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DATE: 4th July 2017

RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Wednesday 5 July 2017

Please see the attached reports marked “to follow” on the agenda.

- 9 CONTRACT AWARD FOR THE PROVISION OF LIBRARY SERVICES - PART 1**
(Pages 3 - 64)
- 20 CONTRACT AWARD FOR THE PROVISION OF LIBRARY SERVICES - PART 2**
(Pages 65 - 78)
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Copies of the documents referred to above can be obtained from
<http://cde.bromley.gov.uk/>

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Report No.
DRR17/034

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE
FOR PRE DECISION SCRUTINY AT THE RENEWAL &
RECREATION POLICY DEVELOPMENT & SCRUTINY
COMMITTEE

Date: Wednesday 19 July 2017
Wednesday 5th July 2017

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD FOR THE PROVISION OF LIBRARY
SERVICES – PART 1

Contact Officer: Colin Brand, Director: Culture, Renewal and Recreation
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Chief Officer: Executive Director of Environment & Community Services

Ward: All

1. Reason for report

- 1.1. Following pre-decision scrutiny at the meeting of the Renewal & Recreation Policy Development & Scrutiny Committee on 18th March 2015, the Portfolio Holder decided to implement a new approach to the delivery of library services in difficult financial circumstances. This included investigating the option of commissioning the Library service.
- 1.2. At their meeting on 9th November 2015, the Council's Executive instructed officers to market test the library service using a procurement strategy based on competition with negotiation to enable officers' flexibility to work with bidders to realise savings.
- 1.3. This report provides Members with the outcome of the market testing.

2. RECOMMENDATION(S)

- 2.1. **Members of the Renewal & Recreation Policy Development & Scrutiny Committee are asked to review this report and provide their comments to the Executive for their consideration.**
- 2.2. **Members of the Executive are asked to:**

- **Note the outcome of the full market testing exercise and agree, subject to consideration of the accompanying 'Part 2' report (DRR17/035), to award the contract for the provision of library services to Greenwich Leisure Limited for a period of 10 years with the option to extend for a further 5 years.**
- **Note the feedback on the recommendation from staff and their representatives to inform their decision making.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: An Equality Impact Assessment indicates that it is not expected that there will be any adverse impact from commissioning the library service on vulnerable adults or children and young people. This is because the contract documents ensure that existing service levels are protected.
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Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Supporting Independence Vibrant, Thriving Town Centres Healthy Bromley Regeneration
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Financial

1. Cost of proposal: Details included in the Part 2 report
 2. Ongoing costs: Potential savings are identified in the Part 2 report
 3. Budget head/performance centre: Library Service and Repairs and Maintenance
 4. Total current budget for this head: £4.7m and £100k from repairs and maintenance budgets
 5. Source of funding: Existing revenue budget for 2017/18
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Personnel

1. Number of staff (current and additional): 148 staff (93.93 FTEs) and 31 casuals
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Statutory Requirement: The Public Libraries and Museum Act 1964
 2. Call-in: Applicable:
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Procurement

