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SUBJECT:	**Proposed re-structure of the Community Hubs and Community Learning Services**
MEETING:	**INDIVIDUAL CABNET MEMBER DECISION**
DATE:	**26**th April 2017
DIVISION/WARDS AFFECTED: All	

1.   PURPOSE:

To seek approval from the Cabinet Member for Innovation, Enterprise & Leisure to a proposed re-structure of the Libraries, Community Hubs and Community Learning Teams to meet budget mandate savings and a reduction in Coleg Gwent Franchise Funding.

2.   RECOMMENDATIONS:

2.1   That the Cabinet Member for Innovation, Enterprise and Leisure in consultation with the Cabinet Member for Community Development approve the structure detailed in Appendix 2.

2.2   That the Head of Community Delivery be authorised to vary the proposed structure outlined in Appendix 2 following the conclusion of the formal staff consultation process, subject to the required savings being realised.

2.3   In the event that the service is unable to fund redundancy costs we will look to call on the corporate reserve fund.

3.   KEY ISSUES:

Strategic Library Team & Hubs

3.1   Following a report to Cabinet in March 2015, the Community Hubs and Strategic Library Teams were created through the integration of the former one stop shop and library teams. The proposal enabled £250,000 recurring revenue savings through the reduction in staff and operating costs. A further £50,000 is forecast to be realised when an Abergavenny hub has been created. In addition a further £85,000 recurring revenue saving was attached to the service in 16-17 to offset the lack of partnership funding from Town and Community Councils. When setting the current financial revenue budget, the Council agreed to implement a further £89,991 budget mandate saving, £84,991 of which relate to staff savings.

3.2   In order to protect front line services, the savings will be realised through the loss of two posts within the Strategic Libraries Team. Since the implementation of the hubs it has

become evident that the strategic functions need to be embedded within the hubs delivery teams to ensure that strategic planning reflects day to day operational needs. The budget mandate identified the loss of the Principal Librarian role and the Resources Officer role. The structure outlined in Appendix 2 outlines the proposed changes which transfer the strategic libraries functions into the role of the Community Hub Manager North. This post will oversee the operational management of the Librarian, Gilwern and Prison Librarians and the Home Delivery Service. The digital elements of the service will transfer to the Community Hubs Manager South and this post will take on line management of the Digital Support Officer.

3.3   In order to provide parity in workloads it is proposed that the hub responsibilities will be amended as follows:

Present

Community Hub Manager - North			Community Hub Manager - South	
Usk Hub	Abergavenny One Stop Shop	Monmouth Hub	Chepstow	Caldicot
	Abergavenny Library			

Proposed

Community Hub Manager - North			Community Hub Manager - South		
Gilwern Library	Abergavenny One Stop Shop	Monmouth Hub	Chepstow	Caldicot	Usk Hub
Prison Library	Abergavenny Library				

3.4   It is recognised that there have been concerns raised over the loss of the Principal Librarian role and the Resources Officer and impact this will have on front line delivery. A meeting was held with key officers in the hubs service prior to finalising the plan to test the potential impacts on service delivery to users as a result of the changes. It was clear that whilst there will inevitably be challenges for the Library Lead roles in particular the changes would give them greater ownership and autonomy to acquire stock and deliver services that meet local needs.

Community Learning

3.5   In July 15 Cabinet agreed to the re-structure of the Community Learning Service to reflect a reduction in Coleg Gwent Franchise funding from to £399,910 to £200,000. Since this re-

structure was implemented a further £50,000 reduction has been imposed due to the loss of welsh language funding. Core funding was withdrawn from the Community Learning Service in 2014, which has placed a level of uncertainty on the service as its future currently lies in external funding partners and the ability to derive income from leisure classes. The Community Learning service provides valuable educational support to adult learners and the current funding arrangement does not enable the service to plan. It is proposed therefore that a post will be created in each hub which will act as community learning leads as well delivering hub based services. These posts will be core funded, enabling colleagues to promote the service and hub support will be more widely available to deal with peak work flows such as enrolments. The operating hours of the hubs have been reviewed and where necessary amended to align hub opening hours with community classes to minimise lone working by tutors and provide a broader service offer for the community. The proposed opening hours are illustrated in Appendix 3.

