

## **Barnet Libraries Service proposed restructure**

**September 2012**

### **1. Background**

- 1.1 The Library Service was last restructured in 2008/09. Since that time, Barnet has adopted a Libraries Strategy with the following objectives:
- Increasing reading, literacy and learning opportunities for children
  - Promoting reading and learning opportunities for adults
  - Engaging with communities and offering improved community spaces, access and resources
  - Providing easy access to wider world of knowledge and information
- 1.2 A further outcome required of the Libraries Strategy is to deliver £1.4m savings over 3 years, as part of a Council-wide programme to deliver £46m savings. Over £500,000 of these savings have already been achieved. The following paper sets out proposals to achieve savings through a staffing restructure of the libraries service, which will contribute to that total savings requirement.
- 1.3 Alternative proposals to achieve staffing savings from the libraries service will be welcome from trade unions and staff, and will be considered in the development of formal plans for approval by General Function Committee in November 2012.
- 1.4 Current expenditure on libraries staffing is £4,119,000<sup>1</sup>. The staffing structure has 121.34 full time equivalent posts, of which 4 are currently filled by agency staff.
- 1.5 The libraries strategy requires £490,000 staffing-related savings. This is in addition to a saving of £107,600 to be achieved from the deletion of staff following the introduction of RFID in 6 branches. This will mean that, by the end of the restructure, the staffing budget for the libraries service will be £3,521,400.

### **2. Current staffing structure**

- 2.1 The current staffing structure for Barnet Libraries appears at Appendix 1.
- 2.2 The School Library Service is funded by school subscriptions and Standards Fund monies provided by Children's Services. It is out of scope of this restructure.

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<sup>1</sup> Excludes School Library Service (funded by subscriptions/ Children's Services grant) and Bookstart Liaison Officers (funded by Children's Services SLA)

- 2.3 Bookstart Liaison Officers are funded through payment from Children's Centres: they are out of scope of this restructure, but the Bookstart Co-ordinator is within scope.

### 3. Proposed changes and rationale

- 3.1 The proposed new staffing structure appears at Appendix 2.

#### 3.2 Branch library network services

- 3.2.1 In this section we will consider staffing of the 14 libraries (and interim library at Tally Ho Corner). The post of Library Customer Services Managers Team Leader, is considered in the Management section, below.
- 3.2.2 In advance of this restructure, the following Libraries Customer Service Officer posts will be deleted from the libraries service structure as a result of the implementation of RFID self service in sites which currently do not have this equipment:

	FTE	£
East Barnet	1	30,756
Church End	0.5	15,378
Mill Hill	0.5	15,378
East Finchley	0.5	15,378
Grahame Park	0.5	15,378
Childs Hill	0.5	15,378
<b>TOTAL</b>	<b>3.5</b>	<b>107,646</b>

- 3.2.3 The following changes are proposed to the libraries network:

- i) **Provision of frontline services by librarians.** Barnet Libraries are relatively unusual in that a proportion of Librarians' time is spent delivering frontline services in branches. 50% of Adult Librarians' (and Senior Adult Librarians') and Children's Librarians' (and Senior Children's Librarians') time is spent on frontline duties, including the delivery of events and activities. It is more efficient for such services to be delivered by Library Customer Services Officers (and their managers) and to use the professional expertise provided by Librarians to train frontline staff to deliver excellent services and activities.
- ii) **Number of staff required to deliver library services in branches.** The number of staff required to maintain current opening hours at all libraries has been reviewed. It is proposed to reduce the number of LCSOs by 0.5 at Osidge, 0.5 at Hendon and 0.25 at Chipping.

Taking this proposal and that above together, plus additional weekend hours, it is proposed to increase the number of Library Customer Services Officers from 56.5 to 63.4 FTE.

- iii) **Assistant Library Customer Service Managers.** In light of the scale of services and opening hours at each site, and the level of support which will be provided by Library Customer Service Managers at larger libraries 'paired' with smaller ones, the post of Library Customer Service Manager will be deleted at the following libraries, and replaced by the post of Assistant Customer Service Manager:

- Church End
- East Finchley
- Mill Hill
- Osidge

These roles will report to the Library Customer Service Manager with which they are paired.

LCSOs will be line managed by Assistant LCSMs in the libraries where ALCSMs are the most senior officer. In libraries where, due to their scale, there are both LCSMs and ALCSMs, line management of LCSOs will be divided between the more senior officers.

