information Officer Driver post. The proposal replaced the current Senior Information Officer Driver and two Information Officer Driver posts with three Library Customer Service Officer Drivers, all able to deputise for the ALCSM (Home and Mobile).

d) Library Community Engagement Team

This would be a new team comprising of two *Library Community Engagement officers (LCEOs)*. Their role would be to work with Partnership Library organisations, providing an annual package of training and undertaking quarterly monitoring visits. They would also manage the recruitment, training and retention process for (LBB) library volunteers, both those deployed to support technology enabled opening and those working during standard staffed hours. The LCEOs would work closely with the Operations Officer to deploy volunteers on a day to day basis and to ensure that sufficient volunteers are on site at all times. The LCEOs would not be responsible for recruiting or managing volunteers in Partnership Libraries but would provide advice and guidance to Partnership Library organisations as required.

e) Operations and Community Team Leader

An *Operations and Community Team Leader* was proposed to replace the current Senior Operations Officer. This post would continue to take responsibility for all office and financial functions (coordinating and overseeing library banking, managing centralised deliveries to sites, overseeing all office and utilities procurement), overseeing management of the staff timetable and line-managing the Operations Officer. In the original proposals this post was also to line-manage the two Library Community Engagement Officers.

f) Operations Officer

The *Operations Officer* role would remain largely unchanged with the addition of data collection for the service, in particular the collation of data associated with national

benchmarking schemes such as LAPS and CIPFA. This post will also work together with the Library Community Engagement Officers to deploy volunteers throughout the service

2.1.2 Proposed Business Development Division

The following teams / individuals are considered in this section:

- Service Development Teams (currently the Service Development Librarians and Early Years Teams)
- School Libraries Resources Service
- Stock Team (BSC)
- E-systems Officer

a) Service Development Teams

The proposal reduced the number of specialist units and instead created two Service Development Teams – *Early Years and Schools* and *Stock and Services*. Both Service Development Teams would be managed by a Service Development Manager.

The Early Years and Schools Team would comprise two service areas (Early Years and School Libraries Resources Service). Both are already predominantly traded to education organisations and establishments with some revenue-generating services also delivered directly to the public and to other Local Authorities. The original proposal maintained the level of staff within both teams. However it was proposed to standardise the number of contracted hours worked by posts in the School Libraries Resources Service from the current mix of term time and full year posts to full year posts only. Since the busiest times for this service are often during the school holidays, it was felt that this would create greater resilience within the team and enable a more effective delivery of traded and income generating services.

The Stock and Services Team would comprise the current cohort of Service Development Librarians and the Bibliographic Services Team (LCSM: Stock and Stock Services Assistants). They would continue to take responsibility for selecting and procuring the stock held at each library site, additionally working with the Library Community Engagement Officers and Partnership Libraries to ensure that stock provision and maintenance at Partnership sites conforms to the required service standards. The Stock and Services Team would be responsible for managing all borough-wide literacy and learning events (Summer Reading Challenge, Barnet Festival, Six Book Challenge, etc.) as well as developing initiatives to reach new audiences. They would continue to initiate bids for external funding and to develop public services offered on a revenue-generating basis.

E-Systems Officer: A new post of E-Systems Officer was proposed as part of this team with responsibility for administering the Library Management System (LMS). This function previously sat with CSG but was transferred back into the service from 2013. Funding for the post is provided within the commercial arrangements agreed with Capita. Placing the E-Systems Officer within the Stock and Services Team was felt to provide additional resilience to this function, enabling cover during periods of absence and annual leave.

2.1.3 Proposed Management Team

The following current posts are considered in this section:

- Libraries Manager
- Operations and Customer Services Manager
- Business Development Manager

a) Libraries Manager

The pace of change is unlikely to abate and the need for robust strategic business planning and the development of key strategic partnerships will continue to be vital for the long-term sustainability of the library service. In order to ensure that the service has appropriate professional and strategic leadership it was, therefore, proposed to retain the post of Libraries Manager.

b) Operations and Customer Services Manager

In order to ensure that the Libraries Manager has sufficient capacity to deal with matters at a strategic level, it was proposed to retain the post of Operations and Customer Services Manager, adding to this role responsibility for oversight of the Partnership Library Service Level Agreements and the extension of the LBB library volunteer programme. The Operations and Customer Services Manager would deputise in the absence of the Libraries Manager, formalising current arrangements.

c) Business Development Manager

It was proposed to delete the post of Business Development Manager. The higher-level strategic elements of the post would be absorbed into the Libraries Manager post with the line management and day to day development responsibilities dispersed between the two new Service Development Managers. This would enhance operational capacity whilst maintaining sufficient strategic leadership and facilitating additional savings (c. £30,000). Deletion of this post also reflects the Council's Workforce Strategy to reduce layers of management and management costs.

3. SUMMARY OF APPROACH AND PROPOSED CHANGES

These restructure proposals have been prepared in accordance with the current pay and grading methodology and role profiles have been evaluated under GLPC and Hay grading to align with the Unified Reward programme. As the Council has now reached collective agreement in respect of Unified Reward with the Trade Unions, HR have also evaluated these roles under the new Unified Reward Scheme and the service will consult with staff and the Trade Unions on the basis of these evaluations.

4. STAFF IN SCOPE

4.1 Posts in and out of Scope

All library teams and posts are in scope of the proposed restructure with the exception of Weekend and Evening Assistants which are out of scope.

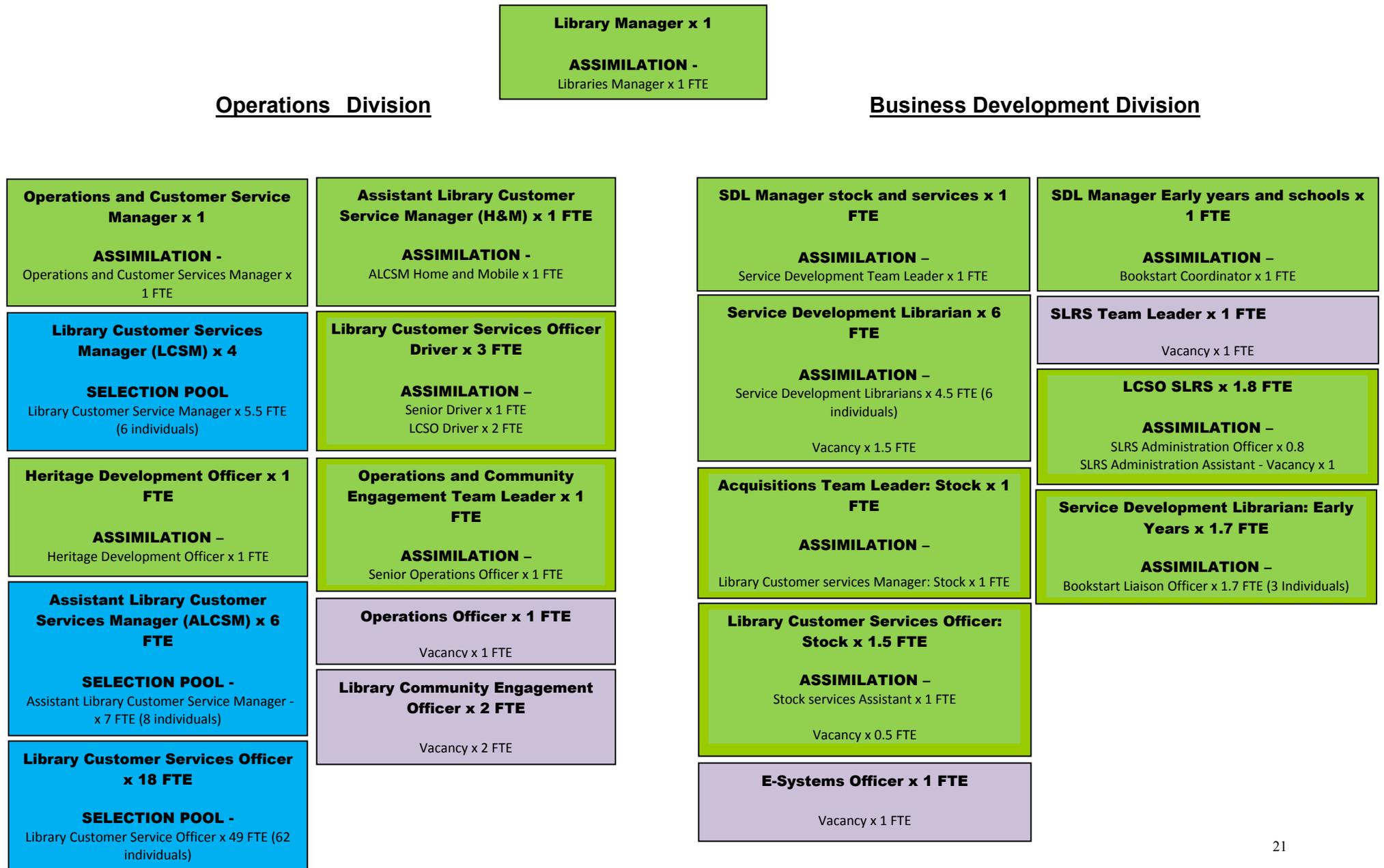
A number of posts are currently filled with staff on temporary or fixed term contracts or with agency staff. Whilst the impacts of the proposals have been considered in relation to all staff employed within the Library Service, only those fixed term or temporary staff with 4 years or more of continuous service with Barnet Council are included within the restructure ring-fences and for the purposes of assimilation. Staff with less than 4 years continuous service and agency workers will have the opportunity to apply for these positions when they are advertised internally. Total posts in scope of this restructure are circa 113 FTE and a headcount of 99 individuals.