3.6 These proposals however do mean a change to the current management roles with the Community Learning Service. The proposal is to delete the existing Community Learning Manager (0.8 FTE) and Deputy (0.8 FTE) posts and create a new Community Learning Lead Officer post which will retain responsibility for the management of the tutors and liaison with Coleg Gwent. It is proposed that this role will report into the Community Hubs Manager –South post to ensure that the service is integrated and operational and strategic needs remain aligned.

4. REASONS:

4.1 The Community Hubs provide a focal point for our communities delivering Council services and providing a venue for partners to offer surgeries and support in a local context and familiar surroundings. We currently have 50 organisations providing activities and discussions are ongoing to increase this.

4.2 Funding has been reduced for three successive years and the service is constantly having to adapt and evolve to minimise the impact to users and staff. The structure proposed will not impact on front line service delivery as the restructure largely involves the management tier. These proposals however will inevitably impact on capacity and the level of strategic management that can be delivered.

4.3 Providing core funded posts for the community learning has been designed to safeguard the service and provide an opportunity to develop the leisure class offer which in turn will generate income. Abergavenny, Usk and Chepstow have all seen an increase in leisure class enrolments as a result of the presence of Community Learning staff.

4.4 With the exception of Abergavenny, Community Learning is now delivered from the hub venues which has reduced the operating costs and broadened the audience base for the hubs.

5. RESOURCE IMPLICATIONS:

5.1 The proposed re-structure will result in the budgeted staffing savings of £116,000 against a total requirement of £125,991. It is proposed that the shortfall will be met through savings realised from supplies and services budgets and the reduction in LMS software costs.

Present

Current					
-					
Central	**BAND**	**FTE**	**SALARY**	**ON COSTS**	**TOTAL COST**
Principle Librarian	41-45	1.00	40,057	12,850	52,907
Librarian	37-41	1.00	36,379	11,590	47,969
Buisness and Digital Support Officer	25-29	1.00	25,951	7,933	33,884
Resources Officer	25-29	1.00	25,951	7,933	33,884
Home Delivery Officer	21-25	1.00	22,658	6,798	29,456
Community Learning Manager	49-53	1.00	47,568	15,483	63,051
Team Leader South	33-37	1.00	32,486	10,230	42,716
Lead Tutor	21-25	0.27	4,298	1,298	5,596
Admin Officer Central	17-21	0.50	10,069	2,483	12,552
Admin Officer South	17-21	0.50	10,069	2,483	12,552
Admin Officer North	17-21	1.00	20,138	5,949	26,087
Cleaner in charge Abergavenny	13-17	0.41	7,185	1,516	8,701
Cleaner in charge Usk	13-17	0.27	4,535	957	5,492
North					
Hub Manager North	37-41	1.00	36,379	11,590	47,969
Monmouth Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Monmouth Library Officer	25-29	1.00	25,951	7,933	33,884
Monmouth Information Assistant	21-25	1.00	22,658	6,798	29,456
Monmouth Information Assistant	21-25	1.00	22,658	6,798	29,456
Monmouth Information Assistant	21-25	0.60	13,595	3,650	17,245
Monmouth Information Assistant	21-25	0.39	8,867	1,985	10,852
Abergavenny Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Abergavenny Library Officer	25-29	1.00	25,951	7,933	33,884
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	0.50	11,329	2,899	14,228
Abergavenny Information Assistant	21-25	0.47	10,717	2,643	13,360

