



## Notice of meeting of

### Executive Member For Leisure & Culture and Advisory Panel

|               |  |
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| <b>To:</b>    | Councillors Hogg (Chair), Bartlett, Orrell (Executive Member), Evans and Jones |
| <b>Date:</b>  | Tuesday, 16 January 2007   |
| <b>Time:</b>  | 5.00 pm  |
| <b>Venue:</b> | The Guildhall, York  |

## AGENDA

### Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

**10:00 am on Monday 15 January 2007**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday, 18 January 2007**, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

#### **1. Declarations of Interest**

At this point, Members are asked to declare any personal or prejudicial interest they may have in the business on this agenda.

#### **2. Minutes** (Pages 3 - 10)

To approve and sign the minutes of the meeting held on 5 December 2006.

### **3. Public Participation**

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Board's remit can do so. The deadline for registering is Monday 15 January 2007 at 10:00am.

### **4. Proposal to Designate Acomb Wood & Acomb Meadow as a Statutory Local Nature Reserve (Pages 11 - 18)**

This report proposes that Acomb Wood and Acomb Meadow be declared a Local Nature Reserve as part of the development of a city wide network of Local Nature Reserves (LNRs). Acomb Wood and Meadow are situated in the Dringhouses and Woodthorpe Ward of the City, bordering Westfield Ward. As parts of the site are in differing Executive portfolios the report is presented to both Leisure and Culture and Housing Executive Members for approval.

### **5. Library Service Restructure (Pages 19 - 38)**

The purpose of this report is to seek comments from the Executive Member and Advisory Panel on a new staffing structure for the Library Service, prior to it being referred to Full Council.

### **6. Any Other Matters which the Chair decides are urgent under the Local Government Act 1972**

Democracy Officer:

Name: Tracy Wallis

Contact details:

- Telephone – (01904) 551027
- E-mail – [tracy.wallis@york.gov.uk](mailto:tracy.wallis@york.gov.uk)

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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### Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than** 10.00 am on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

**A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088**

### Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

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If you have any further access requirements such as parking close by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 613161 for this service.

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کسی بھی دوسری زبان میں معلومات کی دستیابی ترجمہ شدہ معلومات، ترجمان کی شکل میں یقینی بنانے کے لئے ہر ممکن کوشش کی جائے گی، بشرطیکہ اس کے لئے پہلے سے سنا سب اطلاع کی جائے۔ ٹیلی فون (01904) 613161

### **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

### **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

### **Who Gets Agenda and Reports for our Meetings?**

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to; and
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Minutes

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|           |  |
|-----------|--|
| MEETING   | EXECUTIVE MEMBER FOR LEISURE & CULTURE AND ADVISORY PANEL                                      |
| DATE      | 5 DECEMBER 2006  |
| PRESENT   | COUNCILLORS HOGG (CHAIR), BARTLETT, ORRELL (EXECUTIVE MEMBER), EVANS AND B WATSON (SUBSTITUTE) |
| APOLOGIES | COUNCILLOR JONES   |

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**15. DECLARATIONS OF INTEREST**

Members were asked to declare any personal or prejudicial interests they may have had in the business on the agenda.

Councillor Evans declared a personal non prejudicial interest in agenda items 6 and 7 as he worked for the Museums Trust.

Councillor Hogg declared a personal non prejudicial interest in Agenda Items 4, as he worked for the National Railway Museum in connection with the Yorkshire Film Archive and items 6 and 7 as he was a Member of the Museums Trust.

**16. MINUTES**

RESOLVED: That the minutes of the meeting of the Executive Member for Leisure & Culture and Advisory Panel held on 5 September 2006 be approved and signed as a correct record.

**17. PUBLIC PARTICIPATION**

It was reported that there were no registrations to speak under the Council's Public Participation Scheme.

**18. 2007/08 BUDGET REPORT**

Members considered a report which presented the 2007/08 budget proposals for Leisure & Culture. It included:

- The Budget Book Service Plans for 2006/07 (Annex 1) to show the original budgets.
- The base budget for 2007/08 including the 2006/07 budget rolled forward and adjusted.
- The allocation of pay and price increases for the portfolio.
- Budget service pressure proposals and savings proposals for the portfolio area (Annexes 2 and 3).
- Fees and charges proposals (Annex 4).

Some Members raised concerns about the 'salami slicing' approach to the budget and the Director of Learning, Culture and Children's Services explained that the alternative i.e. to cut a complete service, could be more damaging.

Advice of the Advisory Panel

That the Executive Member be advised to put forward the following proposals for consultation prior to the Budget Executive on 16 January 2007:

- 2007/08 Base Budget as set out in paragraphs 7 to 9
- Service Pressure Proposals as set out in Annex 2
- Savings Proposals as set out in Annex 3
- Fees and Charges as set out in Annex 4

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: To begin consultation on the Leisure & Culture budget for 2007/08

**19. CAPITAL PROGRAMME MONITORING 2ND PERIOD**

Members considered a report concerning the likely outturn position of the 2006/07 Capital Programme based on the spend profile and information to the end of September 2006.

The result of the amendments described in the report was to produce a revised capital programme for 2006/07 of £1.001m funded by £0.642m of external resources, and resulting in a net cost to the Council of £0.359m.

Advice of the Advisory Panel

That the Executive Member be advised to:

- Note the updates to schemes as detailed.
- Agree the scheme reprofiling and slippage reported above and summarised in Annex 1, subject to the approval of the Executive.
- Approve the revised capital programme as set out in Annex 1, subject to the approval of the Executive.

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: In order to allow the effective monitoring of the capital programme.

**20. YORK MUSEUM'S TRUST PERFORMANCE UPDATE**

Members considered a report that updated them on the current progress of the York Museums Trust (YMT) towards meeting the targets in the Partnership Delivery Plan.

Officers said that the York Museums Trust was continuing to grow and flourish and that over the past year there had been 500,000 visitors which was an increase of 25%. They were preparing to submit an application to the Heritage Lottery Fund (HLF) in December to refurbish the Yorkshire Museum. York Minster were also putting in a bid for funding at the same time and the Officer expressed concern that these two bids would not be seen as separate items in the eyes of the HLF.

Members agreed that a lot of HLF Funds would be eaten by the Olympics.

Members commented that the performance of the York Museums Trust was everything they had hoped for.

Advice of the Advisory Panel

That the Executive Member be advised to:

- Note and comment upon the performance of the York Museum's Trust.
- Agree to the application of the Council's capital as set out in paragraph 5 of the report.

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: To fulfil the Council's role under the Partnership Delivery Plan

**21. YORK MUSEUMS TRUST: REVIEW OF THE PERFORMANCE DELIVERY PLAN (2008-13)**

Members considered a report outlining the process for the review of the Partnership Delivery Plan by the Council and the York Museums Trust. The report sought Members views on the priorities for the Trust for the five years 2008-2013.

Members agreed that there was a need to improve storage facilities within the City. The Archives were vast and there was a lack of resources to cope with this.

York Museums Trust could take a more significant city leadership role on behalf of the Council co-ordinating the city's heritage sector in key areas such as the development of storage arrangements and education programmes.

Some Members said that there was the need to implement a Friends of the Trust scheme and that there should be more outside support of the Trust.

Members agreed that the industrial history of the city was underrepresented.

Members discussed whether the paintings, silver and other historic contents of the Mansion House should be in the custody of the Trust and it was agreed that there was an issue with many of the Mansion House Treasures not being on display.

Officers said that the Trust was trying to implement a 'History of York' brand that could be applied to all different media. The brand could be applied to many different areas within the City including tourist signage.

Some Members asked whether there was a policy for developing the relationship between the two Museums and Officers said that where the Yorkshire Museum left off historically the Castle Museum picked up.