1. Summary of Procurement Implications: This tender process was a two stage negotiated procedure with an initial expression of interest from three tenderers who were all invited to participate in the tender process, and in the subsequent tender stages were reduced to two and further reduced to a final tenderer as identified in this report on the basis that their bid represented best value. The tender process was carried out in accordance with the pre-agreed procurement strategy and was compliant with all relevant legislation and Council rules.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): In 2016/17, Bromley's library service recorded 42,219 active users (an active user is defined as an individual who has had a transaction on their library account in the last year). The library service has a statutory duty to be available and accessible to all those who live, work and study in the borough. A 2014 estimate identified that 320,057 people live in the London Borough of Bromley.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1. On 18th March 2015, following pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee, the Renewal & Recreation Portfolio Holder approved a new approach to the delivery of library services in difficult financial circumstances. This decision followed a period of public consultation on these proposals, and included exploring the option to commission the library service; seeking an external provider to deliver direct management of the library service under the supervision of the Council. This proposal is in line with the Council's Corporate Operating Principles including the commitment that services are provided by whoever offers customers and council taxpayers excellent value for money.
- 3.2. On 9th November 2015, the Council's Executive reviewed the gateway report which set out the business case for market testing the library service based on:
- The outcome of soft market testing.
 - Consideration of alternative options to realise savings which included continued direct delivery by the Council whilst making efficiencies in other ways, a fully integrated shared library service with the London Borough of Bexley, a trust or industrial and provident society, and reorganisation of library property assets. An analysis of these options determined that they each presented higher risks and would most likely result in a reduction in the level or range of services offered as part of the library service.
 - A public consultation exercise that showed that Bromley library users especially valued the library service, but there was not an overwhelming preference from respondents for a commissioned library service, or a library service that is directly delivered by the Council.
 - Engagement with staff and their representatives, many of whom opposed the proposal to commission the library service.
 - An equalities impact assessment that anticipated that a commissioned library service would not negatively impact on the Council's ability to meet their statutory equalities duties.
- 3.3. The Council's Executive Committee agreed recommendations to market test the library service and begin a formal procurement exercise, agreeing a negotiated procurement strategy under the Light Touch Regime, as allowed for in the 2015 Procurement Regulations. This strategy was chosen to give the Council flexibility to work with bidders to realise savings. Members agreed the following contracting arrangements:
- The contract would have a duration of 10 years with the option to extend for a further five years
 - The contract terms allow for review to enable changes to service delivery or property arrangements and therefore contract price to be negotiated in the future, should this be required.
 - The contract terms made clear provisions of contract monitoring to safeguard commitments to protect service levels.
- 3.4. Building on the success of the Council's shared service for library back-office and management functions with the London Borough of Bexley, and in light of both Councils' previously stated ambitions to make savings, it was agreed that a joint procurement process would be undertaken in order to secure further discounts on service delivery through potential economies of scale. However, it was also agreed that the contract should allow for one authority to proceed to award exclusively.

Pre-Qualification Tender Stages

- 3.5. The opportunity for the provision of library services for Bromley and Bexley Councils was jointly advertised in the Official Journal of the European Union and on Contracts Finder on 10th March 2016 and key contract documents were published including terms and conditions, the specification, contract monitoring regime and instructions for applicants.
- 3.6. Although 18 organisations expressed an interest in the opportunity on the Council's e-procurement portal, three submitted Qualitative Selection Questionnaires before the closing date of 13th April 2016. Two organisations who had anticipated bidding decided not to proceed; one citing a decision to focus their business in their geographical location, and one because they did not secure the right bidding partner.
- 3.7. Qualitative Selection Questionnaires were evaluated independently by each Council's evaluation panels and a joint decision was taken to invite all three organisations to the tender stage. This decision complied with section 65 of the Public Contract Regulations that identified that the minimum number of bidders to be shortlisted for this procurement approach was three. Further, more specific information on the evaluation of Qualitative Selection Questionnaires is supplied in the accompanying 'Part 2' report (**DRR17/035**).

Initial Tenders

- 3.8. In accordance with a negotiated tender process, the three shortlisted bidders were issued with an invitation to submit an initial tender on 25th May 2016, and initial submissions were received before the deadline of 29th July 2016. The invitation to submit initial tenders also issued additional information to support bidding, including information pertaining to financial liability that may arise as a result of the Transfer of Undertakings (Protection of Employment) legislation, more detailed budget information relating to the current service delivery model, and more detailed information about the library properties. Officers also hosted bidders on site visits to libraries where this was requested in accordance with the instructions to applicants.
- 3.9. Initial tenders were received from all three shortlisted bidders in response to the detailed tender documents from all three bidders. In accordance with the process set out in the tender documents, initial tenders were subject to a robust commercial evaluation. Tenders were evaluated on the basis of:

- 60% price
- 40% quality

The 40% quality evaluation was further evaluated against weighted criteria as follows:

- Financial resources and contract affordability: 10%
- Quality and operational competence: 20%
- Technical ability: 20%
- Health and safety: 5%
- Customer care and service development: 20%
- Sustainability: 10%
- Deliverability of proposals: 15%

