

TO: EMPLOYMENT COMMITTEE
5 JULY 2015

**TRANSFORMATION PROGRAMME – LIBRARIES STOCK MANAGEMENT
RESTRUCTURE**

Director of Environment, Culture & Communities – Human Resources

1. PURPOSE OF REPORT

- 1.1. This report asks the Employment Committee to approve five redundancies following an organisational restructuring of the Library Services stock and back office administration team.
- 1.2. The proposals arise from the Library review which forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which to meet the savings target of £400k. This restructure is in light of the introduction of supplier selection and streamlining of processes. Savings made will go towards the 17/18 target of £250k.

2. RECOMMENDATIONS

- 2.1. **Agree that the post holders listed in Annexe B be declared redundant, effective as soon as reasonably practical, with the costs being met from the Structural Changes Fund (subject to any redeployment opportunities offered to those affected).**
- 2.2. **That the original and proposed structures detailed in Annexe A are noted.**

3. REASONS FOR RECOMMENDATION

- 3.1. The transformation review of library services identified inefficiencies in existing stock selection practice that was a catalyst for detailed review in order to make genuine efficiencies which would realise cash savings. The proposed new way of working will more efficiently deliver the materials sought by customers, involve more staff in selection, and ensure the limited stock selection budget is more effectively applied.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. Making minor adjustments to the existing staff structure and processes was considered but these changes would not generate any significant level of saving and would leave in place an outdated way of working.

5. SUPPORTING INFORMATION

5.1. Service Delivery Review

The transformational review of Library Services has been the catalyst for the development of a new process for stock management that gives all staff an involvement in stock selection and circulation, making the most of local knowledge and staff expertise. Fully automating the stock purchasing process will make it more efficient and

realise cash savings. The Employment Committee is asked to note the redundancies associated with the required organisations restructure.

- 5.2. The existing posts within the current structure reporting to the Library Services Manager are shown in table 1 below:

Table 1

1. Stock Services Support Manager (Vacant)	2. Ordering Assistant
3. Buildings Manager (Vacant)	4. Stock Assistant
5. Stock Services Librarian	6. Stock Development Librarian
7. Stock and Cataloguing Assistant	8. Library Support Officer
9. Clerical Assistant	10. Admin Finance Officer

- 5.3. In line with recommendations made during the stock management review of the plan phase and approved by the executive on the 14th March 2017 there are a series of changes currently being implemented. These changes enable a restructure and reduction in posts by automating stock selection, involving staff in stock selection and bringing efficiencies to many existing processes.

- 5.4. The proposed posts for the new structure reporting to the Central Services Manager are shown below in table 2:

Table 2

1. Library ICT Development Officer
2. Stock Management Officer
3. Finance and Administration Officer

This results in a reduction of posts working on stock selection from 10 to 3. All 3 remaining posts will have additional responsibilities linked either to the stock selection processes or the planned increase in operational ICT support required through the introduction of self-service and technology assisted opening. Of the 7 deleted posts, 2 are already vacant therefore the number of redundancies is 5 given that no re-deployment has proven possible.

- 5.5. Consultation process

During 11 to 26 April staff 'within scope' were consulted and unions were included. Staff within the whole service were also made aware of proposals and given the opportunity to comment. 50+ questions/queries were received and all were responded to. The questions, views and requests for clarification covered a whole range of areas including business processes, financial matters, the job descriptions / structure itself, and HR matters.

Having taken all of the responses in hand it was confirmed that the new structural arrangements remained as proposed and as such each of the 'posts' were put 'At Risk' as they either significantly changed in principal duties and responsibilities, or were scheduled to be deleted, or the number of such posts were to be reduced.

5.6. Appeals process

Staff 'within scope' were notified of their 'at risk' status on the 4 May 2017 during a consultation feedback meeting to which union representatives were invited. Staff were then given the opportunity to lodge appeals against being 'at risk', the deadline for this was 9 May 2017.

No appeals were received.

5.7. Selection process

Deadlines for completed preference forms and applications for the 3 new posts was the 11 May 2017.