4.2 Original Ring-fences and Assimilations

| Current Job Title | Grade | Proposed role | Grade | Assimilate/Ring fence | No.of proposed posts | People affected |
|--|-----------|--|------------|------------------------------------|----------------------------|-----------------|
| Libraries Manager | scp 51-54 | Libraries Manager | scp 51-54 | Assimilate | 1 | 1 |
| Operations and Customer Service Manager | scp 45-48 | Operations and Customer Service Manager | scp 45-48 | Assimilate | 1 | 1 |
| Business Development Manager | scp 42-45 | | | Deleted | 0 | 0 |
| Senior Operations Officer | scp 31 | Operations and Community Engagement Team Leader | scp 28 -31 | Assimilate | 1 | 1 |
| Operations Officer | scp 22-25 | Operations Officer | scp 22-25 | Vacant ring fence to staff | 1 | 0 |
| NEW | | Library Community Engagement Officer | scp 24-27 | New and Vacant ring fence to staff | 2 | 0 |
| Library Customer Service Manager | scp 35 | Library Customer Service Manager | scp 32-35 | Ring fence | 7 posts reduced to 4 posts | 6 |
| Assistant Library Customer Service Manager | scp 27-30 | Assistant Library Customer Service Manager | scp 27-30 | Ring fence | 9 posts reduced to 6 posts | 8 |
| Assistant Library Customer Service Manager (Home and Mobile) | scp 28-31 | Assistant Library Customer Service Manager (Home and Mobile) | scp 28-31 | Assimilate | 1 | 1 |
| Library Customer Service Officer | scp 21-24 | Library Customer Service Officer | scp 21-24 | Ring fence | 64.5 posts reduced to 18 | 62 |

| | | | | | | |
|---|-----------|---|------------|---|------------------------------|---|
| Senior Library Customer Services Driver | scp 22-25 | Library Customer Service Officer Driver | scp 20- 23 | Assimilate | To LCSO Driver | 1 |
| Library Customer Service Officer Driver | scp 20-23 | Library Customer Service Officer Driver | scp 20-23 | Assimilate | 3 | 2 |
| Heritage Development Officer | scp 28-31 | Heritage Development Officer | scp 28-31 | Assimilate | 1 | 1 |
| Bookstart Liaison Officer | scp 25-28 | Service Development Librarian (Early Years) | scp 25-28 | Assimilate | 1.7 | 3 |
| Service Development Librarian | scp 25-28 | Service Development Librarian | scp 25-28 | Assimilate (vacancies to be ring-fenced to staff) | 6 | 6 |
| Service Development Team Leader | scp 32-35 | Service Development Manager Stock and Services | scp 40-43 | Assimilate | 1 | 1 |
| Book Start Co-ordinator | scp 32-35 | Service Development Manager Early Years and Schools | scp 40-43 | Assimilate | 1 | 1 |
| NEW | | E Systems Officer | scp 25-28 | Ring fence to staff | 1 | 0 |
| Library Customer Service Manager Stock | scp 33-36 | Acquisitions Team Leader | scp 33-36 | Assimilate | 1 | 1 |
| Stock Services Officer | scp 19-22 | Library Customer Services Officer Stock | scp 18-21 | Assimilate | 1.5 | 1 |
| Administrative Officer (Term time) | scp 21 | Library Customer Services Officer (SLRS) | scp 18-21 | Assimilate | To LCSO (SLRS) 1.8 fte posts | 1 |
| SLRS Administrative Assistant | scp 14-17 | Library Customer Services Officer (SLRS) | scp 18-21 | Vacant ring-fence to staff | To LCSO (SLRS) | 0 |
| Schools Library Service Manager | scp 32-35 | (SLRS) Team Leader | scp 32-35 | Vacant ring-fence to staff | 1 | 0 |
| | | | | 23 staff Assimilate 76 staff will be ring fenced to 28 posts 8 posts are vacant | | |

Figure 3: Original Ring-fences and Assimilations



APPENDIX 2 – FINAL RESTRUCTURE PROPOSAL FOR THE LIBRARY SERVICE IN BARNET

1. CHANGES TO THE ORIGINAL PROPOSALS

1.1 Feedback Received and Changes Instigated

A large number of questions and comments were received from staff and unions throughout the consultation period. All non-personal questions and responses are attached in Appendix 3. Comments and questions were received via email and in group briefing/ Q&A sessions which took place at all libraries and staff bases.

The most common areas of feedback are represented below alongside an overview of the changes made to proposals as a result.

| Consultation Theme | Change Applied |
|---|--|
| 1. Concern regarding the number of LCSOs | The number of LCSOs has been increased to 19 FTE and an additional 25 hour post has been created in the SLRS Service (currently financed by extra hours). This action reduces the total number of post reductions from 51.5 FTE to 50.3 FTE |
| 2. Concern that fewer staffed hours would lead to a concentration of work in branches and a build-up of certain types of task | <p>The master timetable has been reconfigured to reduce the number of libraries with consecutive unstaffed days. This has not been possible in the case of Golders Green Library. However, in this instance one of these unstaffed periods is the current closed day and so the impact is considered to be slightly less significant.</p> <p>The number of events delivered during staffed hours will be carefully considered to ensure that what is provided is manageable and reasonable. For example, each site will run either a weekly Rhymetime or a weekly Toddler Read and Rhyme but not both.</p> <p>All sites will also have multiple shelving volunteers.</p> |
| 3. Concern that too many management posts had been retained and that management | The cost of the Service Development Manager: Schools and Early Years has been |

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| <p>costs were too high.</p> | <p>reduced by £6,000 by increasing the trading requirements of the School Libraries Resources Service.</p> <p>A number of additional options for reducing management costs were considered but rejected. On balance it was felt that the proposed quota of frontline managers/ assistant managers was required to address the increased complexity of the three types of opening hours. In turn it was felt that the number of line reports within the two service development teams and the need to absorb the tasks and responsibilities of the deleted Business Development Manager post could not be accommodated within one Service Development Manager post. The deletion of the Business Development Manager achieved a saving of £30,000.</p> |
| <p>4. Concern that there was a lack of joined up working and communication between the Business Development Division and the Operations Division</p> | <p>The number of SDL posts has been reduced by 0.5 FTE. However, 5.5 FTE have been retained in order to be able to maximise the amount of time these posts can visit and support development activities in branches. Joint working in Role Profiles has been emphasised.</p> <p>Relocating professional teams to libraries was considered but rejected. It was felt that these teams were too small to work effectively in this way.</p> |
| <p>5. Concerns about the nature of part-time contracts</p> | <p>The addition of 1 LCSO post has enabled us to change proposed part-time working patterns so that all part-time posts now have one whole day working and 2 days not working per week.</p> |

A number of comments were also received with regards to line reporting structures and role titles. Where these have been amended, they are reflected in the diagram overleaf in figure 4. In particular, the new Library Community Engagement Officers will now report directly to the Operations and Customer Services Manager, reflecting the wide remit of the role and the responsibility of the Operations Manager for Partnership Library contract management.

1.2 Changes to post titles and numbers of posts

Changes in post titles and numbers are outlined in the table below:

| Title: Original Proposal | Final Title | Number of posts: Original Proposal | Final number of posts |
|--|---------------------------------|------------------------------------|-----------------------|
| Community Engagement Team Leader | Operations Team Leader | 1 | 1 |
| LCSO Driver | LCSO (H&M) | 3 | 3 |
| Service Development Librarian | Service Development Librarian | 6 | 5.5 |
| LCSM: Stock | Acquisitions Team Leader | 1 | 1 |
| LCSO: Stock | Acquisitions Officer | 1.5 | 1.5 |
| SLRS Manager | SLRS Team Leader | 1 | 1 |
| LCSO: SLRS | SLRS Officer | 1.8 | 2.5 |
| Service Development Librarian: Early Years | Early Years Development Officer | 1.7 | 1.7 |

All other posts remain unchanged.

1.3 Post grades

There have been no changes to proposed grades. These are outlined below:

- Libraries Manager – Grade L
- Operations and Customer Services Manager - Grade K
- Library Customer Services Manager - Grade H
- Assistant Library Customer Services Manager - Grade G
- Assistant Library Customer Services Manager (Home & Mobile) - Grade G
- Library Customer Services Officer - Grade E
- Library Customer Service Officer (H&M) - Grade E
- Heritage Development Officer - Grade G
- Operations Team Leader - Grade H
- Library Community Engagement Officer - Grade G
- Operations Officer Grade - F
- Service Development Manager (Stock and Library Services) - Grade J
- Service Development Librarian - Grade G
- Acquisitions Team Leader - Grade H
- Acquisitions Officer - Grade E
- E-Systems Officer - Grade G
- Service Development Manager (Schools and Early Years) - Grade J
- Early Years Development Officer - Grade G
- SLRS Team Leader - Grade H
- SLRS Officer - Grade E