Members said that they would like to see more emphasis placed on the Castle Museum and Officers stated that the Trust was aiming to invest between £300,000 and £500,000 every year on exhibitions at the Castle Museum.

#### Advice of the Advisory Panel

That the Executive Member be advised to:

- Note the ideas contributed

#### Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed.

REASON: To update the Executive Member and seek Members' views on the priorities for the Trust for the five years 2008-2013.

## **22. SERVICE PLAN MONITORING 2ND PERIOD**

Members considered a report that analyses performance by reference to the service plan, the budget, and the performance indicators for all the services funded through the Leisure and Culture budget. Officers advised that the report was to help draw attention to the extraordinary range of services that Leisure and Culture provided.

The main message from the report had been that the majority of planned projects were on track and in some instances particularly noteworthy.



Advice of the Advisory Panel

- That the Executive Member note the performance of services within the directorate funded through the Leisure and Culture budget.

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: To monitor and review performance in the portfolio area.

**23. ARTS AND CULTURE STAFFING REVIEW**

Members considered a report about a restructure of the Arts and Culture Service. The guiding principles for the revised structure were:

- Increasing active participation in the arts by widening access and diversifying our work.
- Increasing active participation rates improving our offer to young people.
- Creating safer and stronger communities through focused, targeted work, especially in those communities where active participation rates are low
- Focusing our festival work on community and arts development whilst working in partnership to promote the 'York-City of Festivals' brand.

Members discussed the report and raised the following concerns:

- How does the service become inclusive and come up with a picture of the City as a whole?
- Does the Service know who our communities are?
- What is the largest minority community within the City?
- How were the statistics surrounding active participation rates worked out?

A letter from Unison was also considered. The Executive Member noted that the letter queried why there was a need to restructure given that the service had recently been restructured. Officers advised that it was appropriate staff were paid correctly according to the job they were doing. The Executive Member agreed and highlighted that now was an appropriate time for a review of the service as it was facing different challenges today than three years ago.

Advice of the Advisory Panel

- That the Executive Member note the principles set out in the report

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: To secure the increased engagement of young people in the arts, the delivery of a Wider Opportunities programme in schools and that the service arm operates within the budgets set for 2007/08.

**24. SCHOOL'S OUT: PROGRESS REPORT**

Members considered a report on the development of the School's Out Programme.

Officers reported that as the School's Out Programme had developed the number of participating children and young people had increased. Some activities had been undersubscribed this year which suggested that there were now sufficient activities to meet demand and resources should be used towards meeting the needs of those least likely to participate.

Some Members expressed the view that more emphasis needed to be placed on the geographic spread of the activities before any marketing was carried out.

The Executive Member noted that the School's Out Programme had been very successful over the last few years and the attendance figures were excellent. He was pleased that Officers were looking at attracting the children and young people who would not normally have access to this kind of activity. He also commented that children and young people did travel to other areas to take part in activities.

Advice of the Advisory Panel

- That the Executive Member note the comments made

Decision of the Executive Member

RESOLVED: The advice of the Advisory Panel be accepted and endorsed

REASON: To enable the School's Out Programme to continue to develop, supporting existing activity providers and utilising the private sector, to develop a comprehensive programme of activities and to meet the needs of those most at risk of exclusion.

Cllr. K Orrell  
Executive Member for Leisure and Culture

Cllr.C Hogg  
Chair of Advisory Panel  
The meeting started at 5.05 pm and finished at 6.30 pm.

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**Meeting of Executive Member For Housing and Advisory Panel**

15 January 2007

**Meeting of Executive Member For Leisure & Culture and Advisory Panel**

16 January 2007

Report of the Assistant Director (Lifelong Learning and Culture)

**Proposal to Designate Acomb Wood & Acomb Meadow as a Statutory Local Nature Reserve**
**Summary**

1. The paper proposes that Acomb Wood & Acomb Meadow be declared a Local Nature Reserve as part of the development of a city wide network of Local Nature Reserves (LNRs). Acomb Wood & Meadow are situated in the Dringhouses & Woodthorpe Ward of the City, bordering Westfield Ward. Because parts of the site are in differing Executive portfolios the report is presented to both Executive members and advisory panels for approval.

**Background**

2. The City of York Council is the freeholder of both Acomb Wood and Acomb Meadow. Together they cover 4Ha (10 Acres) of land (3.1Ha woodland, 0.9 Ha Meadow). Acomb Wood is in the Leisure & Culture portfolio and Acomb Wood Meadow in the Housing Services portfolio.
3. LNRs are both for people and nature - they are places with wildlife or geological features that are of special interest locally. Through good management it is possible to give people special opportunities to study and learn about them or simply enjoy and have contact with nature. There are over 1000 LNRs in England today ranging from windswept coastal headlands, ancient woodlands and flower meadows to former inner city railways, long abandoned landfill sites and industrial areas. In total they cover over 40,000 hectares, forming an impressive natural resource which makes an important contribution to England's biodiversity. However LNRs are comparatively scarce in North Yorkshire – with only 15 recognised sites, 3 of which are within York. Clifton Backies LNR was the first within York (designated 2002), Hob Moor LNR the second (designated 2003) and St Nicholas Fields LNR the third (designated 2004).
4. LNR designation serves to:
  - increase people's awareness and enjoyment of their natural environment
  - provide an ideal environment for everyone to learn about and study nature
  - build relationships between local Authorities, national and local nature conservation organisations, and local people

- protect wildlife habitats and natural features
  - offer a positive use for land which local authorities would prefer to be left undeveloped
  - make it possible to apply by-laws which can help in managing and protecting the site
5. A Memo of Understanding is in place between the Friends of Acomb Wood (FoAW), the Dringhouses & Woodthorpe and Westfield Ward Committees, and the City of York Council Parks & Open Spaces Section. This agreement came into being as a part of the acquisition of the woodland in 2002.
  6. Current Conservation designations on the site are Statutory Local Nature Reserve (proposed) (full site), Site of Importance for Nature Conservation (City of York Council Local Plan) (Meadow only), and Tree Preservation Order (Woodland only & those trees behind Linnet Way.)
  7. Acomb Wood is an old plantation dating back over 200 years. It is a mature, even aged woodland dominated mainly by Oak with an under storey of hazel, bramble, and hazel. There are also abundant hornbeams and birch with occasional rowan, whitebeam, scots pine and black poplars. There are also remnants of old hedgerows showing evidence of once being laid using traditional techniques. This largely native woodland is home to numerous species of fungus, invertebrates, and mammals and supports bird species such as tree creeper, woodpecker, tawny owl and sparrow hawk. The woodland is a welcome refuge amongst a heavily urbanised area.
  8. The adjacent meadow complements the woodland and also accommodates a woodland edge habitat. These edge habitats and substantial hedgerows are an extremely important element of the woodland ecosystem. The meadow itself shows a ridge and furrow landscape demonstrating that it has been managed as grassland for the past 300 years. This small area of unimproved grassland is the last of its kind in this area of the City mainly due to development. This meadow is species rich and includes several species of fine grasses along with wildflowers such as birds foot trefoil, meadowsweet, knapweed, meadow Vetchling and tufted vetch. A herb rich meadow such as this supports a large diversity of invertebrates, which in turn support bird populations and small mammal such as wood mouse, field vole, bank vole, shrew and weasel.
  9. Community involvement in the Meadow and Wood is the primary responsibility of the Parks & Open Spaces Community Leisure Officer. At least 10 public activities are held annually, such as guided walks and practical tasks. Community and environmental groups such as the Friends of Acomb Wood, Yorkshire Wildlife Trust Running Wild! group, British Trust for Conservation Volunteers, University Conservation Volunteers, York Cares volunteers and Environmental Task Force and others have all helped out on site. Members of the wider public are also encouraged to participate. If the LNR designation is fulfilled, this community involvement will be carried out by the LNR Officer within the Parks and Open Spaces section.

