



## EDUCATION FOR LIFE SCRUTINY COMMITTEE – 4TH JUNE 2014

**SUBJECT: RESTRUCTURING MANAGEMENT ARRANGEMENTS - COUNTY BOROUGH LIBRARY SERVICE**

**REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE**

---

### 1. PURPOSE OF REPORT

- 1.1 To present proposals to Education for Life Scrutiny Committee for restructuring management arrangements in the County Borough's Library Service and seek the views of Members in respect of the changes contained in this report.

### 2. SUMMARY

- 2.1 The proposed changes will reduce the Library Service senior management team by 2 Grade 10 officers with a move to a more public facing flat structure. All Officers at Grade 10 or below will be geographically based placing managers in close proximity to the Authority's key Library delivery sites whilst retaining specialist areas of expertise at Grade 9 or above. The current temporary 'interim' structure and proposed new senior management arrangement are detailed in Appendix 1 and 2 respectively.
- 2.2 Within the present senior staffing tier three Grade 10 and three Grade 9 posts will be reduced and redesigned on the basis of one Grade 10 and three Grade 9 positions. Two current vacancies at Grade 7, Community Librarian level, will be ring fenced for officers at risk of displacement through this process.
- 2.3 The proposed changes to the Library Service Management Arrangements will contribute £90,000 towards the Council's Medium Term Financial Plan from April 1<sup>st</sup> 2015 onward.
- 2.4 The proposed new structure, shown in Appendix 2, has been developed in cooperation with the managers directly affected by the changes outlined. A joint manager, officer, HR and Trade Union task and finish group has met on four occasions to consider alternative structure options; the potential impact on workloads based on the changes outlined, and the scoring of each management arrangement option put forward, via an agreed appraisal template. Appendix 2, the proposed new Library Management Arrangement structure, is the outcome of this consultative process.
- 2.5 This report will be one of a number of strategic papers designed to take the County Borough Library Service forward beyond 2014-15. A new Library Strategy, 2014-2017, has been developed alongside the task and finish group work noted in 2.4 to ensure workload and organisational priorities appropriately reflect the strategic challenges that lie ahead.
- 2.6 The proposed new structure, see Appendix 2, will retain the Library Services human resource capacity in areas of strategic importance namely services to children and young people, adult services, and the digital agenda.

- 2.7 The professional staffing levels proposed in the new management structure, see Appendix 2, will ensure the County Borough Library Service meets the requisite Welsh Government Public Library Standard under the 5<sup>th</sup> Quality Framework, 2014-2017.

### **3. LINKS TO STRATEGY**

- 3.1 The work undertaken by the County Borough Library Service contributes significantly to the Directorate Improvement Plan.
- 3.2 Public Libraries play an important supporting role to the Council's Single Integrated Plan and underpin a number of the Authority's Strategic Equality Objectives including Physical Access, Communication Access, and Engagement and Participation.
- 3.3 The Welsh Government's 5<sup>th</sup> Quality Framework of Welsh Public Library Standards, 2014-2017, entitled 'Libraries making a difference' requires local authorities to sustain appropriate total staffing levels including professionally qualified personnel.

### **4. REPORT**

#### **4.1 Background and Context**

- 4.1.1 The management structure for the County Borough Library Service has remained relatively unchanged for several years. During this time the challenges that Caerphilly County Library Service has faced have changed markedly. The 2009 Five Year Development Plan for County Borough Library provision highlighted the following range of factors:
- ❑ The need to work collaboratively with other Council and community partners to deliver services more effectively.
  - ❑ The need to adopt a pro-active community outreach and engagement approach with Library officers acting as service ambassadors within the catchment populations they serve.
  - ❑ Realisation of the County Borough tiering model for Public Library provision through a mix of new and refurbished buildings providing a modern 'core offer' led by four statement developments at Blackwood, Risca, Bargoed, and Caerphilly.
  - ❑ The need to drive real-term improvements in Library usage.
  - ❑ Need to deliver efficiencies linked to the Council's Medium Term Financial Plan (MTFP).

#### **4.2 Proposal**

- 4.2.1 This report details a restructuring approach that seeks to recalibrate the senior management tier of the County Borough Library Service and contribute £90,000 toward the Authority's Medium Term Financial Plan 2014-2017.
- 4.2.2 The proposal outlined in Appendix 2 has been prepared following detailed consultation with the officers directly affected, service managers, HR, and the relevant Trade Union. A joint task and finish group was established with clear terms of reference that considered a number of alternative structure changes. Two alternative management arrangements were subsequently evaluated by the task and finish group against a jointly agreed set of options appraisal criteria and the proposal detailed in Appendix 2 selected for formal consideration and adoption, subject to appropriate Local Authority approval.
- 4.2.3 The present temporary 'interim' senior management structure, see Appendix 1, consists of an officer at Grade 12 with overall day to day responsibility for the Library Service and its strategic planning, a manager at Grade 11 responsible for the operational delivery of Libraries, and a team of officers at Grade 10 and 9 levels with mixed geographic and specialist areas of oversight.

#### 4.2.4 The new structure proposed, see Appendix 2, is detailed below:

The proposed structure will reduce the overall number of Grade 10 officers by 2 posts with a resultant saving of £90,000. All officers below grade 11 will become public facing based at one of the Council's 4 largest sites, Blackwood, Caerphilly, Risca and Bargoed. The intention is to marry a degree of geographic responsibilities with a Borough wide area of specialist work.

The County Borough Council's team of Community Librarians will be directly managed by the Library Service's Operations Manager allowing flexible strategic deployment of key professional personnel and assist in engendering team working among this important public facing group of employees.