Aber Library and Information Assistant (TEMP)	17-21	0.95	19,050	5,115	24,165
Aber Information Assistant (Temp)	21-25	0.97	22,046	6,512	28,558
Gilwern Library Assistant	17-21	0.49	9,797	2,315	12,112
Prison Service Library Assistant	33-37		24,584	7,523	32,107
South					
Hub Manager South	37-41	1.00	36,379	11,590	47,969
Chepstow Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Chepstow Library Officer	25-29	1.00	25,951	7,933	33,884
Chepstow Information Assistant	21-25	1.00	22,658	6,798	29,456
Chepstow Information Assistant	21-25	1.00	22,658	6,798	29,456
Chepstow Information Assistant	21-25	1.00	22,658	3,798	26,456
Chepstow Information Assistant	21-25	0.50	11,329	2,890	14,219
Chepstow Information Assistant	21-25	0.50	11,217	2,861	14,078
Caldicot Senior Information Assistant	25-29	0.59	15,430	4,717	20,147
Caldicot Senior Information Assistant	25-29	0.41	10,521	3,216	13,737
Caldicot Library Officer	25-29	0.50	12,975	3,967	16,942
Caldicot Library Officer	25-29	0.50	12,975	3,967	16,942
Caldicot Information Assistant	21-25	1.00	22,658	6,798	29,456
Caldicot Information Assistant	21-25	1.00	22,658	6,798	29,456
Caldicot Information Assistant	21-25	0.81	18,372	5,322	23,694
Caldicot Information Assistant	21-25	0.19	4,287	904	5,191
Usk Library Officer	25-29	0.81	21,041	6,266	27,307
Usk Information Assistant	21-25	0.81	18,372	5,322	23,694
Usk Information Assistant	21-25	0.11	2,450	517	2,967
Total Cost			**1,001,346**	**295,852**	**1,297,198**

Proposed

North					
Hub Manager North	41-45	1.00	39,660	12,723	52,383
Librarian	37-41	1.00	36,379	11,590	47,969
Home Delivery Officer	21-25	1.00	22,658	6,798	29,456
Peripatetic Officer	21-25	1.00	13,595	3,650	17,245
Monmouth Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Monmouth Library Officer	25-29	1.00	25,951	7,933	33,884
Monmouth Information Assistant	21-25	1.00	22,658	6,798	29,456
Monmouth Information Assistant	21-25	1.00	22,658	6,798	29,456
Monmouth Information Assistant	21-25	0.60	13,595	3,650	17,245
Monmouth Community Learning Assistant	21-25	0.60	13,595	3,650	17,245

Abergavenny Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Abergavenny Library Officer	25-29	1.00	25,951	7,933	33,884
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	1.00	22,658	6,798	29,456
Abergavenny Information Assistant	21-25	0.50	11,329	2,899	14,228
Abergavenny Information Assistant	21-25	0.47	10,717	2,643	13,360
Abergavenny Community Learning Assistant	21-25	1.00	22,658	6,798	29,456
Aber Library and Information Assistant (TEMP)	17-21	0.95	19,050	5,115	24,165
Aber Information Assistant (Temp)	21-25	0.97	22,046	6,512	28,558
Gilwern Library Assistant	17-21	0.49	9,797	2,315	12,112
Prison Service Library Assistant	33-37		24,584	7,523	32,107
South					
Hub Manager South	41-45	1.00	39,660	12,723	52,383
Buisness and Digital Support Officer	25-29	1.00	25,951	7,933	33,884
Community Learning Lead	37-41	1.00	36,379	11,590	47,969
Lead Tutor	21-25	0.27	4,298	1,298	5,596
Cleaner in charge Abergavenny	13-17	0.41	7,185	1,516	8,701
Cleaner in charge Usk	13-17	0.27	4,535	957	5,492
Chepstow Senior Information Assistant	25-29	1.00	25,951	7,933	33,884
Chepstow Library Officer	25-29	1.00	25,951	7,933	33,884
Chepstow Information Assistant	21-25	0.81	18,372	5,511	23,883
Chepstow Information Assistant	21-25	0.81	22,658	6,798	29,456
Chepstow Information Assistant	21-25	0.50	11,329	2,889	14,218
Chepstow Information Assistant	21-25	0.50	11,329	2,899	14,228
Chepstow Information Assistant	21-25	0.50	11,329	2,899	14,228
Chepstow Community Learning Assistant	21-25	0.50	11,329	2,899	14,228
Caldicot Senior Information Assistant	25-29	0.59	15,430	4,717	20,147
Caldicot Senior Information Assistant	25-29	0.41	10,521	3,216	13,737
Caldicot Library Officer	25-29	0.50	12,975	3,967	16,942
Caldicot Library Officer	25-29	0.50	12,975	3,967	16,942
Caldicot Information Assistant	21-25	1.00	22,658	6,798	29,456
Caldicot Information Assistant	21-25	1.00	22,658	6,798	29,456
Caldicot Information Assistant	21-25	0.81	18,372	5,322	23,694