## Consultation

10. As part of the process of developing a Management Plan for Acomb Wood & Meadow the Friends of Acomb Wood have been consulted as to the designation of the site as an LNR and its future management. Management operations are overseen and administered by the Parks & Open Spaces section and are implemented primarily by Neighbourhood Services staff with smaller scale works undertaken by the Friends and other volunteer groups.
11. The Dringhouses & Woodthorpe, and Westfield Ward Committees have been consulted and have commented on the designation and future management of the wood. Other groups who have had the opportunity to have an input to the management plan are Yorkshire Wildlife Trust, York Natural Environment Trust, Natural England, Tree Wardens, members of the York Natural Environment Panel, members of the public and numerous council officers from the environment & conservation, parks & open spaces, and public rights of way sections.
12. In line with the protocol for designation of any site as an LNR, as stipulated in National Parks & Countryside Act 1949, Natural England (the Statutory Nature Conservation Body for England) have been consulted. Natural England support the designation of Acomb Wood & Meadow as an LNR.

## Options

13. **Option 1:** Declare Acomb Wood & Acomb Meadow as a Local Nature Reserve.
14. **Option 2:** Do not declare Acomb Wood & Acomb Meadow as a Local Nature Reserve.

## Analysis

15. The advantages of designating the site as a Local Nature Reserve are:
  - i) LNR designation is statutory, so that in planning terms protection of the site would be enhanced
  - ii) Additional advisory assistance would be available from Natural England. Financial assistance has been available in the past, and will continue to be available in the future as new grant schemes are developed and come under the administration of Natural England
  - iii) The designation may help to secure funding from other sources, for example landfill tax credits, and various arms of the Big Lottery Fund
16. If Acomb Wood and Meadow was not declared as a Local Nature Reserve, certain grant scheme options would be closed to application and expert advice and support from Natural England would not be accessible. In addition the extra protection from development and the benefits of a public designation would not be felt by the local community.

## Corporate Priorities

17. The designation as an LNR helps to meet Corporate Aim 1, as stipulated in the Council Plan 2006/07, to take pride in the City by improving quality and sustainability, creating a clean and safe environment.

18. The knock-on effects and benefits of LNR designation will also help to meet Corporate Aims 2, 5 & 7 by improving opportunities for learning, improving health & well being, and developing opportunities for events & activities.
19. The designation of, and increase in the number of Local Nature Reserves within York are targets within the Parks & Open Spaces Service Plan for 2006/07. The designation of Acomb Wood & Meadow is stipulated within this plan – to increase the number for LNR sites from 3 to 4, along with aspirations to increase the overall area of land under LNR designation, from 52.5 hectares to 62.5 hectares.

### **Implications**

20. This report has the following implications:
  - **Financial** The only cost to the Authority is the cost of advertising the designation status, which can be met within the existing Parks & Open Spaces budget. The designation in the long term is likely to bring significant investment in to the city as it opens up more funding opportunities for the Friends along with other community groups.
  - **Human Resources (HR)** There are no HR implications.
  - **Equalities** There are no Equalities implications.
  - **Legal** There are no legal implications. The National Parks and Access to the Countryside Act 1949 gives powers to Local Authorities to designate LNRs. The local authority must have legal interest in the land, for example by owning it, leasing it or having an agreement with the owner. The land must also be within the area of the local authority.
  - **Crime and Disorder** There are no Crime & Disorder implications.
  - **Information Technology (IT)** There are no IT implications.
  - **Property** There are no Property implications.
  - **Other** There are no other implications.

### **Risk Management**

20. There are no known risks associated with the designation of Acomb Wood & Meadow as a Local Nature Reserve.

### **The Next Steps**

21. Should the decision be made to designate Acomb Wood and Meadow as an LNR the Council would be required to notify the Public. This would take the form of an advert in the Press and copies of the declaration would be made available for public inspection at 18 Back Swinegate. Notices would also be placed on site, and publicity through the Press and Ward Committee Newsletters sought. Natural England would be informed to update the national database of LNRs and Ordnance Survey informed for updating the status on their maps.



**Recommendations**

- 22. The Executive Member is asked to agree that Acomb Wood & Acomb Meadow be designated as a Local Nature Reserve, per Option 1 above.

Reason: The designation as an LNR will bring positive benefits to the local community and to the site itself. It will help preserve & enhance the site for future years, send a positive message to the local community, and ensure good management practices are followed in consultation with Natural England.

**Contact Details**

**Authors:**

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Parks & Open Spaces  
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Dave Meigh  
Head of Parks & Open Spaces  
Parks & Open Spaces  
553386

**Chief Officer Responsible for the report:**

Charlie Croft  
Assistant Director (Lifelong Learning and Culture)