- 3.10. Tenders were evaluated by the officer Evaluation Panel for Bromley Council who scored bids independently and then agreed a consensus score for each of the bids.
- 3.11. During the time in which initial tenders were evaluated, there were two key developments affecting the scope of the tender. Firstly, in September 2016, the London Borough of Bexley decided that they would not be continuing with the tender process. Although the tender was designed so that the contracting decisions of each Council would be separate, this development was not anticipated and discussions around the future of the shared service for library back-office and management functions were required to inform any subsequent tender stages undertaken by Bromley.
- 3.12. Secondly, a separate market testing exercise did not identify suitable community management arrangements for the Council's six community libraries. As a consequence, the Council's Executive agreed a recommendation to include the six community libraries for direct management within the scope of this tender for a commissioned library service as set out in report **DRR116/069**.
- 3.13. All three bidders were notified of these changes in October 2016 and invited to meetings to clarify and negotiate on their initial tenders in November 2016. Bidders were specifically asked to present more information about how they had built up their price, and clarification questions were structured around the following areas:
- Price
 - Staffing
 - Allocation of pension liability
 - Service related issues
 - Facilities management
 - Key Performance Indicators
 - Bonds and Guarantees
 - Other contracting issues
- 3.14. Following these clarification and negotiation meetings with the three bidders, the officer Evaluation Panel recommended that one bidder should not proceed to the next tender stage. This was also agreed at the Commissioning Board.

Second Tenders

- 3.15. A second round of tenders was sought to allow for further clarification and negotiation.
- 3.16. Invitations to submit second tenders, including updated tender documents, were issued on 9th January 2017, however before the deadline for responses of 21st February 2017, one bidder informed the Council that they were no longer in a position to pursue the opportunity, and that they wished to withdraw from the tender process.

- 3.17. On the basis of this evaluation and negotiation (which is detailed in the accompanying 'Part 2' report [DRR17/035]) the Panel invited the remaining bidder to submit their final bid price.
- 3.18. With their permission, officers are able to reveal the identity of the final bidder as Greenwich Leisure Limited. On the basis of their final bid, officers are recommending that the contract for the provision of library services is awarded to Greenwich Leisure Limited.

Benefits of the bid

- 3.19. A summary of the benefits of their bid to deliver the library service on behalf of and under the supervision of the Council are as follows:
- Greenwich Leisure Limited is an experienced provider of library services. They currently operate library services in Greenwich, Wandsworth and Lincolnshire as well as prison libraries on behalf of the Ministry of Justice, equating to 88 local libraries (38 directly operated public libraries). They are a large, long established organisation with over 24 years' experience of working with local authorities and local communities.
 - Greenwich Leisure Limited's bid would deliver savings on the Council's annual operating budget. These will be delivered through:
 - Implementing efficiencies in operational and specialist support functions
 - Their improved purchasing power within the industry
 - Economies of scale
 - Savings from rate relief offered by Greenwich Leisure Limited's charitable status
 - Exploring opportunities to maintain income levels in the context of reductions in income from traditional income streams.
 - Greenwich Leisure Limited are committed to delivering added value and improvement to the library service, delivering on the Council's strategic aims and objectives by:
 - Bringing investment into library services
 - Developing new ICT capabilities
 - Expanding the activities programme in libraries
 - Providing excellent staff training opportunities
- 3.20. Greenwich Leisure Limited's bid is based on their taking an internal repairing lease on those library properties that the Council owns, and taking a sub-lease or under-lease on those library properties in which the Council is a tenant. Greenwich Leisure Limited are committed to cooperating with the Council in order to bring forward options for the re-development of library assets in order to provide new and improved library facilities in accordance with the Council's stated ambition of renovating and improving the physical condition of all library buildings as part of the new approach to the delivery of the library service in difficult financial circumstances.

Consultation with staff and their representatives

- 3.21. The Director for Culture, Renewal & Recreation led staff engagement during the market testing exercise, writing to staff to provide information at key milestones. On average, staff received communications every other month and a dedicated mailbox was set up to receive queries,

feedback or comments from library staff. The Libraries Operations and Commissioning Manager was also available to discuss concerns with staff where this was requested.

- 3.22. In addition, the Director for Culture, Renewal & Recreation led the formal consultation with staff on the recommendation to award a contract to Greenwich Leisure Limited. Formal consultation commenced on 28th April 2017, and staff were issued with a consultation document (**Appendix 1**) to which they were invited to respond by 12th June 2017. Additionally, staff meetings were set up in Central, Beckenham and Orpington libraries on 16th May, 31st May, 6th June and 7th June 2017. These were attended by 89 staff, and provided an opportunity for staff to raise and receive responses to queries or concerns.
- 3.23. A summary of the queries raised and responses given is at **Appendix 2**.
- 3.24. Officers have ensured that all staff engagement and consultation documents have also been shared with trade unions and departmental representatives, and that these representatives have had an opportunity to be engaged in the process and to comment on the recommendation.
- 3.25. Officers met with the trade unions on 9th June 2017. Subsequently, Unite have released a document as their formal response to the consultation; this is at **Appendix 3**. Unison also submitted a formal response to the consultation document; this is at **Appendix 4**.