Figure 4: Final Libraries Structure

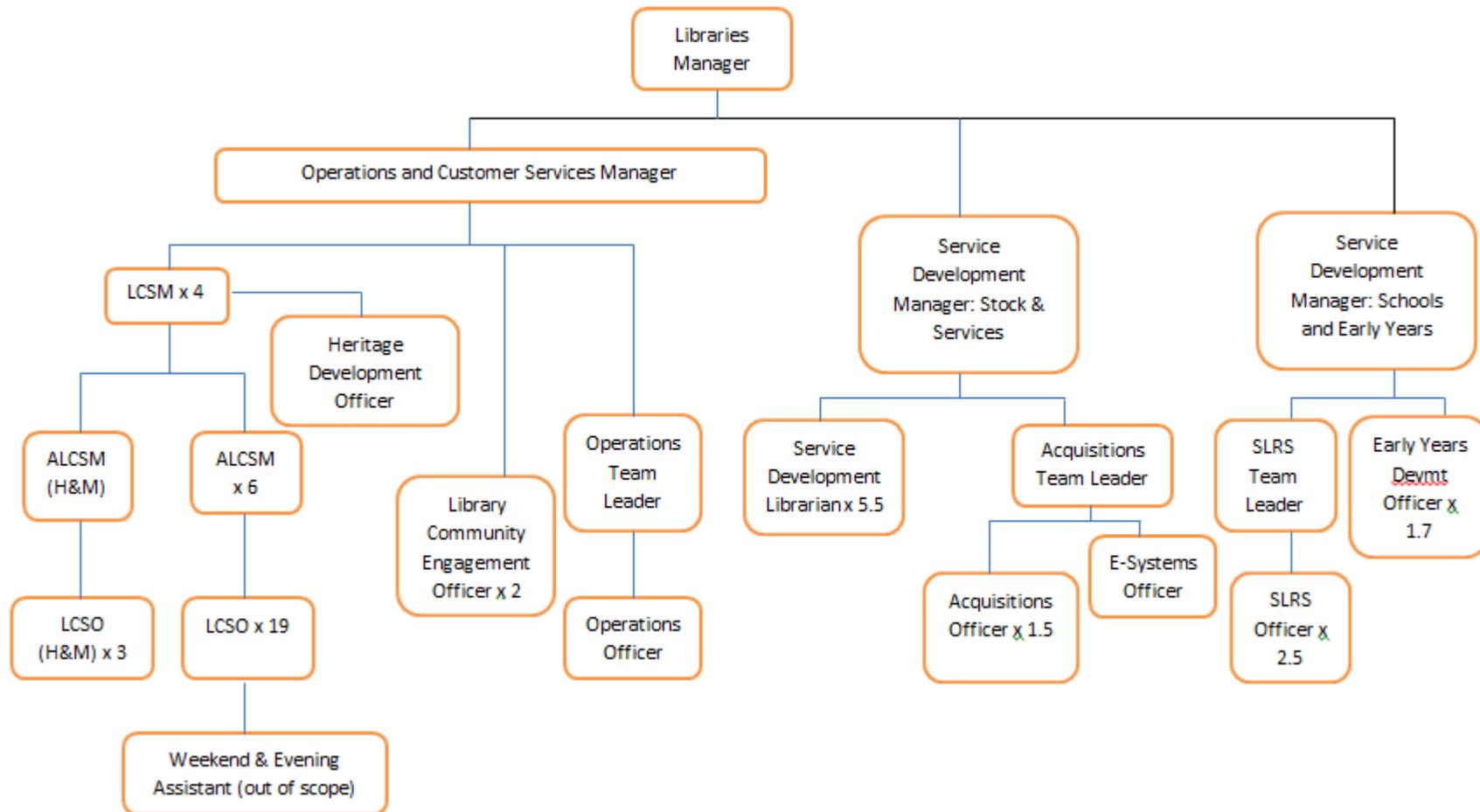
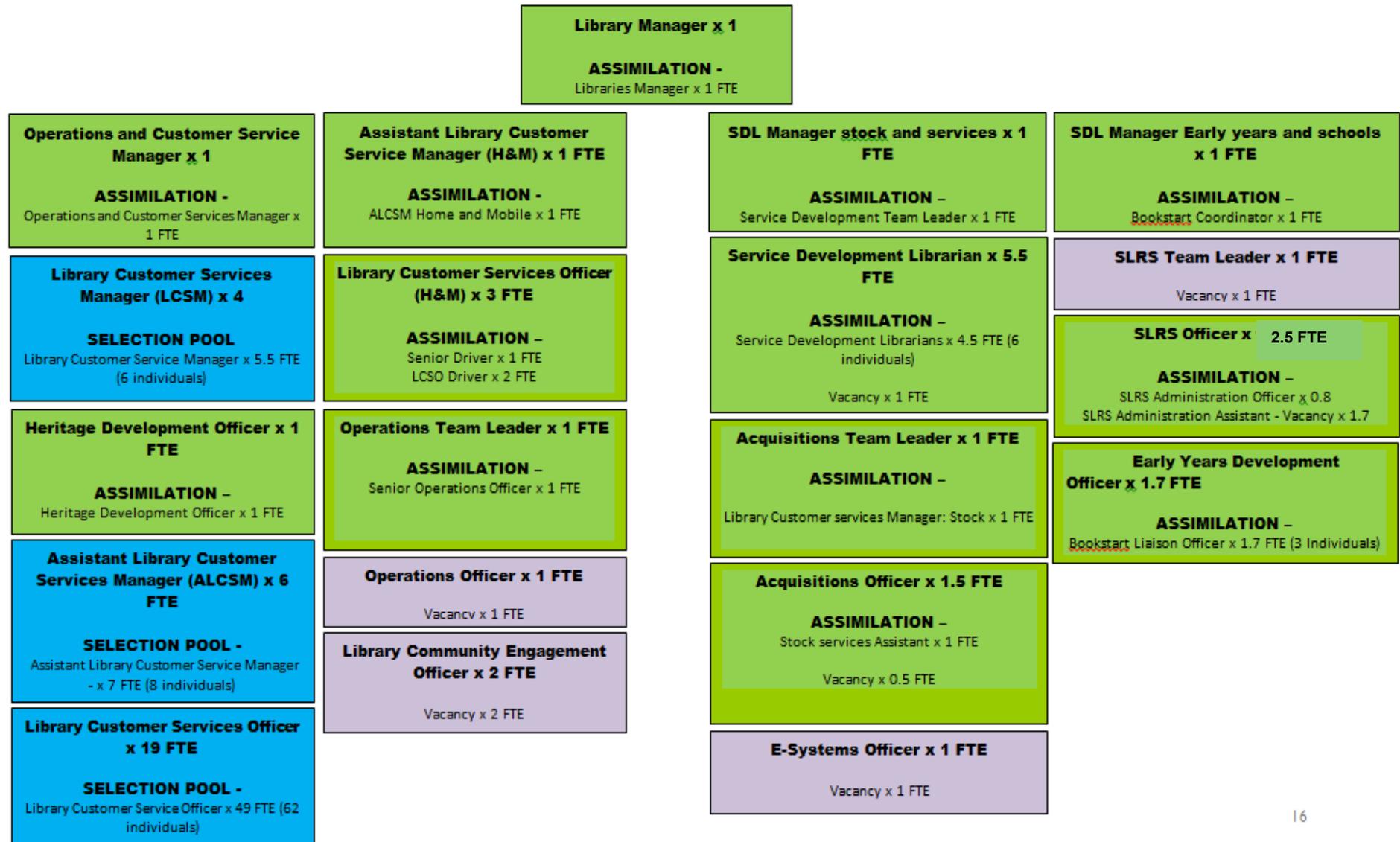


Figure 5: Final Ring-Fences and Assimilations



APPENDIX 3 – FAQs AND RESPONSES

Staff Questions

NB this does not include questions of a personal nature or where staff did not wish for their question to appear in a general FAQ.

| Question | Response |
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| Voluntary Redundancy – will there be something similar be offered for those looking to take Early Retirement? | Yes. The proposed process is outlined in the ‘proposed selection process’ document. |
| What is the new staff structure and will I be made redundant? | The proposed staffing model is included within the overall saving of £2.262m. There are three groups of staff currently ‘at risk’. These are LCSMs, ALCSMs and LSCOs. If your substantive post is within one of these groups then there is a risk of possible redundancy. However, the council will do everything it can to assist you in finding a suitable alternative post if you are unsuccessful in your ring-fence. |
| Why are there such drastic cuts in the number of LCSO’s? | A: We are re-shaping our library service to achieve £2.262m savings required whilst maintaining a network of all 14 libraries. The key components of the savings is the reduction in staffed opening hours, the reduction in the physical size of the footprint of library spaces, and the development of four Partnership libraries. The number of front-line and LCSO posts within the proposed new structure is the number required to deliver the hours approved by Full Council on 4 April 2016. The areas of responsibility and the specific tasks (service management, resource purchasing, outreach, borough-wide schemes, partnerships and external funding bids) undertaken by the centralised teams will remain largely unchanged. A number of the now centralised teams were significantly reduced in the last restructure (librarians by circa 71%) leaving teams that are already very small or that already generate a proportion of their own funding through traded activity. The proposed structure includes the deletion of a senior management post. |
| Does this mean there will be a 75% reduction in the service? | It will mean that there will be fewer staffed opening hours. However, in order to keep the buildings open for longer, we will be extending the use of the technology piloted at Edgware |
| How much is this restructure costing to save £2.2m? | The costs associated with the restructure are funded partly through BAU (specifically senior management time) with an additional HR resource (1 FTE) and staff training/ support sessions (Pensions workshops, interview skills, managing change) financed as part of the overall library review. The total cost directly attributable to the restructure are expected to be in the region of £150,000 to £200,000 |
| What is the timescale for letting people know when they will be made redundant? | Initial preferences for posts have to be submitted by 26 th September 2016. This includes whether individuals want to be considered for voluntary redundancy. The aim will be to let people know if their request for VR has been successful before the selection process begins in October. If you go through the selection process but do not secure a post then you will know that you are going to be made redundant by mid-December. However, we will continue to support you to find a redeployment role up to the end of March 2017. |
| What are the criteria for selection for voluntary redundancy? | We will need to consider all applications. Some decisions might be quicker than others. The criteria will include the retention of |