- iv) **Weekend working.** It is proposed to seek a new agreement in relation to weekend working, with the effect that weekend working in libraries will no longer attract an enhanced payment. This will have the following implications:

- Saturdays will be part of the normal working week, and staff who work Saturdays will be paid at the same rate as they are paid every other day of the week. Weekend Assistants will continue to be employed at the current rate.
- The post of Sunday Librarian will be deleted
- 1.14 FTE additional LCSOs will be recruited to cover weekend working (included in the total at 3.2.3(ii) above)
- Sundays will be staffed with the following:
  - Any member of library staff will have the opportunity to volunteer to work additional hours, above their normal working week. A flat rate per hour will be paid for this work - £15.84 (which includes oncosts) - and each Sunday they work, they will work 3.5 hours. The practice of a 4-week rota will continue.
  - Library staff will also have the opportunity to volunteer to act as a standby cover for Sundays, above their normal working week. This will be paid at the same flat rate per hour of £15.84, and each Sunday they are on standby, they will be paid for 1 hour. The practice of a 4-week rota will continue.
  - Weekend Assistants will also be recruited to work on Sundays – an additional 0.97FTE will be recruited to assist in covering the hours
  - If it does not prove possible to recruit the required number of volunteers from existing staff to cover the hours, then agency staff will be employed.

### 3.3 Special and support services

#### 3.3.1 The following teams/ individuals are considered in this section:

- Bibliographic Service Centre
- Local Studies
- Mobile and Home Library Service
- Senior Service Support Assistant
- Administrator
- Bookstart Co-ordinator
- Children's Libraries Team
- Adults Libraries Team

3.3.2 It is not proposed to make any changes to the following:

- Senior Service Support Officer (apart from to add a direct report to this role)

3.3.3 **Bookstart Co-ordinator.** Line management responsibilities will be added to this role, and the reporting line will change.

3.3.4 **Bibliographic Service Centre.** A number of recent developments have increased efficiency in this team:

- Direct access to UnityUK interlibrary loans system in libraries (ending duplication in paperwork)
- Enabling renewal of interlibrary loans via the library management system without requiring the input of BSC staff
- Setting up order fulfilment for reference standing orders, DVDs and CDs, and additional bookstock suppliers, reducing processing time

These efficiencies will enable the deletion of one FTE Stock Services Assistant post.

3.3.5 **Local Studies.** There is considerable potential to develop this service further and generate income. In order to lead this effectively, it is proposed to create a Local Studies Manager role (deleting the role of Local Studies Collection Manager), with a Local Studies & Heritage Officer reporting to it.

3.3.6 **Mobile and Home Library Service.** Previous staffing restructures have already reduced the size of the team. There is therefore no longer a requirement for a Senior Library Information Officer Driver, as staff supervision can be undertaken by more senior roles in the team. The post of Senior Library Information Officer Driver will therefore be deleted and an additional post of Library Information Officer Driver will be created.

3.3.7 **Administrator.** A temporary post of Administrator has been created to release additional management capacity previously spent on administrative tasks, and to co-ordinate the recruitment, selection and administration of volunteers. As volunteers are a key part of the libraries strategy, and limited resources require the most efficient use of management capacity, it is proposed to create a new post with this role (named Support Services Officer) as a permanent part of the structure.

3.3.8 **Adults and Children's Library teams.** A proposal to use Library Customer Services Officers and their managers to provide frontline service delivery,

rather than librarians, has been noted above. This means that librarians will be able to focus 100% on the following activities:

- Defining service and stock standards and training frontline staff to meet them
- Developing and planning specialist activities in support of libraries strategic objectives, and training frontline staff and volunteers to deliver them
- Developing stock and service plans

These proposed changes will enable the following changes:

<b>Current structure (full time equivalent)</b>	<b>Current time spent on 'back of house' work</b>	<b>New structure- 'back of house'</b>
1 x Team Leader Adults	0.9 x Team Leader	1 x Service Development Team Leader
2 x Senior Librarian Adults	1 x Senior Librarian	
2 x Senior Librarian Children	1 x Senior Librarian	
11.5 x Adult Librarian	5.75 x Adult Librarian	5 x Service Development Librarian
8 x Children's Librarian	4 x Children's Librarian	

The role of Service Development Team Leader will require the postholder to have significant experience of either adults or children's librarianship, and the ability to be trained in the missing discipline.

The Service Development Librarians will be generic roles, but will be required from time to time to take a lead (with appropriate training) in specialisms such as services to teenagers, adult literacy, IT service development.

