✳ HARINGEY COUNCIL ✳

Agenda item:

Executive   **On**   19 December 2006

Report Title: **Libraries, Archive & Museum Service Restructure**
Forward Plan reference number:
Report of: **Assistant Chief Executive (Access)**

Wards(s) affected: **All**	Report for: **Key Decision**

1. Purpose

1.1 To consider proposals to restructure the Libraries, Archives & Museum Service to reflect national and local priorities, increase local accountability for performance, reduce costs and make the best use of staff resources.

2. Introduction by Lorna Reith, Executive Member for Libraries

2.1 Haringey Council appreciates the contribution that robust library, archives and museum services can make to the quality of life of all Haringey residents and is fully committed to ensuring that they are of the highest quality.

2.2 The Council also recognises that the agenda in which the Libraries, Archives & Museum Service operates is changing and that the Service must respond to this in order to continue providing an excellent service.

2.3 This paper sets out a structure to make the most of staff resources and to deliver an excellent service.

3. Recommendations

3.1 To agree the proposed structure as a basis for formal consultation with affected staff

3.2 To delegate to the Assistant Chief Executive (Access) or Director of Adults, Culture and Community Services, in consultation with the Executive Member for Community Involvement, the agreement of the structure following consultation with staff.

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4. Executive Summary

4.1 The restructure of Haringey Libraries, Archives & Museum Service reflects the centralisation of support services, the ability of automation to reduce the need for staff to carry out routine duties, the need to place greater emphasis on helping the customer to obtain the best from the services available and the need for local accountability.

4.2 The proposed structure reduces the number of staff devoted to backroom activities, with a corresponding increase in staff available to offer customer facing services. It also strengthens the role of library managers and tasks them with the role of performance management and achieving targets for their particular library.

4.3 The proposals are designed to achieve a savings target of approx £200,000 from financial year 2007/8 onwards.

4.4 Attached are comments from Unison on the restructure proposals. Consultation will be ongoing with the staff group early in the New Year to discuss and achieve the new structure and savings target of £200,000.

5. Reasons for any change in policy or for new policy development (if applicable)
5.1 The proposed structure responds to the Museums, Libraries & Archives Council's strategic document Framework for the future, and to Haringey's strategic priorities.

6. Local Government (Access to Information) Act 1985

7. BACKGROUND

7.1   The current structure of the Libraries, Archives & Museum Service was established in 2001 and reflected the need for professional qualifications and expertise within the service.

7.2   Since then, the Service has developed extensively. The increased use of technology has enabled the Service to streamline and centralise processes. Procedures associated with the selection, acquisition, cataloguing and processing of stock have been minimised, with much of the work now being undertaken by suppliers rather than in-house personnel. The reservation process has been re-engineered to take full advantage of our automated library management system. One member of staff is now responsible for document delivery from external sources, rather than staff in each branch.

7.3   Automation has improved the circulation system relating to the issuing and renewal of stock. Our automated telephone system now caters for the renewal of approximately 75,000 loans each year: the self-issue and returns system will take in the region of 70% of issues, so reducing the requirement for "counter" staff undertaking transactions on the issue desk.

7.4   Services to children and young people represent a significant part of our service delivery. Currently these services are not fully co-ordinated as the current Principal Librarian for Children Services does not have line management responsibility for the children's staff in Libraries.

7.5   Enquiry and reference work has also altered with improvements in information technology. Paper-based reference works are now being replaced by e-resources, eliminating the tedious and time-consuming task of updating.

8.0   THE NATIONAL AND CORPORATE AGENDAS

8.1   While many of our activities have been centralised, the emphasis of the Museums, Libraries & Archives Council's strategic document, "*Framework for the Future*", has changed the focus of library services, requiring them to be more active in supporting users in their use of the library:
- encouraging a love of books;
- reading and learning;
- enabling digital citizenship; and
- fostering community and civic values.

8.1   There is also an imperative upon library services to achieve the greatest possible efficiency as a result of government initiatives, such as the Gershon Review, and the writings of independent commentators.

8.2   Haringey Libraries, Archives & Museum Service also contributes to the achievement of Haringey Council's strategic agenda, as set out in the Community Strategy:
- Better Haringey;

- Raising educational achievement;
- Building safer and stronger communities;
- Achieving excellent services;
- Putting people first.

8.3 The Libraries, Archives & Museum Service is also key to the Council's performance in respect of the CPA Culture Block targets.

9.0 HARINGEY LIBRARIES, ARCHIVES & MUSEUM SERVICE

9.1 Haringey Libraries, Archives & Museum Service provides services to the community through nine static libraries (Wood Green Central, Hornsey, Marcus Garvey, Muswell Hill, Alexandra Park, Coombes Croft, Highgate, St. Ann's and Stroud Green) a mobile library which serves residential homes, a housebound service that delivers services to people's homes, a Book and Toy Bus serving the under 5's and Bruce Castle Museum, which also houses the Archives Service.