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| | specialist skills, costs of redundancy and pensions. |
| What is the application and decision-making process for the LCSOs? | The proposed application and selection process for all roles is outlined in the document entitled 'proposed selection process' and will consist of 3 elements: (i) a personal statement; (ii) a face to face interview; and (iii) a short written scenario. These three elements have been suggested so that everyone has an opportunity to undertake a form of task that suits their particular strengths and which provides sufficient opportunity for each person to demonstrate their skills. Feedback from previous restructures indicated that some people prefer face to face interviews and others prefer written tasks. |
| Will adequate time be given for people to prepare and consider their decision? | Volunteers will continue to support us during staffed times as they do now as event assistants, shelvers, etc. There will also be an additional role of TEO volunteer. These volunteers will support 2 three-hour sessions at each library in times when the library is unstaffed and will be there to support people to use the technology. |
| How are you going to get consistency of volunteers to run the libraries and does this not put individual libraries at risk? | The volunteers will not be running the service but rather be there to support people to use the technology. They will be provided with the appropriate training and support to do this. The number of sessions to be supported by volunteers has been kept deliberately small so that only a realistic number of appropriate volunteers need to be found. As now, we will only appoint as volunteers those people who are appropriate for the role. |
| Are the salaries on the role profiles? | Yes, these have all now been circulated. Get back to librariesstrategy if you do not have access to a copy of this information. |
| What is the part-time and full time splits for LCSOs | There are currently proposed, 13 full time posts and 10 part-time LCSO posts. |
| How will we be expected to work in the future? Will we work at different libraries during the same day? | All staff will work over two sites. On any given day, this will include working a 3-3.5 hour shift at one library, doing exactly what you do currently. The library will then move into technology enabled opening (TEO) and you would then travel to the next library (paid time) have lunch and then do your afternoon shift. We are currently looking closely at travel plans. Travel times are based on public transport using the TFL website. We recognise that some libraries are more challenging to reach and this has informed the pairings of libraries. |
| Last selection process was purely written. Will IT [training] be provided? | We are investigating whether we can give people a choice about completing the written test by hand or by computer. There are no plans to provide computer training. Where a staff member has a registered disability which is likely to cause them difficulty in completing the written test (i.e. Dyslexia) we will look at reasonable adjustments to support this staff member. |
| Would there still be late-night shifts? | Yes, every library has one staffed late night opening. |
| Will there be instances of lone-working? | No |
| The last written applications process was not good, has the new one been simplified? | We have tried to take on board comments from the last restructure. The proposed questions for the personal statement are outlined on p.6 of the 'proposed selection process' document and are much simpler than last time. As previously stated the 3 elements are being suggested to give each staff member maximum opportunity to demonstrate their skills. |
| How is the recent Information Technology failure | We are working with IT colleagues to ensure that this rollout will |

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| being put right and how do we know that the technology will work with library users' chip and pin access working? | work as smoothly as possible with the card and pin technology being a critical enabler to this process. The recent IT failure has resulted in the creation of a new server with much greater resilience. A range of upgrades are also being made currently to the libraries domain and to corporate networks. |
| Partnership libraries: what is the current timetable and level of interest thus far? | During June and July, more than 40 Residents and Community groups have come together during a series of five information sessions to find out more about the four new Partnerships libraries at Mill Hill, South Friern, East Barnet and Childs Hill. They will have until the end of July to express their interest in running one of these sites before a smaller number of people and groups are invited to put together a detailed business plan. In the autumn, the council will announce those organisations it has selected to run the Partnership libraries from April 2017. |
| What happens if organisations do not come forward? | If there are no appropriate applications to run any of the Partnership libraries, this will be considered by the Children's, Education, Libraries and Safeguarding Committee. |
| What is happening in Phase 3 of the Programme and will there be an Alternative Delivery Model? | It is not part of this phase and therefore not part of our planning. No activity is being undertaken to develop an alternative delivery model at this time. |
| Will there be any scenario based exercises mentioning TEO? | Scenarios and other selection process tasks will be based upon areas of service understood and experienced by everyone (within the parameters of a particular role). TEO will therefore not form the basis for any selection task. |
| Why can't we just use Parking Revenues and the Council's reserves to protect libraries? | The scale of the cuts across the whole public sector means difficult decisions. Members have considered all options. |
| What happens if not enough income is generated from commercial rental? Why don't we get business to sponsor libraries? | The income to be derived from the commercial spaces will not be the responsibility of the library service. However, sponsorship can be investigated to support other aspects of the service. |
| What about all the Under 15 kids who don't have a safe space to study, what are we going to do with them because we are closing the door on them? | Children and young people under 15 will be able to use the library without an adult in staffed hours and with an adult during TEO times. A survey was undertaken with all secondary schools in the borough and most provide study space before and after school during term time. |
| Has staff sickness and annual leave been taken into account? | This has been factored in to the new staffing model. You can see this represented on the timetables recently distributed. |
| Are you going to bring in temporary agency staff to cover? | Agency staff will only be used in the future as they are now – to cover substantive vacancies where these can't be filled in other ways or for specific projects (e.g. Vubis temps). Where there are opportunities for development for existing staff, these will be offered on acting up basis, where appropriate, before we seek to fill these via agencies. |
| What savings are due to the planned reduction in Library Space? Are you reducing cleaning, lighting, heating, electrical and other utility costs to help make the savings target and thus reduce the number of job cuts? if not why? | Yes, where these are material then they have been factored into the calculations – HEN, MIL, SFR, CDH, EBA. In some libraries the space reduction is relatively small and any savings attributable to the activity will be off-set by the fact that all libraries are open overall for longer hours. Utility savings are estimated at £205k. |
| Where are the builders? They need to start soon if NFI is to be ready by 1st April 2017. Is there a work | Colindale library is on track to open on the 5 September 2016. Plans are underway for all the other library reconfigurations and we hope |

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| schedule? Is Colindale library actually going to be up and running by 1st April 2017? | to have a buildings schedule very shortly. |
| When will we see drafts of what the space will look like? | We will share with you high-level plans of each library as soon as possible |
| Has the asbestos in buildings been taken into account for any building works? | This is part of the planning being undertaken by the team engaged in managing the design and build of the reconfigured spaces. |
| Will sites be shut during re-building? | It is likely that all sites will have some period of closure. However the length of any closure will be specific to each site and the nature of the works required. As in previous building projects we may also be able to close off parts of buildings where it is appropriate to do so. |
| Has a feasibility study taken place to ascertain if the proposed number of posts in libraries represents sufficient numbers and man hours to service the public, shelve, run events and conduct all other necessary jobs? | Yes. The numbers have been tested by developing a 'master' timetable to ensure that there is sufficient cover for annual leave, sickness and meetings etc and to deliver a range of core events. During our recent visits to sites some staff have raised concerns about the impact of TEO hours on the number of customers and enquiries to be handled in staffed hours alongside events and activities and we are re-looking at the timetable again with this in mind. |
| Why have the new roles been given the current SCPs rather than the new lettered unified pay grades? | Attached to this briefing is a list of all the grades in Unified Reward. |
| How many LCSO's are likely to lose their job taking into account the removal of agency and fixed term posts? | There are currently 49 FTE, 62 individuals in the ring-fence for 23 LCSO posts (10 FT and 13 PT). This takes account of all agency and fixed term contracts but does not account for any LCSOs who may be successful in their application for any of the vacant posts. |
| Why has the operations area taken all the hits on the savings required when these are the staff providing the service to the public? | The reduction in LCSOs reflects the change in opening hours required to deliver the savings. The last restructure in 2013 reduced the Librarian teams significantly (by c. 75%) and reduced BSC (by 1 FTE) meaning that these teams are already very small. Public service is facilitated by the whole of the library service working together with all teams contributing to the 'offer' delivered to our customers. |
| Can you tell us what the current total wage bill of NLBP (i.e. non frontline) staff is and what the total wage bill of NLBP staff will be should the proposals be implemented? | The current wage bill (excluding on-costs) for staff based at NLBP is £529,830. This figure includes the full cost of staff working within partially traded services where a proportion of the salary costs are paid from the income generated. In the proposed structure this figure would become £574,379 (excluding on-costs). This includes the deletion of the Business Development Manager post (net saving of 35k), the creation of the two new Library Community Engagement Officers and the transfer of the E-Systems officer from being based at Hendon Library to being based at NLBP. |
| Why are there so many staff at NLBP? Why don't they work in libraries? Why aren't they being cut? | NLBP is a base location for a range of staff many of whom work across the borough supporting and delivering services in branches and within the community. Re-locating librarians back into branches was considered but rejected. With such a small team it was considered more effective to have this team able to work flexibly across the borough and in hours that would be less restricted by the library staffed opening times. See also answer below. |
| Why aren't SDL's in branches more? | We have received lots of feedback that branches would like to see and work with the librarian team more closely. We are looking at the SDL role profiles to see how this can be embedded more effectively. It is important to note that the librarian team is currently holding a number of vacancies which means that there are in effect only 4 FTE at present within this team. The proposal seeks to fill the current vacancies so that SDLs can be out in the branches more often. |