Caldicot Community Learning Assistant	21-25	0.50	11,329	2,899	14,228
Usk Library Officer	25-29	0.81	21041.3	6,266	27,307
Usk Information Assistant	21-25	0.81	18,372	5,322	23,694
Usk Information Assistant	21-25	0.11	2,450	517	2,967
Usk Community Learning Assistant	21-25	0.43	9,798	2,315	12,113
Total Cost			**911,595**	**269,470**	**1,181,065**
				Saving	**- 116,133**

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

6.1 This report seeks approval for a re-structure to meet agreed MTFP savings. The report will not impact on the services provided and as such a future generations Evaluation is not considered necessary for this report. There are no safeguarding or corporate parenting implications associated with this report.

7. CONSULTEES:

SLT
Cabinet members
Joy Robson

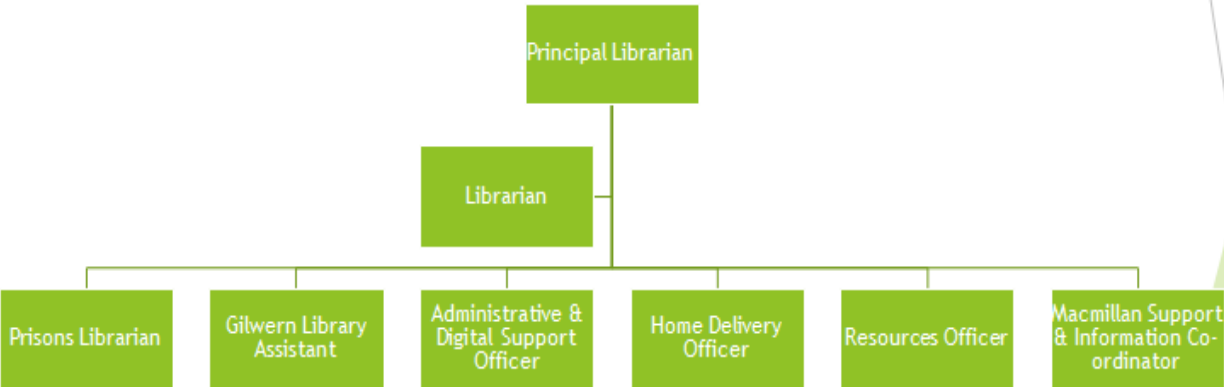## 8. BACKGROUND PAPERS:

None

9. AUTHOR:

Debra Hill-Howells

10. CONTACT DETAILS:

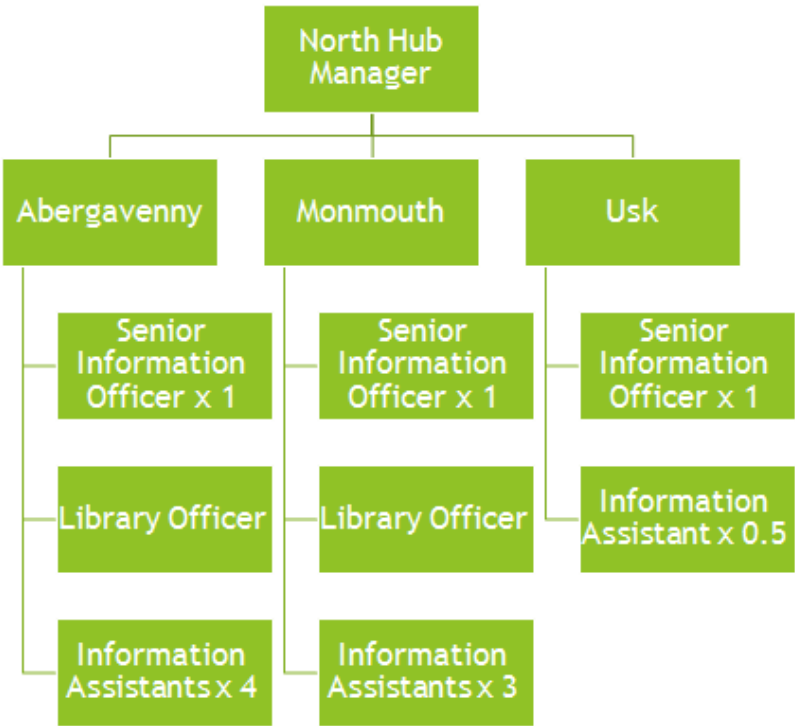**Tel:** 01633 644281
E-mail: debrahill-howells@monmouthshire.gov.uk
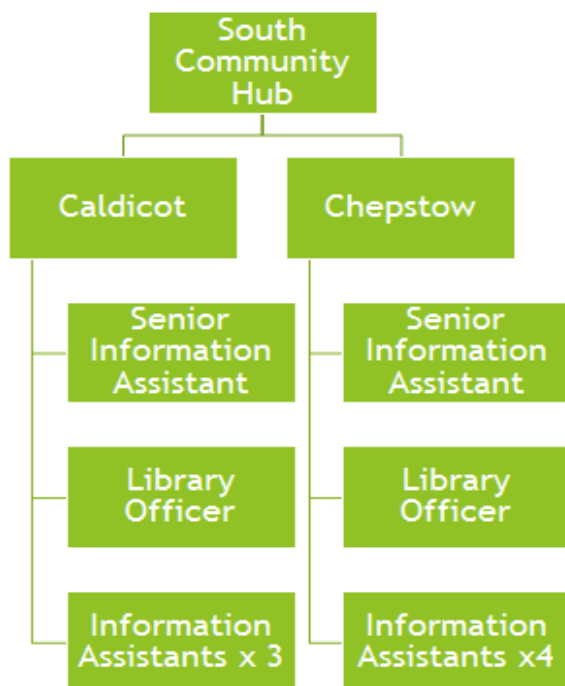
Appendix 1 – Current Structures
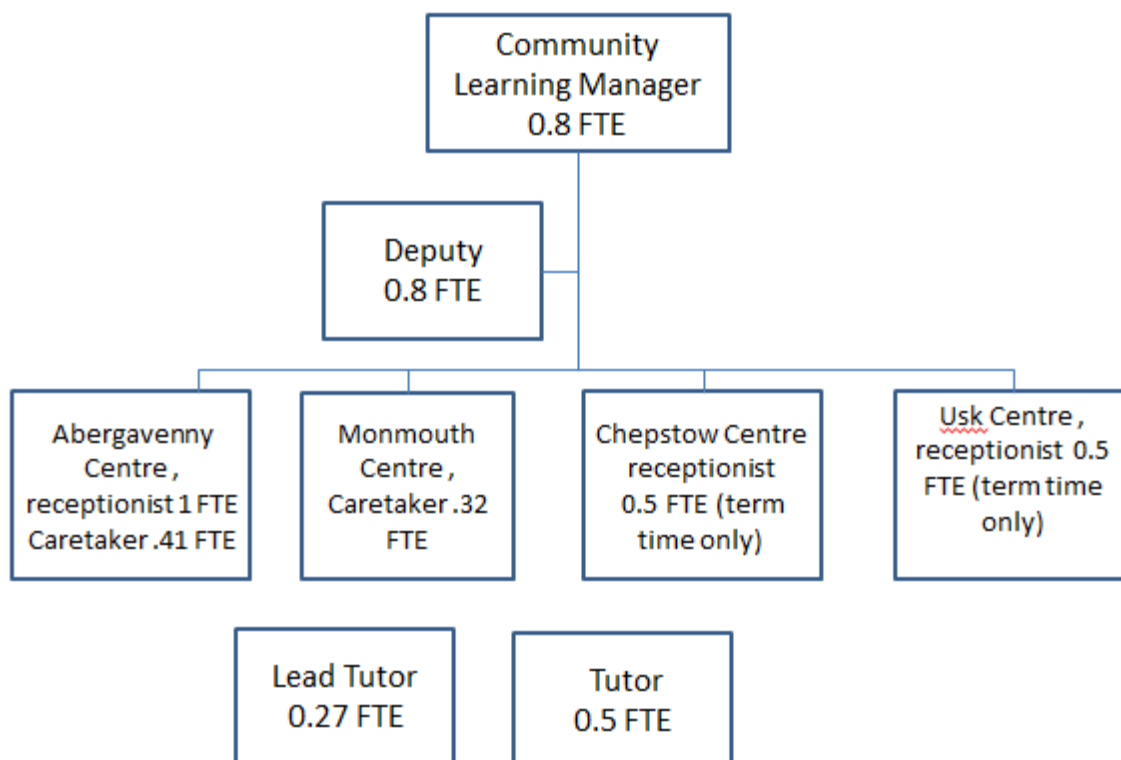
Strategic Library Service