9.2 Over the last five years, the Service has developed a wide range of services, often in partnership with other organisations, to meet the diverse needs of Haringey's residents. The libraries have become learning spaces Learning Centres in Wood Green and Marcus Garvey libraries. The service is also addressing the Wellbeing agenda and is supporting regeneration with its services to business. The *"Art brought to book"* programme is also widening people's horizons in imaginative ways.

9.3 While the availability of electronic media, centralised support services and a shared agenda require a core service to be available across the Borough, each library must be responsive to the needs and wants of its particular community. In order to achieve this, local accountability is required – that is, a branch manager/library manager in each library who is responsible for both the services and the building.

9.4 Robust performance management and monitoring of progress towards targets are crucial, and while ultimate responsibility for the performance of the service remains with the head of service, performance management is a key component of the role of individual library managers, including Branch Manager.

10 PROPOSALS

10.1 The proposed restructure of Haringey Libraries, Archives & Museum Service is based on ten key points:
- A holistic approach to service provision;
- Efficient and effective support services;
- Automation of routine tasks to increase customer convenience and reduce the staff required for routine duties;
- Increased emphasis on the national agenda and the creation of strong strategic capacity;
- Simplicity of structure with clear responsibilities and reporting lines;

- Accountability at local level;
- Scope to deliver services tailored to the needs of individual communities;
- Service delivered by highly motivated and appropriately rewarded staff;
- Opportunities for career progression for all grades of staff;
- A reduction in the overall budget resulting from increased efficiency.

10.2 The Senior Management Team remains at four posts although the Business Operations and Records Co-ordinator will attend to deal will matters relating to the properties. The Assistant Director will be supported by a Library Service Delivery & Development Manager (PO6-PO8) (subject to job evaluation), an ICT & Resources Manager (PO6-8) (subject to job evaluation), the Bruce Castle Curator (PO4) and the Archivist (SO2).

10.3 The Library Service Delivery & Development Manager will be responsible for the initiation and strategic development of all public services, as well as the delivery of services through the static and mobile libraries. The development aspect encompasses lifelong learning, inclusion, reader development, reference and information, book and audio-visual lending, services to individual community groups, arts, culture, marketing and promotion. The post holder will manage the Community Programmes Manager, the managers of the three large libraries of Wood Green, Hornsey and Marcus Garvey, Library Manager - Branch Services and Children & Young People's Service Manager.

10.4 The ICT & Resources Manager will be responsible for all support services, including ICT, stock acquisition, finance, procurement, personnel and business operations.

10.5 A major change in from the existing structure is the abolition of the area structure. With the increased empowerment of local managers, it is perfectly feasible to manage Haringey's nine libraries without the need for this layer of management. Wood Green will have a Library Manager on PO3 while Hornsey and Marcus Garvey will have a Library Manager on PO2. These library managers will report directly to the Library Service Delivery & Development Manager. The remaining libraries will have a Branch Manager on SO1, reporting to a new post of Library Manager - Branch Services on PO2.

10.6 Library Managers and Branch Managers will be responsible for all aspects of public service buildings and provision. In recognition of the greater complexity of managing a large library, Library Managers will be assisted by a new post of Operations Manager. Library Managers and Branch Managers will be tasked with developing services to meet the requirements of their communities, as well as with providing core services.

10.7 Local accountability is a key feature of the proposed structure. Library Managers and Branch Managers will be responsible for all aspects of performance management, including meeting local targets.

10.8 To achieve efficiency and to ensure that a borough-wide view is taken, the four Library Managers will be responsible for selecting books and other library materials for adults for the whole Borough. They will liaise with Branch

Managers to ensure that any requirements peculiar to communities are satisfied. The Children and Young People's Service Manager (PO3) will lead on the selection of stock for children and young adults, supported by other appropriate children's staff.

10.9 Attached to this report are the following appendices: Appendix 1 shows the current structure; Appendix 2 the proposed structure and Appendix 3 a list of posts to be deleted, created or changed. The proposals identify reductions occurring across the grading range. It should be noted that the restructuring excludes casual workers as the current provision for their use will be retained to allow maximum flexibility of service provision.

10.10 The number of posts requiring a qualification in librarianship has been reduced. The basic grade for a qualified librarian [or someone who has achieved that level of competence] has been raised to SO1 and Branch Managers, Library Managers and the Business, Information and ICT Officers require a library qualification. Progression for qualified librarians is to Library Manager or a senior management post.

10.11 The structure offers an enhanced career structure for staff without library qualifications. Three Library Managers will be supported by an Operations Manager on SO2, for which a library qualification is not required. The most highly graded post in the current structure for those without library qualifications is Counter Manager on SO1. Operations Managers will be responsible for all building and day to day staffing matters in their libraries and deputise for the Library Manager.