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| Why don't we have more contact with SDL's? | Please see answer to the question above. |
| Is it true that all the senior management team has had a salary increase? If so how is it justified given the cuts to frontline staff? Is this due to unified pay or the restructure? | Unified Reward was council-wide process that reviewed all role profiles across the organisation. As a consequence of this some posts within the library service went up, some stayed the same and some went down. This process is unconnected to the proposed libraries restructure and has an overall nil effect on the libraries budget. As with all council-wide pay changes, following the introduction of Unified Reward in October 2016, the salaries budget will be adjusted centrally (both up and down) to account for any change in salary costs. Where posts have remained the same or very similar then the Unified Reward grade has been retained in the new structure. |
| How much has the wage bill increased for the NLBP based/senior staff increased? | It is important to note that staff based at NLBP are not all senior staff. NLBP is a base location for a number of centralised teams including the senior management team. The net effect of deleting the Business Development Manager post but creating 2 Service Development Managers is to save £35,000 (calculation excludes on-costs). Overall costs for NLBP staff are detailed in a questions above. |
| Why is the ratio of management posts to LCSO posts across 10 libraries so high? | We are proposing to retain a manager or assistant manager per site for the following reasons. First, there need to be sufficient managers to undertake line-management for the LCSOs and Saturday and Evening Assistants. Second, managers will need to respond to a more complex set of problems arising from the three different types of opening hours. We felt that on balance this complexity required a manager or assistant manager per site. |
| Why do we need a Service development Librarian (early year), a service development Manager (early years and schools, a service development manager (stock and library services and a Library Customer Services Manager (Schools Libraries resources service) at a cost of £136,257.00 per annum? Two of these management posts would suffice with the support from SDL's of whom there are six already. | The School Libraries Resources Service and the Early Years team are either fully or partially traded meaning that they generate the income that then covers the cost or contributes a proportion of the costs associated with these posts. Reducing these posts would have a direct impact on the amount of money the service is able to generate (a key strategic target for the future sustainability of the service) and would not enable us to save any more money. Moreover, the Early Years team currently deliver c. activities per week directly with our customers in libraries and in community venues across Barnet. These sessions will complement the activities and services delivered during the staffed library opening hours. We are looking again at the potential to reduce management across the library service. |
| There seem to be a few new posts all based at NLBP where staff are getting pay rises and/or the role is different and they are still being assimilated. (e.g. Operations and Community Engagement team Leader, Service Development Manager (stock and Library service, Service development Manager (Schools and Early years)). Can you explain why? | The creation of the two Service Development Managers enables the deletion of a senior management post (Business Development Manager). These posts take on selected elements of this role in addition to some additional line management and the roles and responsibilities associated with the deleted SDL Team Leader and Bookstart Coordinator posts. The Community Engagement Team Leader post is graded at the same level as the deleted Senior Operations Officer. Post-holders are provisionally assimilated to roles where there is a 55% or greater match between the current and new roles and a lower or equal number of people to posts. HR has advised that the 2 up 4 down grading rule no longer applies following Unified Reward. |
| The spinal points for service development manager stock and services and SD manager early years has increased from 32-35 to 40-43 yet the post holders are being assimilated. Shouldn't these be appropriately ring-fenced posts with competitive assessment process? | The Unified Reward project has evaluated all roles and this has led to some roles staying the same, some going down or some going up. See answer above with regards to assimilations and grades post Unified Reward. |

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| Where will the managers and assistant managers go? | Managers will be based at the four Core Plus libraries (Edgware, Chipping Barnet, Colindale, Church End) with Assistant Managers at the 6 Core Plus sites. |
| What is the platform to deliver 'developed services' if branches are unstaffed for half of the week? | We will need to review what events, activities and services we deliver during staffed hours by branch based staff and which can be delivered by centrally based teams or by and with partners. As now, alongside services delivered through branches we will also need to develop services that are delivered within the community (such as in schools and children's centres) and continue to develop services that are delivered via the website and other digital platforms. |
| How will Sundays be staffed? | Sundays will continue to be staffed as they are now as extra hours for those that want them. A local agreement has been negotiated outside the terms of Unified Reward so that we can continue to offer the same rate of pay for Sunday work as now. From April we will have staffed opening hours (2-5pm) at EDG, CHU, CPG, GRA and GOL. |
| Will we be timetabled to work in a library (back office) during TEO time? | No. Some centrally based teams may deliver some events and activities during TEO times as appropriate but this will not involve single staffing. |
| Can the draft timetabled hours be changed? | There is limited flexibility in the timetable. However, we are reviewing the draft sent out to you in response to staff feedback. In particular we are trying to avoid having libraries unstaffed on consecutive days. |
| On the draft timetable are branch closed days for illustration purposes or are they actuals? – If actuals, how was this decision arrived at? | A combination of factors have been taken into consideration in developing the library opening hours including – the need to provide a range of morning and afternoon sessions, trying to maintain current late nights where possible, taking account of the pattern of staffed hours in nearby sites and across a locality, ensuring a range of different types of library are staffed at any given time (ie TEO hours at the core plus libraries do not all coincide) etc. We are refining the exact timetable in response staff feedback. However we are required to maintain the same overall number of staffed afternoon sessions. |
| It is stated that travel time between branches within a group is possible within 30 minutes. What is the situation if as and when cover is required at branches outside those groups, will additional travel time be allowed? | Library pairings have been based upon the easiest travel routes between sites and these are generally possible within the 30 minute window. As now, however, there will be occasions when cover is required outside these pairings and it is accepted that journeys may take longer to complete. How we respond to this will depend on the precise circumstances, the library concerned and the amount of additional time taken. |
| How will the granting of annual leave be managed? – Will it be granted on a 'day' basis or will individual locations be considered separately? For example, at present when booking a week we might be refused a day but post-restructure could the occasion arise that in booking a week (or even a single day) staff might be refused an afternoon? | Leave will be as now – the timetables allow for annual leave etc in terms of the numbers of staff working on any one day. So as now staff will book what they want and if the space is full then it would be refused and/or a swap needed. |
| Why have part time posts changed? Why do they have to be those hours? | The Unified Reward grades have now been circulated but are appended again to this FAQ. These figures do not include on costs paid by the council (NI, pension contributions etc) |
| Can we see a pay structure of the new unified pay grades anywhere? | These have now been circulated but are appended to this FAQ. These figures do not include on costs paid by the council (NI, pension contributions etc) |
| If redundancies mean there are fewer staff left in the ring-fence than positions will the remaining staff still | No. In the event that the number of people within a ring-fence becomes the same as or smaller than the number of posts then |

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| need to go through the application procedure? | those people remaining within the ring-fence will be assimilated and will not need to go through the application process. |
| Will you be making allowances for staff on leave to submit personal statements at a later time? And will allowances be made for this when the schedule of interviews is allocated to staff? | Staff will not be disadvantaged if they are on leave or otherwise absent. We will be making alternative arrangements for all relevant staff. If you have any specific concerns please send them to librariesstrategy@barnet.gov.uk . |
| Is it possible to state a preference as to where we'd like to work should we be successful in our job applications? | Yes you will be asked to rank location preferences (see Pg 3 of Libraries Restructure: Proposed Selection Process for New Structure). |
| What would happen if a candidate is successful in their process of application but wanted to work in a certain zone of libraries. Would there be an element of choice? | All staff will be asked to list their preferred locations on the preference form submitted at the beginning of the process. Allocation of these preferences will be undertaken in line with interview scores after the interviews have taken place. Any occasion where it is not possible to award a successful candidate any of their location preferences will be dealt with on a case by case basis with the individual concerned. |
| Can you clarify when forms need to be sent in? For VR, preference forms and personal statements? | This will all be finalised in the close of consultation documents to be circulated on 12 September. However, at this stage this is likely to be more or less as follows: [table inserted] |
| Opening and closing procedures require a number of staff in a library and time management to complete tasks for opening/closing. Currently at Edgware at least twenty minutes is required for closing and it is generally the case that members of the public do not leave on time. Moreover, some members deliberately come into the library at closing time in the hope to evade fines or to generate queries. This impacts on staff and will impact on staff that will be required to travel to an alternate library, regardless if that library is normally within a 30 minute distance travelling time. This will cause difficulties in the reality of staff being available to the public at 2pm, given delay in closure procedures, travelling, lunch and opening procedures. How do you plan to make allowances for this? | Close down procedures will start before the closure time as they do now – i.e. 12.15 for a 12.30 closure. Generally there are part time staff due in at the afternoon sites who will be starting work at 2pm so will be there to open (obviously only if 2 or more). However there will be times when staff have to stay later and then they will either take their full break when they get to the next site or can put it on their flexi sheet as now. |
| How will hours work for a job share? Will staff still be able to choose the hours/days worked? | Providing all the hours are covered equally this could be possible, however the hours have to work between the sites and enable sites to be fully staffed according to the timetables sent out. |
| Why have part time posts changed? Why do they have to be those hours? | Because the opening hours are such that we need more staff in the afternoons and within the staff numbers that we can have this is the only way to enable that to happen. |
| Can part time staff work full days or must it be half days? | Part time staff can only work the hours shown on the timetables sent out. |
| How will you ensure enough staff are resident at all libraries when delegating days off to reduce the need for relief work? | the timetables sent out show the working patterns needed to staff all sites fully during their opening hours, allow for sickness, annual leave and training. Therefore short notice relief should only be necessary in emergencies. Planned relief will be allocated in advance as it is now |
| With the new staff working patterns will we get a day off during the week? Will there be a choice in their day off? | The timetables sent out show the working patterns – all full time staff have a day off as they do now. There is no choice in the day off. Specific issues will be dealt with on a case by case basis. |
| We were told that interview skills and CV workshops would be provided for staff at the staff meeting, why, | Some staff still find face to face interviews and timed written tests very challenging, even with training. The 3 part selection process |