Client Team

- 3.26. Subject to this recommendation being agreed, the contract will be managed and monitored by a thin client team of two officer posts who will be responsible for managing the contractual relationship with Greenwich Leisure Limited and monitoring performance in accordance with the Service Levels and Key Performance Indicators set out in the contract documents. The draft job descriptions for these roles are included at **Appendix 5**.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1. The impact of the proposals for a commissioned library service on children and young people was evaluated as part of an Equalities Impact Assessment at various stages during the commissioning process.
- 4.2. A Children’s PLUS Survey undertaken in April 2017 identified the age profile of children who use the library service in Bromley

| Age | % of children visiting the library |
|---------------------------|---|
| 0-7 years (Key Stage 1) | 60% |
| 7-11 years (Key Stage 2) | 30% |
| 11-16 years (Key Stage 3) | 10% |

The survey also identified that 30% of children who use the library service are from ethnic minorities.

5. POLICY IMPLICATIONS

- 5.1. The Renewal & Recreation Portfolio Holder approved a new approach to the delivery of library services following pre-decision scrutiny at the Renewal & Recreation Policy Development and Scrutiny Committee on 18th March 2015.
- 5.2. This approach is consistent with the council's stated ambitions around vibrant, thriving town centres, supporting independence, children & young people, and an excellent Council under its vision for Building a Better Bromley.
- 5.3. The Council's Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council taxpayers excellent value for money.

6. FINANCIAL IMPLICATIONS

- 6.1. The current budget available for the library service is £4.7m per annum.

7. PERSONNEL IMPLICATIONS

- 7.1. Engagement with staff and their representatives around the proposals to commission the library service and the subsequent market testing have been ongoing since the Recreation Policy Development & Scrutiny Committee and Renewal & Recreation Portfolio Holder agreed that officers should undertake those two activities on 18th March 2015.
- 7.2. Formal consultation on the detailed proposals to award a contract to Greenwich Leisure Limited for the provision of library services was conducted between 28th April 2017 and 12th June 2017, with consultation meetings scheduled as set out in paragraph 3.23.
- 7.3. There are 148 staff (93.93 FTEs) and an additional 31 casual staff working across the library services, of which 146 staff (91.93FTEs) are in scope for a proposed transfer to Greenwich Leisure Limited. It is proposed that 2 staff (2 FTEs) are retained to deliver client functions as set out in paragraph 3.26. Any staffing implications arising from these proposals or potential award will need to be carefully planned for and managed in accordance with Council policies and procedures and with due regard for the existing framework of employment law.
- 7.4. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to these proposals and any legal and financial implications arising from this. The TUPE regulations preserve/protect employees' terms and conditions when a business or undertaking is transferred to a new employer. Contracts of employment remain the same when transferred to a new employer whilst employees remain in the same job. Continuous service and terms and conditions are protected at the point of transfer.
- 7.5. Should the proposed contract award be agreed then a further period of consultation on the detailed transfer proposals would take place with staff, trade unions and other staff representatives in accordance with employment legislation and the Council's managing change procedures. This will enable staff to explore in more detail the impact of the proposed transfer on their employment situation. Any measures envisaged by the transferor as a consequence of the transfer will be addressed during the subsequent TUPE consultation.
- 7.6. If Members agree to the recommendations in this report staff and their representatives will be updated as appropriate.

8. LEGAL IMPLICATIONS

- 8.1. This report seeks the approval of the Executive to award a contract to Greenwich Leisure Limited for the provision of the library service for a period of 10 years with the option to extend for a further 5 years.
- 8.2. The Public Contracts Regulations 2015 apply to this contract and the Council has carried out competition with negotiation procedure under the light touch regime which gives greater discretion on the process to be followed although the process must be fair and transparent.
- 8.3. Pursuant to rule 8.22 and 8.24 of the Contract Procedure Rules for a contract with a total value above £500,000/the EU threshold the Council must invite tenders from all suitable tenderers and comply with the Public Contracts Regulations 2015 and this had been followed.
- 8.4. In this case the Council invited tenders on an open basis and received 18 expressions of interest and three tenders as set out in paragraphs 3.6 and 3.9. Through the negotiated process, this was reduced to one final bidder, Greenwich Leisure Limited.
- 8.5. Where the contract value is £1 million and above Rule 13.1 requires any exception to the requirements of Rule 8 to be approved by the Chief Officer in agreement with the Director of Resources and Finance Director and with the approval of the Executive or the Council as appropriate.
- 8.6. Section 7 of the Public Libraries and Museums Act 1964 places a duty on the Council to provide a comprehensive and efficient public library service for residents and students in the Borough. The terms 'comprehensive' and 'efficient' are not defined within the Act; however the Act does require local authorities to provide free of charge access for people who live, work or study in the area to borrow or refer to books and other material in line with their needs and requirements.