10.12 The changes at senior level reflect the removal of the area structure. The new structure has an additional post of Community Programmes Manager at PO1 – (subject to job evaluation). The remit of this post includes social inclusion, reader development and life long learning, the Housebound & Mobile Service, and arts, culture and marketing.

10.13 The service is seeking to develop and strengthen its services to children and young people. The new Children and Young People's Service Manager (PO3) will be directly responsible for the service delivery and development in the main libraries. They will also work with the Library Manager – Branches and Branch Managers to develop services in the Branch Libraries. A new post of Youth Librarian has been created to support the development of services to teenagers and will be based at Central Library where a new Teen Library has been established.

10.14 The need for grounds maintenance has grown as the number of community gardens attached to Libraries has increased. It has been decided that the Site Managers and a dedicated peripatetic grounds maintenance employee will be given responsibility for keeping them clean and tidy.

10.15 The original proposal was to delete the specialist multi-media librarian post on SO2. After consultation, (see section 11 below), it has been decided to re-introduce a specialist librarian for Audio Visual Services. This post will be

expected to take part in the wider library function and provide advice across the whole library service.

10.16 Also in the original proposals, the post of Library and Information Officer was to be graded Sc3. This post replaces the old post of Library Assistant. At the last review the post of Library Assistant was graded Scale 3, with former post holders being protected on Scale 4. Following job evaluation, it is proposed that Library and Information Officers be graded at Scale 4, which reflects the wider role and responsibilities of the new post.

11 STAFF CONSULTATION

11.1 Staff and their unions have been informed of the intention to restructure and are aware of the principles on which it will be based. When the Executive has given its agreement in principle, formal consultation will commence with the staff and the trade unions.

12 IMPLEMENTATION

12.1 Clearly it is hoped that a number of staff will be able to be slotted in. Where posts are to be deleted, incumbents will be declared at risk and invited to apply for posts. Every effort will be made to find alternative posts for those staff not appointed, through the Council's redeployment process. It is anticipated that the new structure will be implemented in the early part of the financial year 2007-08.

13 FINANCIAL IMPLICATIONS

13.1 The 2006/07 staffing budget is £4,005,300. The cost of the proposed structure is £3,805,000. The proposed structure will therefore reduce our staff costs by £200,000.

13.2 Although any staff not appointed to the new structure will be referred for support and assistance towards redeployment, some redundancies may occur. The costs of these will be absorbed by the Service.

13.3 Currently our staffing budget includes £174,000 NRF funding for core posts. Although this may continue into 2007/2008, the service is seeking to reduce its salary costs for the longer term.

14 EQUALITIES COMMENT

14.1 The Library Service serves a multicultural community and its staff is representative of the communities it serves. All staff working within the service will be affected to some extent by this restructure but no particular group will be affected more than another.

15 COMMENTS OF THE DIRECTOR OF FINANCE

15.1   The Director of Finance has been consulted on the content of this report and has the following comments to make.

15.2   The proposed saving figure of £201k assumes on-going NRF funding (£174k in the current financial year). Haringey will continue to receive NRF funding in 2007/08 of which some is likely to be channelled into the LAMs service, however an on-going contribution beyond that should not be assumed.

15.3   The achievement of pre-agreed efficiencies of £100k in 2007/08 relating to the implementation of RFID self issue are dependent on the implementation of this proposed restructure which if agreed should allow the business unit to operate within agreed budgets and should also provide the means of driving through future efficiency savings and capitalising on IT investment. As identified in 13.2 above, there is the potential for some redundancy costs as a consequence of these proposals, however all efforts will be made to re-deploy affected staff. It is currently not possible to quantify costs with any certainty and at this stage it is proposed that any resultant costs be managed within the business unit as they arise.

16 TRADE UNION COMMENTS
   [see attached]

17 LEGAL IMPLICATIONS

Comments of Head of Legal Services

17.1   The Head of Legal services has been consulted on the content of this report. The proposals involving the restructuring of the service should be the subject of consultation with the staff within the service and their trade union representatives and the report indicates that this is to occur. The restructuring process should be undertaken in compliance with the Council's policies and procedures concerning organisational change, redundancy and redeployment.

17.2   The extent and nature of the proposals require formal statutory consultation with trade union representatives under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992. Such provisions include the requirement that the consultation should include consultation about the ways of:-

   •   avoiding the dismissals;
   •   reducing the numbers of employees to be dismissed; and
   •   mitigating the consequences of the dismissals.

17.3   Section 188 also requires an employer to undertake the consultation with a view to reaching agreement with the appropriate representatives. Any notice of dismissal must not be given until after the completion of the statutory consultation.