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| in that case, should staff have to complete a written statement, interview and writing exercise, surely this is unnecessary, a statement and interview should suffice? | has been designed to ensure that everyone can perform to the best of their ability with at least one element in a format with which they are more comfortable. A personal statement has been included because it is something that can be prepared ahead of time. Interview skills workshops are now being scheduled. The dates of these sessions will be circulated shortly. |
| How can staff be sure that jobs will not be 'held back' for fixed term staff seeing as these staff have been invited to put their preferences and statements in at the same time as permanent staff? | all staff will be invited to submit preferences and statements at the same time in order that the process can be completed within the timeframe required. Personal statements, interviews and written scenarios completed by 'at risk' staff will always be considered first, before any staff who are fixed term or who have been provisionally assimilated to a role. |
| During the previous restructure, staff members sat the written test on separate occasions and the questions were passed on to others, giving some an unfair advantage. How will you insure this does not happen again? | At the previous assessments staff were given a management instruction not to pass questions on. This management instruction will be reiterated to all staff. Disciplinary action will be considered and if proven taken against staff who do not comply with the management instruction. |
| Are staff who have been classified as 'at risk' permitted to take time out of work to attend an external interview (Unrelated to the new LBB roles)? | Yes. Staff will be given reasonable time to attend external interviews depending on the location of interview. Staff would not be expected to make the time up. If a member of staff needed to attend an interview further afield time off would be negotiated on a case-by-case basis. |
| Can you apply for a vacant post if you're assimilated? | Yes if you are provisionally assimilated you can apply for a vacancy but your application and interview will not be scored until all 'at risk' candidates have been considered. Your application would be looked at only if a post was still vacant at this point. |
| Can you apply for an assimilated post? | No, assimilated posts are not available for others to apply for unless any vacancies arise. |
| Are any of the vacancies targeted to specific groups? | Vacancies are available to any staff. However, you will need to demonstrate in your application how you meet the criteria for the job and how your skills and experience match the requirements of the role. |
| Can part time staff apply for a full time post? | Part time staff can only apply for full time posts if and when they become vacant. |
| Can full time staff apply for a part time post? | If you are full time you can elect to reduce your hours to part time. |
| If we don't get offered our preference re working patterns (especially if part time) and we can't work the hours offered what's our situation regarding redundancy? | We will try wherever possible to accommodate the needs and requirements of staff within the context of the available working patterns and locations. Each case will need to be considered individually where this is not possible and a decision made whether the offer of the role is a suitable alternative offer |
| Will the assessments be done 'top down'? Is there a problem if I want a lower paid post (vacant) as my first preference? | You can set your preferences exactly as you wish – and indeed this is precisely what we would urge you to do. The interview process will work top down. However, you will not be required to accept a higher paid job if you have also applied for a vacancy lower down and need to await the outcome of this interview before making a decision. |
| Will I get protected pay if I apply for a lower paid post even if I am in a ring-fence for my existing post, i.e. if I choose a lower paid post? | Staff need to apply for roles in their ring fence. If they are appointed to the ring fence they cannot then be protected in a lower graded post. If staff are not appointed in their ring fence and then need to apply for a lower graded role and are successful then protection will apply. |
| What if I'm on holiday when my assessment is due to be done? | This will be rescheduled to take place when you are available. |
| Instead of a written scenario can we use PC's? | We have arranged the scenarios so that you will have a choice |

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| | between writing by hand or completing on a PC |
| How many will be on the interview panels? | Generally there will be 2 – 3 people on a panel |
| Are people on maternity leave automatically given a post or do they have to take the assessments? Is that the same for people on long term sick? | People on maternity leave will be allocated a suitable post and will not be required to undertake assessments. People on long-term sick will have the same opportunity as other staff to submit preferences and will be required to undertake assessments when they are available. |
| If Assistant LCSM's do really well in their assessment could they automatically be considered for a LCSM post? | No, these are 2 separate ring-fences. |
| Can the timing of the written part be looked at – it was short before? | The written scenario will be an hour but we will make sure that what is being asked of you is possible and reasonable within this timeframe. Special arrangements will be made for those who need more time for medical reasons. |
| The physical effort section in the LCSO profile discriminates against staff that already have physical disabilities. Will this be used against those staff who may be unable to carry out some of the tasks e.g. moving furniture, standing (without being able to sit) for long periods during the internal interview selection process? | Please see clarification about SIF (Supplementary Information Form) distributed in Things to Note. The SIFs are not part of the job description/ role profile and do not set out the job requirements of a role. Instead they seek to describe some of the day to day realities of a post. It is these elements that help to determine the grade of a post – more physical effort can mean a higher grade than a post with no physical effort for example. You will not be discriminated against if your day to day reality does not exactly match what is written in the SIF. |
| Will physical disability be taken into account when making allowances relating to performance in interviews and written assessments? | Special arrangements will be made for staff that have a disability or medical condition that might affect their performance in an interview. These will be circulated in the close of consultation report. |
| Do re-deployment lists include Capita jobs? | No. Capita jobs are not included in redeployment lists |
| Are you forced to apply for jobs on the re-deployment list? | No you will be sent the redeployment list and we would encourage you to apply for any jobs that are of interest to you and that you feel match your skills. |
| How do other departments know you're 'at risk'? | All vacancies have to be put on the redeployment list before they are advertised externally. All 'at risk' employees apply on a special form (attached to the weekly redeployment email) which indicates that you are a redeployee. |
| It appears that there is no element in the job description for handling enquiries. Is it omission or are we going to stop handling enquiries? | We will look at this as it is still envisaged that enquiry handling will continue to be a key component of library work. |
| In what circumstances would SDL's be working alone? | It is not intended that anyone work alone who does not already do so (e.g. - The Home and Mobile service). |
| Saturday/evening assistants role includes the task of responsibility for direct delivery, stock receiving, adding etc., shouldn't this task be shared between stock services, SDL's and LCSO's? | These tasks should be in a range of role profiles including LCSOs etc so we will look at these role profiles to make sure that this element is captured correctly. It is important to bear in mind that no role profile will ever include all specific tasks undertaken within a job but will describe general areas of work. |
| What rooms/areas will be our responsibility and what space will be given over to property services? | The library space including our community meeting rooms will remain the responsibility of the Library Service. Property Services will be responsible for the space let commercially to outside companies or organisations. The precise demarcation between library space and Property Services space will be made clear at each site. |
| The LCSO profile/supplementary information indicates staff will have to stand for long hours, why is this? | Please see comment about SIFs in 'Things to Note' and in Staff FAQs – Edition 5. To clarify, the SIF (Supplementary Information Form) is not part of the Role Profile but describes the day to day realities of a job to aid the job evaluators in assigning the appropriate grade to the role. So the SIF simply indicates that as an LCSO you may well |

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| | be on your feet a fair bit – at the counter, shelving etc. |
| The LCSO profile/supplementary information indicates that staff have to move furniture and set out rooms as required, if facilities management team are taking over the rooms hire, and likewise recouping these fees, surely it will be their responsibility to facilitate and set up equipment etc for these rooms? | Please see comments above re SIF. We will retain community meeting rooms in libraries. Indeed libraries that do not currently have a room will now get one. The income derived from these rooms will be retained by the library service. No library staff will be required to undertake any duties in the space assigned to Property Services. |
| The task of supervision, deployment and training of volunteers falls within the roles of Operations officer, Operations and Community engagement team leader, Community engagement officers x 2, LCSM, ALCSM, LCSO and Saturday/evening assistants yet volunteers are supposedly supporting non staffed libraries, to make savings by reducing front-line staff. Who is actually responsible for volunteers? With so many staff involved in this task why do we need community engagement officers? This can make a saving and increase LCSO posts? Where will training and development of volunteers take place? | The Community Engagement Officers will take over the responsibility for coordinating the borough-wide applications for volunteers, both those deployed within staffed opening hours (as now) and the new volunteers supporting the technology enabled opening. Volunteers working within staffed hours will continue to be supervised by branch based staff as is presently the case. In addition to coordinating the overall service volunteer programme, the Library Community Engagement Officers will also be responsible for supporting the four partnership libraries, delivering training and managing the annual Service Level Agreement. |
| Will we still do the same events as now? | We will need to review the number and nature of events and activities that we offer. We anticipate that we will offer the same range of events across the borough but will run fewer activities at each site – so, for example, a library might run a baby rhymetime or a toddler read and rhyme but not both. |
| How will we fit them into the time? | See answer to above |
| If staff do not reapply for their jobs will they effectively still have jobs until the employer makes them redundant, resulting in a redundancy payout? Conflicting information has been circulating that by not reapplying to their jobs staff make themselves redundant and receive nothing. Please clarify. | Staff have been ring fenced into roles where appropriate. If staff do not wish to be ring fenced, then each case will be dealt with on a case by case basis. Staff have been asked if they wish to be considered for voluntary redundancy and discussions will take place with staff to explore this avenue. |
| When will we get formal notice about whether or not we've got VR? | It is our intention to notify people before the process for submission of personal statements and interviews starts. |
| The Operations officer post requires the operations officer to timetable staff and volunteers etc and to work with Community Engagement Officers (new posts) to achieve this. Why, is the requirement to timetable staff also a role of the LCSM, ALCSM and LCSO? | A/LCSM's do the borough-wide timetables on a rota on Saturdays and other days of the week as required. This assists the Operations team if they are not available to take calls. LCSO's only do this if they want to understand how the timetable as a whole works. All the above are required to do the daily branch timetable and to check the details on the borough-wide timetable to ensure it covers all the notified absences / appointments / meetings / events etc. There are no changes planned to the way in which timetables are compiled and managed. |
| When will you open booking for annual leave for 2017/18? | it's open now and will be looked at from 20 Sept |
| How will leave be fitted in? | As now there are a number of places allocated for leave. Where there are more names than places, names will be drawn out of a hat. Once places are filled a waiting list will be created. |
| When / how will leave for next year be allocated? | see above |
| The description of The Stock and Services Team suggests they do this in isolation from the Operations Team, no acknowledgement is given to the effort or contribution Operations staff devote to delivering and making events possible or ensuring the success of the SDL team. The SDL team do not and should not work in | The restructure documentation does not mean to suggest that the role played by Operations staff in the delivery of events and activities is not a) significant, nor b) invaluable. We are looking at ways to increase the number of LCSOs. However, the number of posts detailed in the proposals is driven by the staffed opening hours required from April. As noted in a previous FAQ, we are looking at |