In fulfilling this duty, the Council is required to have specific regard to the desirability of:

- (a) securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures gramophones records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults children; and
 - (b) encouraging both adults and children to make full use of the library service , and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and
 - (c) Securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full cooperation between the persons engaged in carrying out those functions.
- 8.7. The report author will need to consult with the Legal Department regarding the execution of the contract.

9. PROCUREMENT IMPLICATIONS

- 9.1. This tender exercise has been carried out in an appropriate manner and in accordance with the Council's contract procedure rules (specifically 8.22 and 8.24) and in compliance with the relevant parts of the Public Contract Regulations 2015 for a competitive with negotiation procedure under the light touch regime.

| | |
|---|--|
| Non-Applicable Sections: | None |
| Background Documents: (Access via Contact Officer) | <p>Update on the tender for the provision of library services – management report to the Commissioning Board (19th December 2016)</p> <p>DRR16/069 Community Management at Community Libraries: Outcome of Tender – report to the Executive Committee on 12th October 2016 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 20th September 2016)</p> <p>DRR15/089 Gateway Report: Proposals for a Commissioned Library Service – report to the Executive Committee on 9th November 2015 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 27th October 2015)</p> <p>DRR15/090 Gateway Report: Proposals for a Commissioned Library Service (Part 2) – report to the Executive Committee on 9th November 2015 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 27th October 2015).</p> <p>DRR15/024 Update on the Library Service Strategy – report to the Renewal & Recreation Policy Development & Scrutiny Committee on 18th March 2015.</p> <p>DRR14/090 Library Service Strategy – report to the Renewal & Recreation Policy Development & Scrutiny Committee on 18th November 2014</p> |

LONDON BOROUGH OF BROMLEY

CONSULTATION DOCUMENT ON THE COMMISSIONING OF THE LIBRARY SERVICE

1. Background

- 1.1. This document sets out the proposals for the future provision and delivery of the Library Service. In November 2015 the Council's Executive agreed to begin a process of market testing the library service. This decision was made in the context that over the coming years the Council will need to continue to deliver multimillion pound savings from its budgets annually, and was informed by a full options appraisal, public consultation, engagement with staff, and market intelligence gained from a soft market testing exercise. The tender invited potential interested service providers to submit an application to deliver library services on behalf of, and under the supervision of, the Council, creating a commissioned library service.
- 1.2. The purpose of this communication is to formally consult with the staff directly affected by the proposals, and also to communicate with staff who will be indirectly affected by the proposed changes.
- 1.3. This document follows on from the last communication with staff and their representatives dated 23rd February 2017 (an update letter from Colin Brand, Director of Regeneration). In addition, and since December 2014, we have been exploring various options and engaging with staff and their representatives, to outline the Council's proposals and to listen to their views. This document commences the formal consultation stage with regard to the proposal to award the contract for the delivery of Bromley's Library Service to Greenwich Leisure Ltd (GLL).
- 1.4. In line with the Council's procedures for managing organisational change a copy of this proposal is also being sent to Trade Unions and Departmental Representatives as part of the formal consultation process which will last for a period of 45 days. The timetable for the implementation of the proposed changes is also included in the details set out below.
- 1.5. The proposal is in line with the Council's broader Commissioning Agenda, whereby the Council will seek to determine who is best placed to deliver high quality services based on local priorities, quality and value for money principles. This may well mean that services are delivered by an external organisation, as is the case with the proposal set out in this document.
- 1.6. Given that the Council has to identify significant financial savings in the next 4 years, the proposal as set out within this document will contribute to achieving the planned budget savings for the Council.