It is anticipated that it will no longer be possible for librarians to deliver directly the full range of activities that they have done to date. There has already been good progress to recruit volunteers to help us deliver these value-added activities, and it is expected that this will continue. In some cases it may be necessary to review the nature and scale of activities offered: where this is the case, activities which directly contribute to increasing literacy and reading in communities where literacy levels are lowest will be prioritised.

Service Development Librarians will report to the Service Development Team Leader. The Service Development Team Leader, Mobile and Home Library Service Manager, Local Studies Manager, Bookstart Co-ordinator and the Schools Library Service will report to the Business Development Manager.

The following posts will therefore be deleted:

- 1 x Team Leader Adults
- 2 x Senior Librarian Adults
- 2 x Senior Librarian Children
- 11.5 x Adult Librarian

- 8 x Children's Librarian

### 3.4 Management

3.4.1 The following current posts are considered in this section:

- Divisional Manager Adults
- Divisional Manager Children and Young People
- Divisional Manager Operations
- Library Customer Service Manager Team Leader

3.4.2 In order to ensure that the service has appropriate professional and strategic leadership, it is proposed to create a post of Libraries Manager. This role will report to the relevant Head of Service in Children's Services, and key responsibilities will include:

- Development and oversight of strategic plans for the service, ensuring focus on key objectives and delivery of savings as required
- Preparation and oversight of implementation of plans for change management/ organisational and staff development in order to enable implementation of strategic plans
- Robust performance management
- Development and management of strategic partnerships with other services and organisations to support service development and resilience

3.4.3 In order to ensure that the Libraries Manager has sufficient capacity to deal with matters at a strategic level, it is proposed to:

- retain a post of Operations Manager, but to review responsibilities to ensure that it relates appropriately to all relevant roles in the new structure.
- create a post of Business Development Manager, to lead on the development of partnership and service development, and to line manage specialist services
- create a post of Service Development Librarian, reporting to the Libraries Manager, to support the planning and development of the service. This role will also line manage the Support Services Officer leading on volunteer co-ordination to support the strategic development of volunteering in the service.

3.4.4 A post of Support Services Officer will be created to ensure day-to-day oversight of matters such as timetabling in response to sickness, training and annual leave. This post will report to the Senior Support Services Officer.

3.4.5 Reporting lines will therefore be as follows:

Libraries Manager:

- Operations Manager
- Business Development Manager
- Service Development Librarian
- Customer Services Manager: Stock

Operations Manager:

- Library Customer Service Manager x 7

- Senior Support Services Officer

Service Development Librarian:

- Support Services Officer

3.4.6 Additionally, a temporary requirement has been identified for a development/project manager role, with libraries expertise, to assist the service to prepare for and implement further savings which will be required in the period 2014 – 17. It is proposed to seek to resource this role from the One Barnet programme, in light of the temporary requirement for this resource.

#### **4. Implications - staffing**

4.1 All posts within the scope of this restructure (ie not including Bookstart Liaison Officers and the School Library Service) will be put 'at risk of redundancy' in this restructure. A number of individuals will be assimilated into their new, possibly unchanged roles, but it will not be possible to confirm this until the consultation process is completed.

#### **5. Equalities Impact – initial assessment**

5.1 In the context of a requirement to reduce resources spent on the libraries service, this restructure has been designed to ensure that the limited resources are focused on continued service provision to the public.

5.2 Any potential negative impact arising from the reduction of activities will be mitigated by ensuring that those activities that remain are targeted so as not to disproportionately disadvantage members of groups with protected characteristics.

5.3 The restructure would be carried out in line with corporate HR policies in order to ensure it is consistent with equalities legislation.