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| isolation from Operations staff hence a better staffing balance between the two teams is required. Can additional LCSOs posts be added to the restructure proposals to ensure continued support of the SDLs? | how we can ensure that the links between the two parts of the service are strengthened and this will be vital moving forward. |
| It is noted on p. 13, section (b.) that the Operations and Customer Services Manager will 'deputise in the absence of the Libraries Manager, formalising current arrangements' but no detail who will deputise if both are concurrently absent. Given the supposed increase in front-line duties of branch managers who often currently deputise, who will be responsible in future? | Excluding attendance at meetings, we try very hard to ensure that these two posts are not absent at the same time (no annual leave overlaps etc). Should a circumstance arise where this is unavoidable (as in the case of sickness for example) then responsibilities would pass upwards to the Head of Libraries, Workforce and Community Engagement. Whilst the Operations Manager may continue to delegate some tasks to LCSMs as appropriate (as is the case at present) LCSMs will never be required to deputise for the Libraries Manager. |
| In relation to the Equality assessment. Please clarify the meaning of 'fully included and involved' with regard to maternity leave or long term sickness absence. Does this require staff in these situations to undergo the selection process or does it just require them to be informed of the changes and their new role in the structure. | Staff on maternity are not required to undertake the selection process but will be kept informed during the restructure process – receiving invitations to briefing sessions, FAQs etc. Staff on maternity leave can also request a 1-1 as part of the restructure. |
| I will have worked a day or so under 2 years – will I get redundancy? | If staff have employment service under the two year limit then they are not entitled to redundancy. |
| Can we tell others in a ring-fence how many people are left after VR to compete against? | We will keep everyone updated about changes in ring-fences resulting from successful VR applications. |
| In relation to pension workshops what contingency will be put in place if I am unable to attend a meeting before decisions on voluntary redundancy are due to be submitted? Can one on ones be scheduled in extenuating circumstances should an employee be unavailable to attend? | The workshops are group sessions and are one of the ways that you can get information about pensions. Following the briefing Pensions staff can see staff on an individual basis. If you would like to get details of your pensions figures you can do so either by contacting the pensions service direct (via Barnetpensions@capita.co.uk) or by emailing librariesstrategy. |
| How do I get my personal pension information? | Please see above |
| If I take early retirement what happens with my pension? | Pensions information is very specific to an individual and there will be many individual factors that may influence your pension. We would, therefore, suggest that you contact pensions direct with any specific questions on Barnetpensions@capita.co.uk . You may also want to attend one of the pensions workshops. Even if you are unable to attend a workshop you could send in a question to librariesstrategy and we will put your question to the pensions manager running the workshop for an answer. |
| We won't be able to take work experience young people in new system due to working arrangements. Is someone going to write to schools? | We will only be able to assist people during staffed hours. We will need to consider whether we can provide paper-based or online assistance to customers to help them at other times. |
| How will you manage the exceptions bin at the kiosks if it's full and there's no-one to empty it? | Exceptions bins should only be used for items from another library or that are reserved. Of course, we know that sometime items are placed in the exceptions bin when they shouldn't be so it is possible that the bins will be full. So, we will need to give this issue further consideration. |
| Can we have a summary of the CELS report? | A document is currently being prepared for the public which will summarise the key elements of the library review proposals |
| What happens at Burnt Oak with Self-service opening? | BUR will have elements of the Self-service Opening, including live monitored CCTV cameras, automated switch on of things like lights, kiosks and PCs. BUR will not have the door entry system as this is not feasible with the customer service centre on the ground floor. Moreover, the site already has 2 security guards who patrol the building. The technology enabled opening will only operate in BUT |

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| | between 9am and 5pm to coincide with customer service centre opening hours. |
| Are travel costs included in budgets/ will staff have to pay their own travel costs? | As now staff will not be required to pay for work related journeys between sites. We will be purchasing more Oyster cards and this has been factored into the budget. As now staff will be required to cover their home to work journey. |
| We have a high number of RFID tags not working – how will that affect stock loss during Self-service opening? | As part of the reconfiguration of the library buildings we will need to address issues such as non-working RFID tags. |
| How do we get good quality volunteers and how do we ensure the reliability of volunteers? | The recruitment of suitable volunteers will be the responsibility of the Library Community Engagement Officers who will need to work closely with volunteering organisations such as Community Barnet and Groundworks. As now, volunteers will be recruited according to a role profile and we will be selective about which volunteers we appoint. We have estimated the need for circa 100 volunteers to support the technology enabled opening which provides sufficient capacity to manage sickness and other absence. |
| Why is Colindale a Core plus library? | Colindale is a major regeneration area. Both the population density and the demographic make-up of the area is set to change dramatically over the next few years. This area is likely to have the largest population growth within the borough. |
| Will Saturday / Evening Assistants get a choice of location? | Some Sat/ Eve Assistants will need to move location or change the evening that they work. However, this will be undertaken in discussion with each individual. |
| What about fixed term contract staff under Unified Reward who haven't had UR letters? | Fixed term contracts are currently being extended. All staff on a fixed term contract who did not receive a Unified Reward letter will receive one from HR when they have completed the process of extending the contracts. |
| Can you tell us about the timeline, and designs for the building changes? | As soon as we have a clear schedule we will let you know. It is likely that some works may start in certain libraries after October half-term. We hope to be able to share the overall designs of the library spaces with you in the next couple of weeks. |
| Has the likely income reduction for fewer hours been factored into the budget? | Yes, the income projections have been amended to take account of a) fewer staffed hours and b) smaller library spaces. |
| Our salaries include London Weighting. Is this total figure used to calculate redundancy? | Yes, London Weighting is included in all redundancy calculations |
| When will the new Church End open? What will its hours be? When can we see a design? | The new Church End is scheduled to open in the Spring/ early Summer of 2017. Its hours will be as per the timetable circulated (92 total hours, 23.5 staffed hours per week) |
| Partnership libraries – does the CELS report say the Playset Collection will remain at CDH? | No, the playset collection will move to one of the LBB run libraries. The same applies to Sets and Scores. |
| How will you decide who runs partnership libraries? | Organisations seeking to run a Partnership Library will be required to go through a detailed process before the final groups are selected. This process has already started with 11 organisations submitting Expressions of Interest (EOIs). From these 11, six have been selected to progress to business case stage. When they submit their business cases at the end of October, these will again be assessed to determine which organisations are awarded the contract(s) to run the Partnership Libraries. |
| Why can't VR be decided before we have to go through a ring fence selection process? | This is what we are intending to do. |
| Why can't we have more staff working fewer hours? Say working 12 / 18/ 29/ 25 hours instead of all full time or part-time? | Although these kinds of hours may suit some individuals, we felt that the majority of staff would be looking for standard full or part time hours (ie 18 or 36 hours per week). |
| How will SLRS get extra hours cover with fewer staff? | we are looking at this challenge currently and are investigating a number of possible solutions including the creation of an additional |

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| | substantive post (to be paid for through the money currently allocated in the SLRS budget to extra hours). |
| Why are the Library Community Engagement Officer posts at such a low level? | Like all other posts these roles were evaluated by the professional job role evaluation team associated with Unified Reward. Through this process these roles were evaluated at grade G. |
| Who will supervise volunteers during Self-service opening? | The Library Community Engagement Officers will be responsible for managing the TEO volunteers, for undertaking 1-1s and liaising with A/LCSMs to ensure that the volunteers are delivering the services required. These roles will be very clearly defined |
| Could staff shadow other teams where there are vacancies? | Yes, where this can be arranged and timetables permitting. Please email librariesstrategy if interested. |
| Why don't you recruit volunteers through a centralised agency? | We will be using the services of Community Barnet and Groundworks – two local volunteering organisations. However, we also feel that it is important that the service is closely involved in deciding who volunteers for us. |
| Have you thought about the risks to children during Self-service opening? | Children will not be allowed to come into the library during self-service opening without a parent or guardian. Self-service opening will also now be supported by live monitored CCTV. Some library areas such as toilets will be unavailable during Self-service opening times. |

Union Questions/ Comments

| Question | Response |
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| This is Barnet UNISON's first response to the Council's current Consultation with staff regarding the proposed restructure of the Library Service. The Council has yet to provide UNISON or Library workers with accurate costings for the proposed posts. The Job Descriptions for the proposed posts in the new structure were also delayed in being supplied to UNISON. Additional responses focusing on these issues and the job selection process will follow at a later date as we consult further with our members | All draft role profiles were distributed at the start of consultation on 7 July both in hard copy for all Library staff to view in each Library and electronically to the Trade Unions. Costings of proposals have been provided to UNISON in FAQ's. Any comments on job descriptions need to be submitted as part of consultation and will then be considered by management. |
| UNISON remains <u>fundamentally opposed</u> to the Library Restructure which is driven by an ideological push to privatise regardless of the financial cost, or the price that library workers will pay in lost jobs or the lowering of the quality, accessibility and safety of the Service. | The proposed restructured service will remain within the council and is not an outsourcing exercise. |
| Our engagement in this Consultation does not mean our Branch endorses the Council's intentions for Barnet Libraries | Trade Union engagement is encouraged so that as part of ensuring that staff are fully consulted and given the opportunity to feed back with suggestions which can then be considered by management. |
| If the proposed restructure is implemented staff based at the static libraries, particularly Library Customer Service Officers (LCSOS) will bear most of the burden of the 46% job cuts | The Library Restructure proposes a reduction in Library Customer Service Officers due to the proposed reduction in library opening hours. Librarian and centralised teams were significantly reduced in 2013 and thus there is limited scope to make further reductions now within these areas. In the 2013 restructure librarian teams were reduced by c.75% and centralised management reduced by |