Report Approved  Date 02.01.2007

**Charlie Croft**  
Assistant Director, Lifelong Learning and Culture

Report Approved  Date 02.01.2007

**Specialist Implications Officer(s)**

Nil

**Wards Affected:** Dringhouses & Woodthorpe, Westfield

All

For further information please contact the author of the report

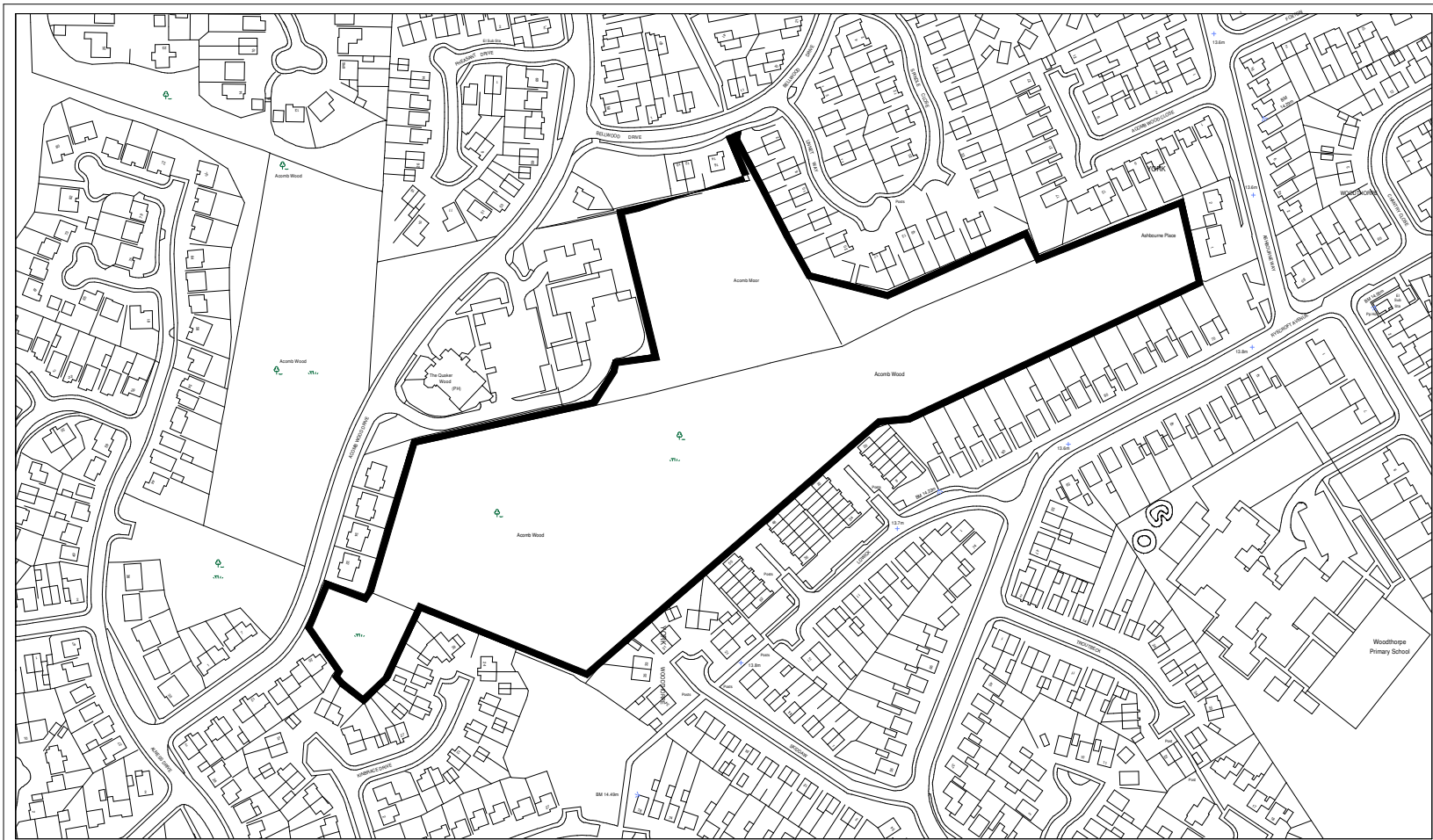
**Background Papers: None**

**Annexes:**

**Annex 1:** Area & Location of Proposed LNR Designation

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# Annex 1: Acomb Wood & Acomb Meadow – Area & Location of Proposed LNR Designation



## Acomb Wood

SCALE: 1:2500

DRAWN BY: Barrie Jones

DATE: 3/12/2002

Originating Group:

Organisation

Drawing No.



Produced from the 1993 Ordnance Survey 1:2500 mapping with the permission of the Controller of Her Majesty's Stationery Office  
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**Meeting of the Executive Member for Leisure and Culture and Advisory Panel****16 January 2007**

Report of the Assistant Director (Lifelong Learning and Culture)

**Library Service Restructure****Summary**

1. The purpose of this report is to seek comments from the Executive Member and Advisory Panel on a new staffing structure for the Library Service, prior to it being referred to Full Council.

**Background**

2. Since the publication of the government's vision for Public Libraries – Framework for the Future in 2002, there has been fundamental change in both the delivery and direction of library services nationally. This has been reflected locally in a series of reviews over the last 2 years – the key ones being the Scrutiny Report – Putting Libraries at the Heart of the Community and the IDeA Peer Review.
3. These reviews set out a vision for the service and make recommendations for change necessary to realise that vision:

**Scrutiny report**

- Roles and responsibilities of all staff must be clarified
- Service delivery must be designed around the promotion of reading rather than looking after books

**Peer Review**

- A structure is needed where line management responsibilities, job descriptions and working practices enable staff to deliver a quality service
  - The service's priorities must be clarified and made explicit ensuring that staff activity is focussed on their delivery
4. As a response to these recommendations the staffing structure needs to change so that it can work as a single entity to meet the challenges of delivering a 21st century library service.

**Consultation****Leisure and Heritage Scrutiny Board 2005**

5. The Leisure and Heritage Scrutiny Board produced its final report, *The Council's Library Services - Putting Libraries At The Heart Of The Community* in

September 2005. This report gave the service a very clear vision for the future – *one that puts learning at the heart of the service and centres around the principle that libraries should not just be libraries but places that add value to their communities in a whole host of ways. They should be spaces that are:*

- Modern, contemporary - designed to meet the needs of the communities they serve
- Outward looking - connected with the surrounding landscape and community, drawing people in
- Welcoming - where staff are proactive in helping people make sense of the complex world of information sources
- Customer first - combining the design principles of a modern layout of a bookshop with the traditional values of a library service
- Engaging – inspiring people to join a reading group or a homework club, listen to storytelling, sign up to an evening class, discover their family history, have a coffee, meet new people, surf the internet, access any book ever published, look for job opportunities, learn with their families, hire the latest DVD, access information that enables them to make informed life choices and supports independent living

### **IDEA Peer Review**

6. One key outcome of the Peer Review that underpins the restructure has been the delivery of a programme of cultural change through Go MAD (Make a Difference) thinking consultants. Transformational change can only be achieved if it is built upon a fundamental shift in the culture. We wanted to begin the transformation of the service through the thinking of our staff. Every member of staff has been through the programme which had the following aims:
  - Building a common language and methodology for service transformation
  - Clarifying leadership roles and responsibilities
  - Gaining employee buy-in to the vision for and aspirations of the service
  - Developing a personal responsibility culture
  - Replacing a problem-focused orientation with a possibility-based mindset
  - Raising ambition and increasing confidence to deliver
  - Developing skills to motivate, support and challenge self and others
  - Stimulating creativity and innovation
  - Promoting effective teamwork by building productive relationships with peers and partners
  - Improving communication and raising profile internally and externally

### **Staff Consultation**

7. The decision was taken to restructure the service to enable it to realise this vision and a model was created to state its aims and intended outcomes. The Model in Annex A sets out the activities that would involve staff in the consultation. Our aim was to keep staff informed through the process and involve as many as possible in work on how the new structure might look and

work. This was an opportunity for staff to use the skills and techniques they learned on the Go MAD programme.

8. A letter was sent to all staff on 15 June 2006 explaining why a restructure was needed and what the process would be. The letter asked staff to return a proforma detailing how they wanted to be involved in the process. This was followed with a newsletter which was also sent to every member of staff along with a copy of the Model.
9. There have been a number of small groups looking at different parts of the service led by the library management team. The work done by these groups has informed the final proposed structure and raised issues that will form the basis for a 5 year plan which will look in more depth at different areas of the service. The dialogue with staff has continued since the publication of the proposed structure. There has also been a meeting with Unison to discuss the new structure.

## **Options**

10. The proposed structure is set out in Annex B. Key elements of this are:
  - Three new strategic areas are proposed – Learning; Reading and Information; Children, Young People and Families. These areas will be led by a strategic manager, with the lead for Learning being taken by the Head of Service as it has a wider application across Libraries and Heritage
  - It is proposed that these areas will be headed by strategic managers whose role will be key for the development of the service – building partnerships and representing the service locally and nationally. They will also create the bridge between policy and practice – supported by the Area Manager role, ensuring that all staff are clear about their roles and responsibilities and that the service is operating as “one service”
  - The Performance and Quality role will ensure that continuous improvement is embedded across the service and will facilitate intelligence led planning. It will also lead on producing community profiles to support the work of community engagement
  - The library service has 3 IT networks: the Flexible Learning Centres network, the People’s Network and the Library Management System (Unicorn). These will be managed by the IT Development role, liaising with corporate IT and developing innovative use of IT
  - There are a range of specialist roles which will concentrate on areas that have been identified as priorities for the service – for instance, Family and Local History, Read Write York, Schools’ Liaison and Young People
  - Community engagement is a priority for the way in which we will deliver our services and the Area Manager role and the Lending Services Manager role will lead on this – they are ideally placed to develop links with their communities. This function will be supported by the Customer Service Managers. This will enable each library to understand its community better and work with local people more effectively

- The Reference and Information function is a key element of a modern library service – providing a high quality enquiry service that is not available anywhere else. This will be supported by a team of Information Specialists who will be trained to deliver a high level reference and information service
- Extra staffing hours have been put into the community libraries to enable them to better deliver the frontline service. It has also been possible to increase opening hours by 16 hours a week and reduce the amount of single staffing
- To ensure that policy is understood and delivered across the service, there will be a number of “champion roles” within the 3 strategic areas. This concept will be developed after the new structure is in place. It is also designed to give all staff opportunities to develop their skills
- The caretaking function will be managed by Neighbourhood Services as a part of their overall caretaking service for the Council. The details of this are still in negotiation, but it will be within the existing budget
- Relief staff will be booked centrally by the administration team at Back Swinegate, thus freeing up staff time to deliver the service