We received 5 requests for voluntary redundancy and 2 applications for positions. One individual resigned during the selection process and had taken up an alternative post within the Council. Following a review of skills against the person specifications and requests for voluntary redundancy, 2 individuals were selected for posts. The outcome of the selection process was communicated to staff between 19 and 22 May.

5.8. Appeals to selections made

A deadline of 25 May 2017 for appeals to selections was given. No appeals were received

6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

6.1. Borough Solicitor

The HR process has been undertaken in line with the Council's Organisational Change protocol and Employment law requirements. With regard to the latter it is clear that the statutory definition of redundancy has been met in all cases (i.e. the requirement for staff to carry out work of a certain kind has ceased or diminished.) Procedurally appropriate consultation has taken place and steps have been taken, without success, to secure suitable alternative employment.

6.2. Borough Treasurer

The annual saving as a result of the proposals outlined above will be £92,013. The redundancy cost, as detailed in Appendix B, will be met from the Structural Changes Fund (subject to any redeployment opportunities offered to those affected).

6.3. Equalities Impact Assessment

A full equalities impact assessment has been completed as is available.

6.4. Strategic Risk Management Issues

Failure to implement proposals involving staff reductions will result in significant alternative savings needing to be found in the Council's budget. There may be resource capacity issues in parts of the organisation as a result of these measures which will need to be managed.

7. CONSULTATION

Principal Groups Consulted

7.1. Employees affected have been individually consulted. Trades unions have been formally consulted throughout the process.

Contact for further information

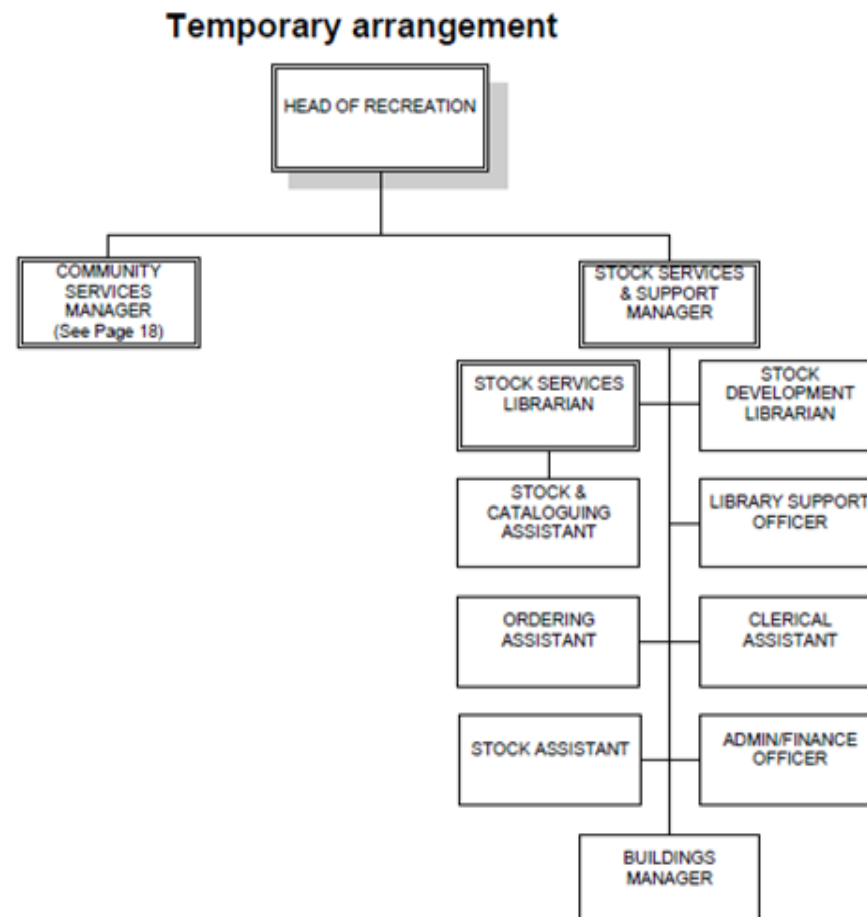
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Annexe A - Existing Structure - Environment, Culture & Communities – Leisure & Culture – Libraries October 2016



Proposed Structure - Environment, Culture & Communities – Libraries Stock and Support Services April 17