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| | c.40%. BSC were reduced by 1 FTE leaving just 1.5 stock services assistants. The current proposals include a reduction in senior management of one third. |
| The Council believes these staff can be replaced with volunteers or machines. The proposal relies on recruiting and retaining enough capable volunteers to operate Libraries, even on the planned reduced level of service. It is proposed that the Library Community Engagement Team will deploy volunteers on a day to day basis and ensure there are a sufficient numbers on site. But volunteers will expect a level of flexibility far greater than staff in setting hours and sites for their duties. UNISON believes that these factors will lead to unplanned closures of libraries. | As per our discussion in Union meetings, Volunteers will not be operating the library service. Volunteers will be present for 6 hours per site to assist people in using the self-service technology. These hours have been deliberately kept to a manageable level and sufficient volunteers will be recruited to manage sickness and planned absence. Research undertaken to determine community capacity suggests that Barnet has a high capacity for volunteering. Barnet Libraries currently deploys far fewer volunteers than many other London boroughs. A TEO volunteer role profile will be developed and volunteers will be engaged only where an applicant is suitable and can be available for the required sessions. This is standard practice within volunteering across a wide range of sectors. |
| Front line staff remaining after the restructure will suffer increased levels of stress due to having to deal with issues that cannot be resolved during unstaffed opening hours. This will only be exacerbated by the intention to open Libraries for whole days consecutively without staff present. | The staff timetable is being reviewed so that libraries are not opened without staff on consecutive days. |
| In the previous restructure of 2013 Librarians bore the brunt of cuts suffering 75% job losses. Bibliographic Services, Archives and Local History, the Home and Mobile Service suffered large cuts also. If these areas were to be cut further it is likely they would not be able to function at all. | The Libraries restructure does not include any proposals to reduce these areas. |
| Library Organisation and Leadership The Consultation document states; <i>“The pace of change is unlikely to abate and the need for robust strategic business planning and the development of key strategic partnerships will continue to be vital for the long –term sustainability of the Library service.” (p 13)</i> But this planning has been demonstrably lacking in previous years as projects have been abandoned and partnership opportunities missed (arts depot). Ongoing IT problems and the recent IT Library Management System (Vubis) crash have highlighted the inability of the present Library Senior Management structure to respond to difficulties, as do the delays in effecting building and fixtures repairs or running to time in opening new sites (Colindale) or installing technology (Open+ pilot). This deficiency is mainly due to the Council’s positioning of the Library Service in its organisation and an over-reliance on outside agencies rather than any implicit failing of senior staff. However the proposed restructure does not address these issues and gives greater control to non-library agencies. | The potential Arts Depot project preceded the current structure and was undertaken whilst the library service was still part of the Chief Executive’s Service, prior to moving into the Children’s Service. Colindale library opening date slipped by 2 weeks due to requirements of Barnet and Southgate College and was not caused by any LBB failure. The inability of the existing management structure to respond to difficulties are noted and would suggest that there is insufficient capacity currently at a senior level within the library service. The Libraries restructuring proposes the deletion of the Business Development Manager post and all duties will be incorporated into the Libraries Manager role profile. |

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| <p>UNISON calls for the placement of Libraries in the Council's overall structure to be reviewed.</p> <p>Placing the Library Service within the Children's Service has not been a success. The wider remit of the Libraries to serve all age groups has not been fully served. Nor has it protected the provision of services for young people. The Council's planned changes will see children, particularly those from lower income families adversely affected as access to libraries for under 15 year olds is restricted, overdue fines for children are introduced and an increase in charged-for events and activities.</p> | <p>The Library Service will remain in the Children's Service.</p> |

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| <p>Please can you tell me how the secondment/project posts will be funded and what the costs are.</p> | <p>They are all funded via the project costs. They do not come from libraries revenue money except the LCSM stock.</p> |
| <p>What development opportunities will there be in the new structure. This is mentioned in a number of Job Descriptions. Will support for staff to attend CILIP recognised Librarianship courses be reintroduced?</p> | <p>The CILIP support is not likely to be reinstated. What is meant by the line in the JDs are things like:</p> <ol style="list-style-type: none"> 1) Managing vacancies in such a way as to enable people to act up/ undertake secondments as happens now 2) Developing programmes such as the leadership programme to enable people to develop new skills that may be outside their immediate role. I appreciate that this has stalled recently but we have to prioritise the other sessions at the moment. 3) Looking at the service wide training needs and putting in place support to address these 4) Identifying short-term project opportunities <p>This list is not exhaustive but it's this kind of thing. Really that is no change to now. I completely agree that staff development is not to be lost and I consider it extremely important.</p> |
| <p>What will the capital budget of the Library Service be?</p> | <p>The current capital budget held directly by the library service is 650k.</p> <p>Capita funds must be bid for on an annual basis.</p> |
| <p>What will the revenue budget be</p> | <p>The revenue budget will be reduced by 1.616m by the financial year 2019/20.</p> <p>The current revenue budget is £4,550,237. However, this will change in October to reflect any amendments to salaries following the implementation of Unified Reward.</p> |
| <p>Has Safeguarding best practice policies for Libraries been rewritten to consider volunteer and technology enabled opening hours?</p> | <p>The safeguarding and safety policy was re-written to include the TEO pilot at Edgware and is being reviewed now in the light of the proposed roll-out and deployment of live monitored CCTV.</p> |
| <p>The LCSO Job Description stipulates that the post</p> | <p>Partnership libraries will be expected to deal with all types of</p> |

| <p>holder must respond to day to day enquiries from the local partnership library. What type of enquires will the partnership libraries not be expected to deal with?</p> | <p>enquiries. It is possible however that they may need some support in dealing with some information queries from time to time – eg. how to download books from the Digital Library etc. It is anticipated that most of these will be picked up by the library community engagement officers and through core training sessions.</p> | | | | | | | | | | | | |
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| <p>In the last Library Restructure consultation (2012-13) UNISON were provided with costs (not just the salaries) for the then and proposed Library posts. This included</p> <p>Please can we be sent the costings for the present and proposed library post.</p> | <p>Tables provided on 8 August.</p> | | | | | | | | | | | | |
| <p>How many other Council posts are filled by agency staff?</p> | <p>There are 464 agency staff in the council excluding libraries but not all of these may be covering substantive posts</p> | | | | | | | | | | | | |
| <p>What are savings due to the planned reduction in Library Space? These should include utilities.</p> | <p>Please see below identified buildings related savings that have been factored in to the overall budget position moving forward.</p> <p>There is no space reduction at either CHU or the new GRA and we do not hold the buildings budget for BUR (that sits with CSG). This just leaves EDG, CPG, EFI, GOL, NFI and OSG. Here any space reductions will be off-set by any increases in utility costs over time and by the fact that the libraries will be open for more hours.</p> <table border="1" data-bbox="751 1041 1347 1476"> <thead> <tr> <th>PREMISES AND SUPPLIES AND SERVICES SAVINGS</th> <th></th> </tr> </thead> <tbody> <tr> <td>CHILDS HILL</td> <td>(19,004)</td> </tr> <tr> <td>SOUTH FRIERN</td> <td>(37,273)</td> </tr> <tr> <td>MILL HILL</td> <td>(28,107)</td> </tr> <tr> <td>EAST BARNET</td> <td>(30,740)</td> </tr> <tr> <td>HENDON</td> <td>(90,000)</td> </tr> </tbody> </table> | PREMISES AND SUPPLIES AND SERVICES SAVINGS | | CHILDS HILL | (19,004) | SOUTH FRIERN | (37,273) | MILL HILL | (28,107) | EAST BARNET | (30,740) | HENDON | (90,000) |
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| HENDON | (90,000) | | | | | | | | | | | | |
| <p>Non-Library agency filled posts need to be considered as redeployment opportunities for Library staff</p> | <p>While this may not be practical in some cases (i.e. posts requiring specialist skills and qualifications – i.e. Social Workers - or where the posts are either short term or unfunded), I think it would be appropriate for Family Services to ensure that all appropriate vacancies are made available for application by redeployees during the period where staff are placed at risk.</p> | | | | | | | | | | | | |
| <p>How many Library posts are filled by agency staff</p> | <p>Currently 11 (not including extra Vubis temps)</p> | | | | | | | | | | | | |
| <p>As the Communications budget has been increased, will posts in this area be made available for application to Library staff?</p> | <p>As the Communications Restructure is in another service area these posts would only be available for application to libraries staff once internal recruitment within Comms as part of the Communications restructure had been completed. At the point at which these jobs are advertised internally/externally across the council, libraries staff would have the opportunity to apply, and their application would be given priority as a redeployee application.</p> | | | | | | | | | | | | |

Available on request:

Managing Organisational Change Policy.

Revised role profiles following feedback. Copies of draft role profiles were distributed to Trade Unions and staff at Libraries at the start of the consultation period.