11. The structure will be supported by a number of teams:

- **Library Strategy Team** – led by the Head of Service with the Strategic Managers supported by the IT Development Manager and the Performance and Quality Manager as needed. This team will consider regional and national initiatives, Framework for the Future action plan and determine the direction of the service – this will include taking forward the Asset Management Plan; the implementation of the concept of Library Learning Centres and the marketing of the service
- **Library Management Team** – led by the Head of Service with the Strategic Managers; the Area Managers and the Lending Services Manager; IT Development Manager and the Performance and Quality Manager. This team will turn policy into practice, inviting other staff as required. It will monitor progress on the 5 year plan, budgets and performance indicators
- **Quality Improvement Team** – led by the Performance and Quality Manager. This team will also continue the Go MAD work – ensuring it is sustained

## Analysis

13. Through the implementation of these measures we will refocus the staff team on the core priorities outlined above. In so doing we will deliver the proposed budget savings of £30k within the Leisure and Culture budget portfolio whilst increasing the available opening hours to the public by 18.5 hours per week – allowing the service to move closer to the national standard on opening hours. There will also be a substantial reduction in single staffing. There will be the possibility of redundancies, but we will work to minimise this through the redeployment process.



## Corporate Objectives

14. The new structure will enable the service to focus on the revised corporate priorities in the LAA and the Corporate Improvement Statements. It will also enable it to better meet the five Lifelong Learning and Culture priorities:
- Making York more eventful
  - Engaging in learning
  - Being healthy
  - Building, stronger, safer and greener communities
  - A vibrant cultural infrastructure

## Implications

15. The report has the following implications:

### Financial

16. The table below shows that in 2007/08 the total cost of the staffing structure and arrangements set out in this report total £1,497k. Total funding available in 2007/08 including the existing budget for the current structure and a number of other funding sources total £1,536k. The resulting budget surplus of £39k will ensure that the budget saving already included in the 2007/08 budget of £30k will be achieved.
17. It should also be noted that the maximum cost of the new structure (if all staff have reached the top of their respective grades) only generates a saving of £9k when compared to the maximum cost of the existing structure. All though it would be unusual for this situation to arise in practice, if it did further savings of £21k would need to be found within the service to maintain costs within the approved budget.

|   | <b>New Structure<br/>2007/08 £</b> | <b>New Structure<br/>2008/09 £</b> | <b>Max Cost of<br/>New Structure<br/>£</b> |
|---|------------------------------------|------------------------------------|--|
| Cost of New Staffing Structure                | 1,425,790                          | 1,446,250                          | 1,476,990                                  |
| Provision for Relief Staffing                 | 45,360                             | 45,360                             | 45,360                                     |
| Caretaking charge from Neighbourhood Services | 25,700                             | 25,700                             | 25,700                                     |
| <b>TOTAL COST</b>                             | <b>1,496,850</b>                   | <b>1,517,310</b>                   | <b>1,548,050</b>                           |
|   |                                    |                                    |  |

|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| Funded By:  |                  |                  |                  |
| Current Staffing Structure                                | 1,385,650        | 1,399,470        | 1,406,660        |
| Relief Staffing Budget                                    | 63,850           | 63,850           | 63,850           |
| <i>Current Contribution to Flexible Learning Centres:</i> |                  |                  |                  |
| - Library   | 20,000           | 20,000           | 20,000           |
| - Adult Education   | 20,000           | 20,000           | 20,000           |
| Early Years Contribution to Book Start                    | 10,820           | 10,820           | 10,820           |
| Arts Contribution to Literature Development               | 10,000           | 10,000           | 10,000           |
| Homework Help Clubs (Ceasing Service)                     | 19,300           | 19,300           | 19,300           |
| Bookstock Budget Transferred                              | 6,000            | 6,000            | 6,000            |
| <b>TOTAL FUNDING</b>                                      | <b>1,535,620</b> | <b>1,549,440</b> | <b>1,556,630</b> |
| Budget Surplus  | 38,770           | 32,130           | 8,580            |

### Human Resources

18. The HR Service has been consulted in the management development of these proposals. The procedures by which management can implement the proposals are contained within the Council policies for Managing Change. The implementation will also need to be managed in accordance with the existing vacancy management procedure and establishment control procedure.
19. This proposal has significant HR implications. The current structure has 67.5 FTE, with the new structure having 67 FTE. The service is currently running with a vacancy of 3.38 FTE.
20. The revised structure contains a large number of new and revised posts. Therefore a number of posts have been deleted from the current structure, placing the staff in these posts at risk of redundancy. There are a significant number of staff that are currently in posts that will be deleted and are therefore directly affected by this proposal. These staff will be placed on the redeployment register and suitable alternative posts sought. There are a number of new posts within the revised structure which may be suitable alternatives for staff at risk. However, this is dependant on the posts being deemed a suitable match for individuals.

21. Redeployment will be actively sought for all staff affected by this proposal. However, if redeployment cannot be found for all staff concerned, redundancy costs will need to be factored into this proposal. Precise details of costs cannot be provided until the outcome of the redeployment process is known.
22. The majority of posts have been benchmarked by HR (subject to the outcome of job evaluation) and the grades confirmed. Due to time constraints, the remainder of the benchmarking will be completed prior to the assessment for change meeting, if the proposal is taken forward.
23. The paper also proposes to extend branch opening hours. The additional hours this will create will in the first instance be considered in relation to staff that may be on the redeployment register. If there are no suitable matches, this will be managed in line with the current vacancy management procedure and recruitment controls.
24. The careful management application of appropriate procedures and clear, consistent consultation with staff affected is vital at all stages.
25. Pensions: It is not possible at this time to identify actual redundancies and so the financial implications cannot be quantified. Any such costs will be met from the corporate redundancy and early retirement budget in 2007/08, but should be also be considered against the anticipated first year savings from the restructure proposals.
26. There are no Equalities, Legal, Crime and Disorder, Information Technology, Property, or other implications.

### **Risk Management**

27. Key issues are:
  - Change on this scale will need to be effectively managed. We have made a start on this through the Go MAD training, which has equipped staff with the skills to manage and understand change. The new structure will better facilitate communication and will support staff more effectively
  - There will need to be a period of “bedding down” the new structure and this will be reflected in the Service Plan for 2007/08
  - There is a risk of redundancies and we will work closely with HR to minimise this through the redeployment process

### **Recommendations**

28. The Executive Member and Advisory Panel is asked recommend to Council the approval of the new staffing structure set out in Annex B.