There will be no adverse effect on the current hours of opening at any Caerphilly County Borough Library from the proposed Management Arrangement changes outlined.

#### 4.2.5 The proposed restructuring outlined will facilitate a number of changes including:

- ❑ A leaner tier of officers at management level within the County Borough Council Library Service – achieving the efficiency savings required within the MTFP.
- ❑ A structure where the majority of professional and managerial staff are public facing – able to ensure Portal and Hub Library facilities in the County Borough's largest population conurbations are appropriately led.
- ❑ A simpler communication structure where lines of control and responsibility are more direct and transparent to all.
- ❑ A management tier that can respond effectively to both the geographic and specialist needs of the organisation.
- ❑ A professional and management tier geared to enable the considerable resource and building spend committed to the Public Library Service to be translated into real-term performance uplift and increased community engagement.

## 5. EQUALITIES IMPLICATIONS

- 5.1 There are no equalities implications to this report therefore no Equalities Impact Assessment has been undertaken.

## 6. FINANCIAL IMPLICATIONS

- 6.1 The proposed restructure will achieve savings of £90,000 from April 1<sup>st</sup> 2015, based on the deletion of 2 Grade 10 posts from the Library Service structure. It is important to note that £41,000 has already been saved from the Library Service staffing structure following the deletion of a Grade 10 post in April 2013.
- 6.2 In the event of staff being displaced into lower graded posts protection will remain for 18 months.
- 6.3 Should an officer be displaced by the process, having been through the Council's redeployment pool, there is the potential for VER/redundancy costs.

## 7. PERSONNEL IMPLICATIONS

- 7.1 The 6 specialist and geographic managers, shown in Appendix 1, who are at risk of displacement will be invited to apply via a competitive ring-fenced process for the 4 equivalent new roles created within the structure at Grade 9 or above, see Appendix 2. Appropriate selection groups will be identified based upon existing and proposed duties. In addition two Community Librarian vacant posts, Grade 7, will be retained as potential suitable alternative posts within the structure for any displaced staff at the exclusion of others in the first instance.

- 7.2 All managers Grade 10 and above, within the proposed management structure, see Appendix 2, will be required to undertake a range of additional supervisory and specialist responsibilities in line with the requirements of the job description, with appropriate training and support where identified.
- 7.3 Any officer who finds themselves displaced as a result of this restructure will be subject to the Authority's redeployment process and conditions attached therein.
- 7.4 Detailed and extensive consultation has taken place with the staff affected and their respective unions, as noted in sections 2.4 above and 8 below. The proposed changes to Library Management Arrangements, detailed in Appendix 2, have been developed through a manager, officer, HR and Trade Union joint task and finish group established to facilitate the consultation process.
- 7.5 Salary protection will apply to staff in line with the Authority's Redeployment Scheme.

## **8. OUTCOMES OF STAFF / TRADE UNION CONSULTATION**

- 8.1 Discussions commencing on 14<sup>th</sup> March 2013 have been held with the relevant trade union for staff in this group, UNISON. Meetings have also been held with staff collectively and on an individual basis.
- 8.2 Queries and comments have been raised by the staff and their representatives including:
- The volume of responsibility attached to the grade 10 post
  - The responsibility of the Library Services Manager and Operations Manager
  - The impact upon service delivery of a reduced management tier
  - The selection pool used for the grade 10 post
  - The impact of the management changes proposed on Public Library Standard attainment

Serious consideration has been given to the feedback submitted by staff and their representatives and responses provided to each query.

- 8.3 A decision was subsequently taken with the full support of the officers affected and Trade Union to establish a joint task and finish group to consider all alternative structure options. Terms of reference for the task and finish group were established and approved as was an options appraisal toolkit to evaluate all suggestions considered. The task and finish group met on four occasions between July 2013 and February 2014. A number of related workload and strategy development meetings also took place to ensure work related pressures facing managers in any new structure matched the Council's strategic requirements of its Library Service in the future. A resultant 2014-2017 Library Strategy will form the basis of a separate report to Scrutiny Members in due course.

## **9. CONSULTATIONS**

- 9.1 The report reflects the views of the listed consultees.

## **10. RECOMMENDATIONS**

- 10.1 Education for Life Scrutiny Committee endorses the proposed management arrangement changes detailed in this report.

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 To reduce management costs and improve the efficiency and delivery of Library Services across the County Borough.

11.2 To support the Authority in the delivery of its 2014-2017 Medium Term Financial Plan commitments.

## **12. STATUTORY POWER**

12.1 Public Libraries and Museum Act 1964.

Author: Gareth Evans, Interim Manager Community Education  
Consultees: Sandra Aspinall, Corporate Director, Education and Lifelong Learning  
Tony Maher, Assistant Director, Education and Lifelong Learning  
Corporate Management Team  
Education Senior Management Team  
Library Management and Trade Union Task and Finish Group  
Kathryn Davies, Acting Principal Personnel Officer  
Cllr R Passmore, Cabinet Member, Education and Lifelong Learning  
Jane Southcombe, Principal Accountant

Appendices:

Appendix 1 Original 'Interim' Libraries Senior Manager/Professional Structure

Appendix 2 'Proposed' Libraries Senior Manager/Professional Structure

Background Papers:

Education for Life Scrutiny Committee 2<sup>nd</sup> June 2009. Caerphilly County Borough Library Service – Five Year Development Plan 2009-14

Cabinet 9<sup>th</sup> June 2009. Caerphilly County Borough Library Service – Five Year Development Plan 2009-14