Hubs – North

Hubs – South

Community Learning

Appendix 2 – Proposed Structure

North

Community Hubs Manager - North		

	Gilwern	**Abergavenny**	**Monmouth**
Librarian	Gilwern Library Assistant x 0.49	Senior Information Officer x1	Senior Information Officer x1
Prison Librarian		Library Lead x1	Library Lead x1
Home Delivery Officer		Information Assistant - Community Learning x1	Information Assistant - Community Learning x 0.6
		Information Assistants x4	Information Assistants x 2.6

South

Community Hubs Manager - South		

	Usk	**Chepstow**	**Caldicot**	
Community Learning Lead x1	Senior Information Officer x 0.81	Senior Information Officer x1	Senior Information Officer x1	Digital support Officer
Lead Tutor x 0.27		Library Lead x1	Library Lead x1	
Tutors	Information Assistant - Community Learning x 0.43	Information Assistant - Community Learning x 0.5	Information Assistant - Community Learning x 0.5	
Abergavenny Cleaner x 0.41	Information Assistants x 1	Information Assistants x 3.2	Information Assistants x 2.8	
Usk Cleaner x 0.27				

Appendix 3 – Proposed Opening Hours

Caldicot

Opening Hours - Present					Total Hours
Monday	9	5			8
Tuesday	9	5	7	9	10
Wednesday	9	12	1	3	5
Thursday	9	5			8
Friday	9	4.3			7.5
Saturday	10	1			3
					41.5

Opening Hours - Proposed			Total Hours
Monday	9	5	8
Tuesday	9	7	10
Wednesday	9	3	6
Thursday	9	5	8
Friday	9	4.3	7.5
Saturday	10	1	3
			42.5

Chepstow

Opening Hours - Present					Total Hours
Monday	9	5	7	9	10
Tuesday	9	5			8
Wednesday	9	12			3
Thursday	9	5			8
Friday	9	4.3			7.5
Saturday	10	1			3
					39.5

Opening Hours - Proposed			Total Hours
Monday	9	5	8
Tuesday	9	5	8
Wednesday	9	3	6
Thursday	9	7	10
Friday	9	4.3	7.5
Saturday	10	1	3
			42.5

Usk

Opening Hours - Present					Total Hours
Monday	9	5	6	9	11
Tuesday	9	3.3	7	9	8.5
Wednesday	9	5			8
Thursday	9	7	7	9	12
Friday	9	3			6
Saturday	9	1			4
					49.5

Opening Hours - Proposed					Total Hours
Monday	9	5	6	9	11
Tuesday	9	3.3	7	9	8.5
Wednesday	9	5			8
Thursday	9	7	7	9	12
Friday	9	3			6
Saturday	9	1			4
					49.5

Monmouth

Opening Hours					Total Hours
Monday	8.45	5.15			8.5
Tuesday	8.45	7			10.15
Wednesday	8.45	5.15			8.5
Thursday	closed		5.30	7.30	2
Friday	8.45	4.3			7.45
Saturday	9	1			4
					41

Opening Hours					Total Hours
Monday	8.45	5.15			8.5
Tuesday	8.45	7			10.15
Wednesday	8.45	5.15			8.5
Thursday	closed		5.30	7.30	2
Friday	8.45	4.3			7.45
Saturday	9	1			4
					41