Reason: To align the library service with national and local priorities

**Contact Details**

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553316

**Chief Officer Responsible for the report:**

Charlie Croft  
Assistant Director (Lifelong Learning & Culture)

**Report Approved**  **Date** 05/01/07

Charlie Croft  
Assistant Director (Lifelong Learning & Culture)

**Report Approved**  **Date** *Insert Date*

**Specialist Implications Officer(s)**

Richard Hartle      Jo Brighton  
Finance Manager    HR Advisor  
LCCS                    LCCS

**Wards Affected:**

**All**

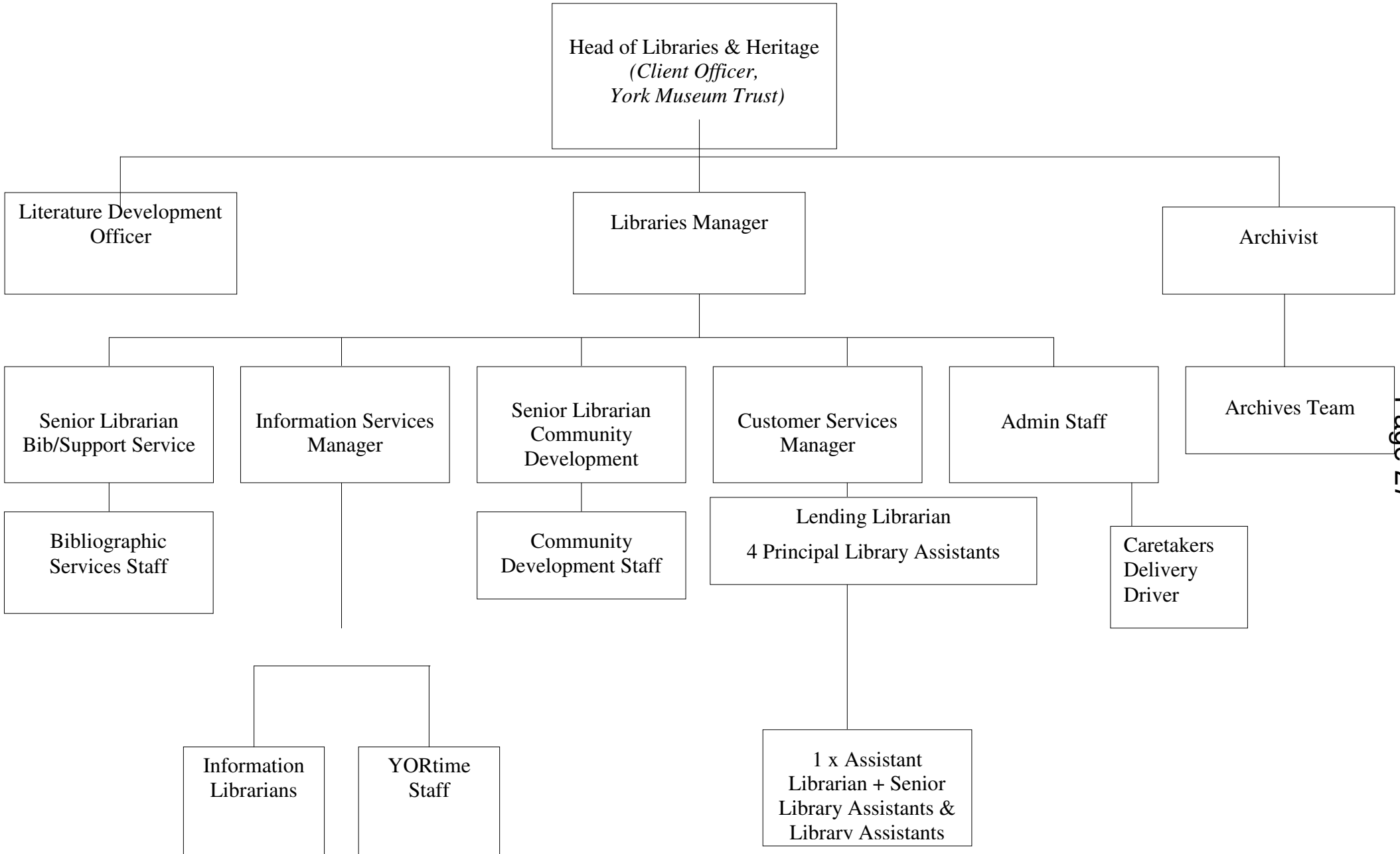
**For further information please contact the author of the report**

**Background Papers:**

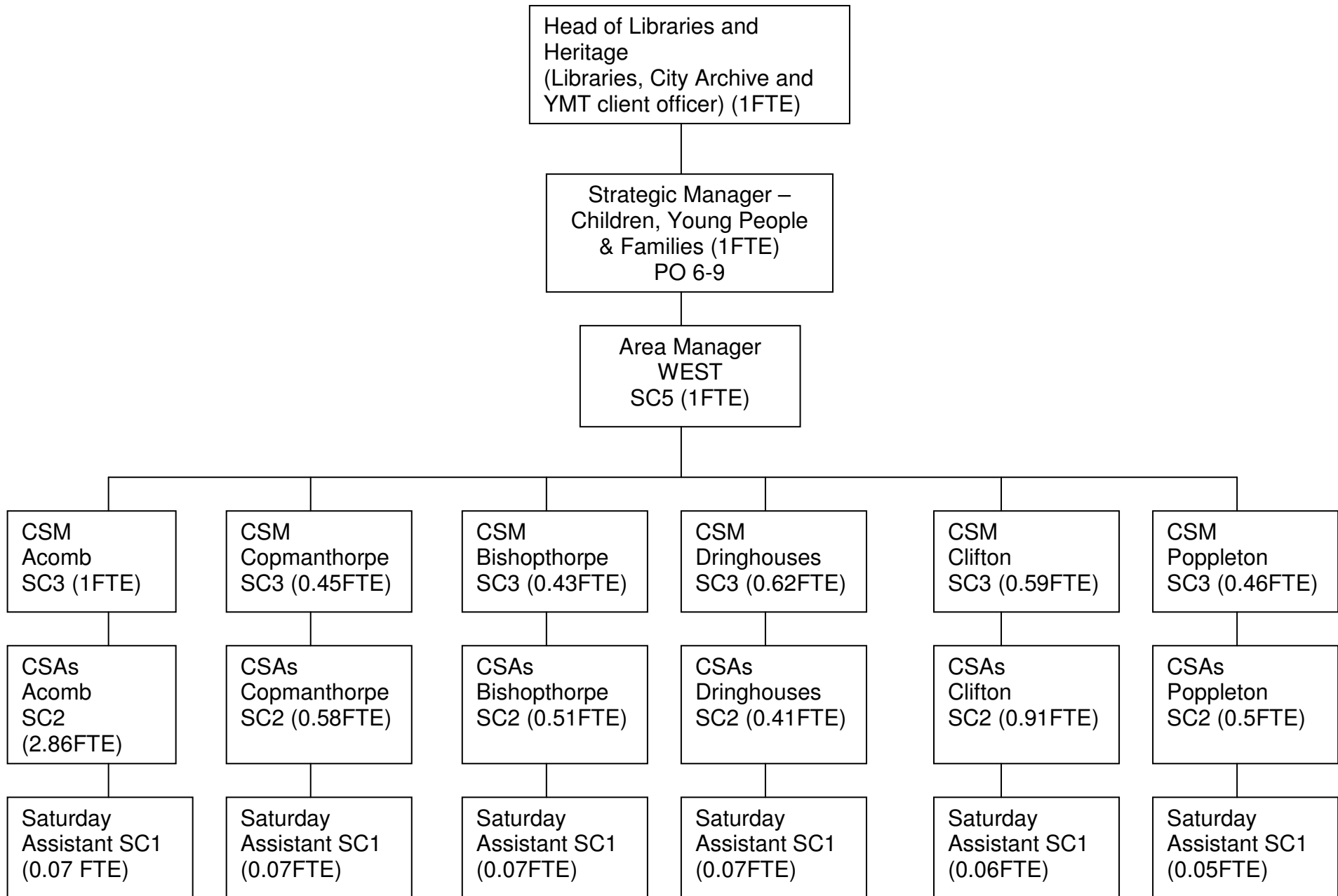
*Putting Libraries at the Heart of the Community* – report to the Executive  
*The IDeA Peer Review*