#### **6. Programme for completion of restructure**

6.1 The programme for completion of the restructure is as follows:

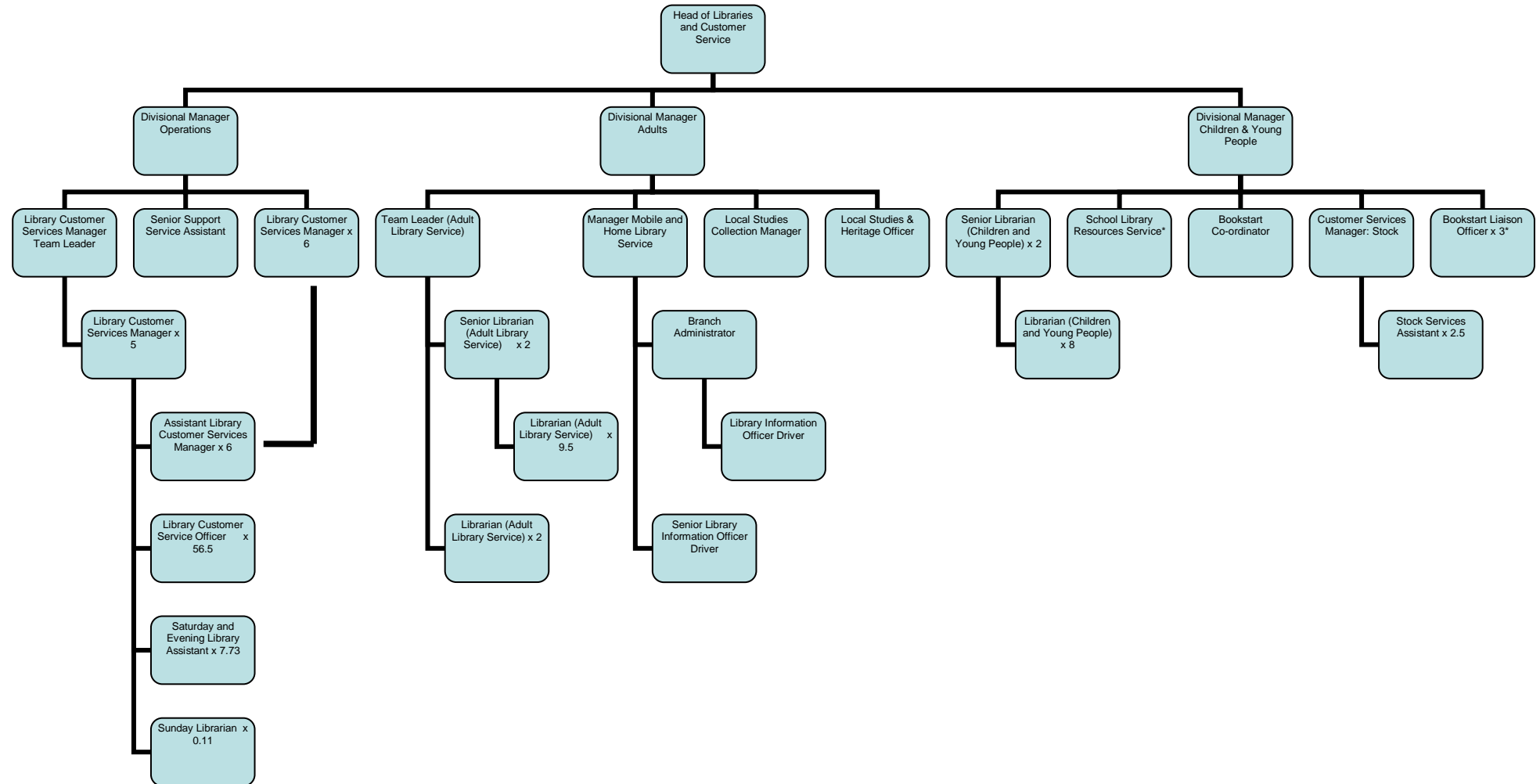
<b>Week beginning</b>	<b>Action</b>
27 August or 3 September	Initial meeting with trade unions- identify savings to be achieved and approach to be taken, seeking ideas Briefing paper circulated to staff immediately afterwards
17 September	Follow-up meeting with unions, present detailed proposals in light of initial feedback Briefing paper circulated to staff immediately afterwards

24 September 1 October	Meetings held with staff in individual libraries
1 October	Follow-up meeting with unions, present role profiles prepared in light of feedback to date Briefing paper, draft role profiles circulated to staff immediately afterwards
8 October 15 October	Meetings held with staff in individual libraries if required
22 October	Finalise report to General Functions Committee (including libraries proposals)
29 October	Publish report to General Functions Committee Role profile evaluations complete
31 October	Issue 'at risk' letters to all libraries staff – 90 days redundancy consultation begins Start assessment process
5 November	GFC meeting – approval to proceed with restructure
18 January	Complete Assimilation/ Appointments Outcomes confirmed for affected individuals
31 January	Redundancy consultation period ends Letters sent to individuals being made redundant, confirming notice arrangements
11 February (tbc)	Restructure comes into effect



## Appendix 1 – Current structure

*\*Out of scope*



## Appendix 2 – Proposed structure

\*= out of scope      Chart shows reporting lines: posts on the same level may not be on the same grade