**Annexes**

Annex A – Existing structure  
Annex B – New structure

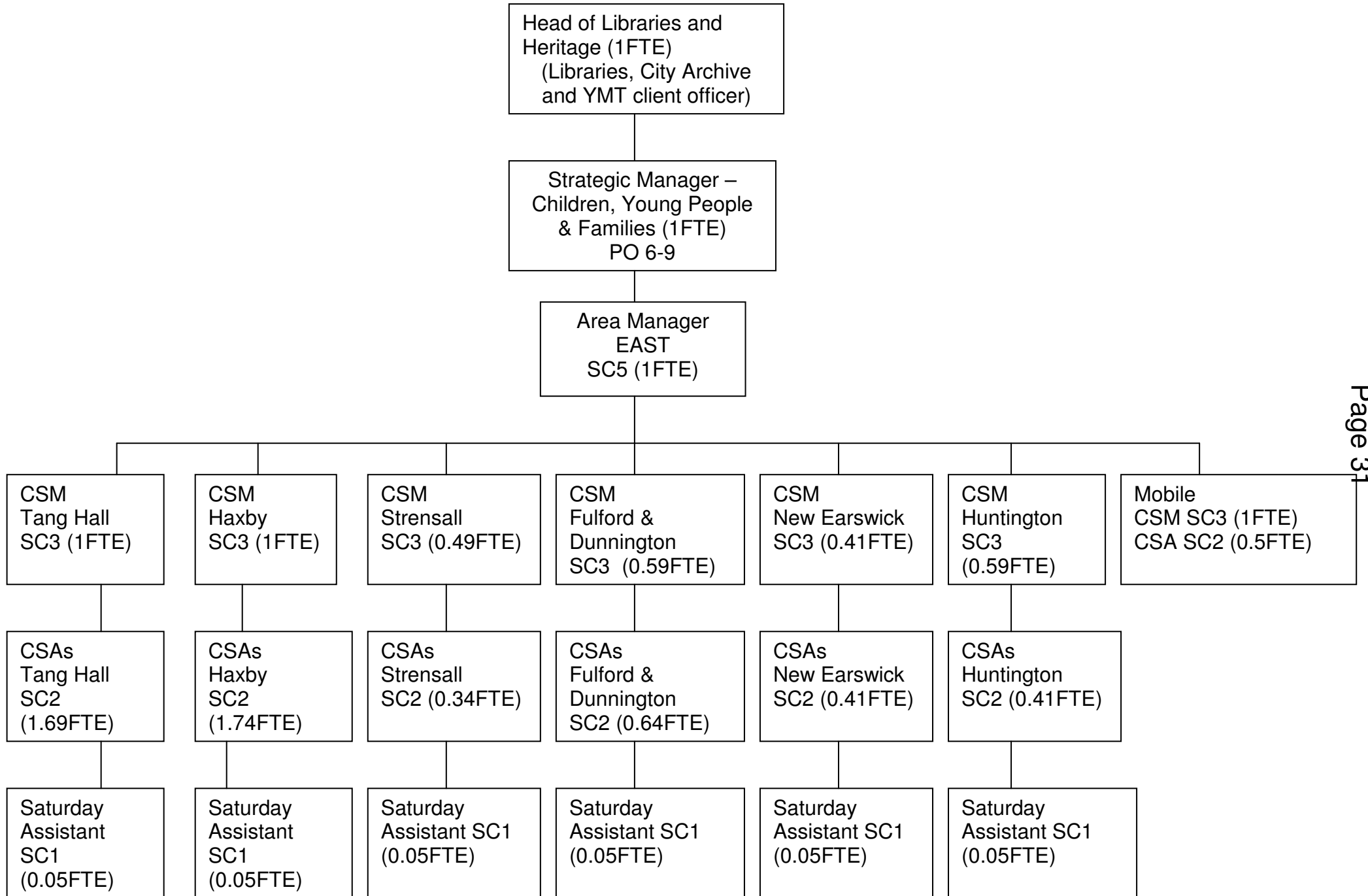


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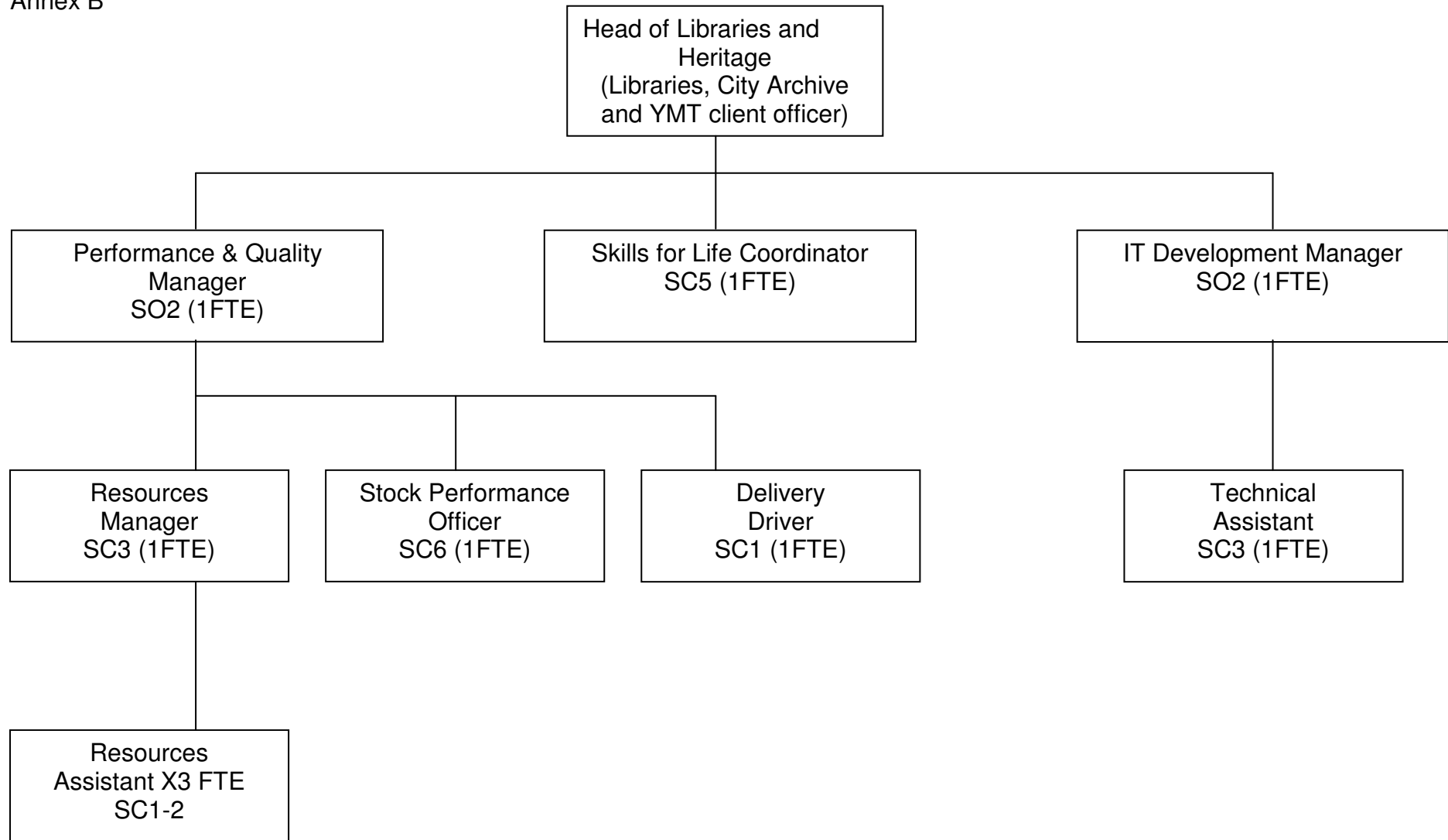
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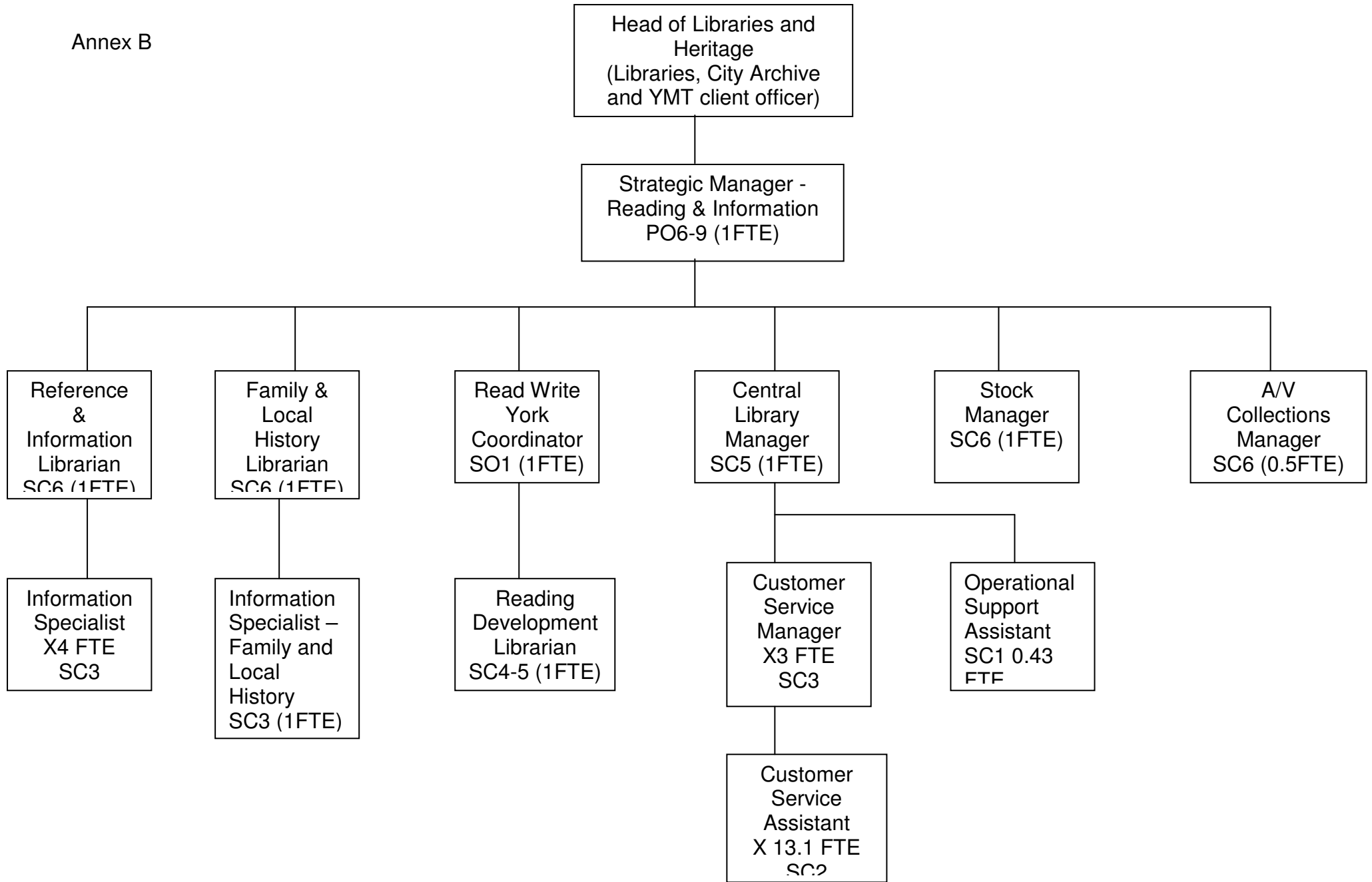


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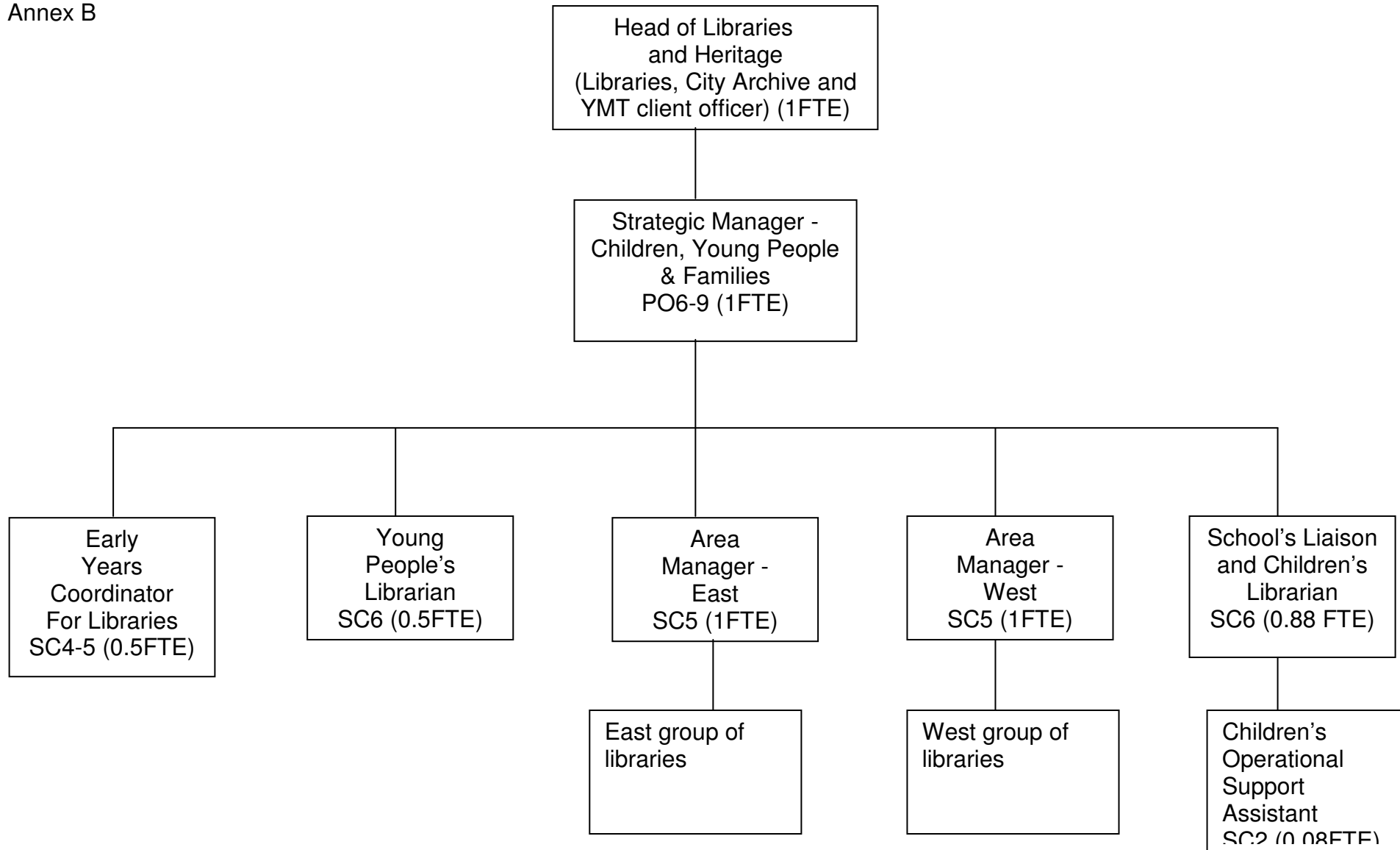
Annex B



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