2. The Proposal

- 2.1. The proposal is for GLL to take on the management and delivery of the public library service on behalf of LB Bromley. The Council would retain the statutory responsibility for providing a comprehensive and efficient library service. The proposed details and extent of the service to be provided are contained within the specification and contract (available at the Libraries Tender page on One Bromley). As set out in the gateway report that recommended market testing, the specification and contract demand that current service levels are sustained and where possible improved.
 - 2.2. It is proposed that the Council will create an 'in house client team' to oversee the management of this contract on behalf of the Council. At present it is anticipated that this will comprise a team of 2 officer posts as set out in the appendix to the Committee report. Further consideration is currently being given to the structure and size of this client team and your thoughts and comments are also sought on this element of the proposal. The proposed new posts would be subject to job evaluation.
 - 2.3. The client team would monitor adherence to the specification, attainment of Key Performance Indicators and implement any penalties that may be incurred where required standards are not met.
 - 2.4. GLL currently operates library services in Greenwich, Wandsworth and Lincolnshire as well as prison libraries on behalf of the Ministry of Justice – equating to 88 local libraries (38 directly operated public libraries). It is a large, long established organisation with over 24 years' experience of working with local authorities and local communities. GLL is a charitable social enterprise which is non-profit distributing. Its legal structure requires it to operate "for the benefit of the community". GLL staff members own the organisation they work for through a non-dividend paying share which increases empowerment, motivation and involvement of staff. It has a track record of improving the use of the library services it manages.
- 2.2 The following functions would be delivered by GLL:
- The frontline/operational service.
 - Back Office and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support and Development, Improvement, Training and Marketing, Business Support.
 - Bromley Historic Collections
 - Facilities management including cleaning and security.

- 2.3 These would be provided in line with the key principles outlined in the specification, namely:
- Services must be provided within an ethos of continuous improvement. There must be a commitment to delivering improving service and performance for the Council and their residents annually against continuous improvement plans developed by the Service Provider with no cost implications for the Council.
 - The Service Provider will identify opportunities for new and higher quality delivery of the existing services achieved through innovation from the Service Provider working in partnership with the Council (and where considered appropriate other public bodies or third parties).
 - The Service Provider will take a proactive approach to all aspects of service delivery with an ethos of engaging with customers and stakeholders and with sound leadership and management qualities that enables a powerful relationship with the Council's officers and Members.
- 2.4 GLL has advised that it would maintain the current opening hours at all libraries with a view to increasing the opening hours where possible.
- 2.5 The GLL pricing proposal would, subject to due diligence, deliver savings to the Local Authority. The proposed saving is to be achieved by
- Implementing efficiencies in operational and specialist and support functions.
 - Improved purchasing power within the industry.
 - Savings from rate relief offered by GLL's charitable status.
- 2.6 In addition, GLL are committed to:
- Delivering on The Council's key strategic aims and objectives.
 - Bringing investment into library services.
 - Continuous improvement to library buildings.
 - Ensuring bookstock is appropriate to the needs of local communities.
 - Developing new ICT capabilities (including a refresh of ICT equipment in years 1 and 5 of the contract).
 - Excellent staff training.
 - Expanding the activities programme in libraries
- 2.7 In the event that Members agree to the transfer of the Library Service to GLL then the Transfer of Undertakings (Protection of Employment) Regulations 2006, as amended by the Collective Redundancies and Transfer of Undertaking (Protection of Employment) (Amendment) Regulations 2014 would apply.

3. Scope

- 3.1 There are 148 staff (91.93 FTEs) currently working within the functions outlined in paragraph 2.2 above and who will be affected by this proposal. The posts that are engaged on the functions within the proposal and therefore in scope for the proposals are set out in the table in Appendix 1 to this paper. In addition there are approximately 31 casuals employed within the service.
- 3.2 Given the nature of the service a bank of sessional workers are engaged from time to time to respond to the pressure on timetable cover including planned and unplanned staff absences. Hence in general terms casual workers are not covered by the proposals, subject to individual assessment of each casual work arrangement.
- 3.3 There are two posts that are not in scope. They are the Library Operations and Commissioning Manager and the Library Projects Officer. It is envisaged that these post holders will form the Client Team.

4. Next Steps

- 4.1 A report setting out the recommendations on the future of the Library Service will be submitted to a meeting of the Council's Executive Committee following pre-decision scrutiny at the Renewal & Recreation Policy Development & Scrutiny Committee.
- 4.2 The exact dates of these meetings will be confirmed at a later date, but sufficient time will be allowed to ensure that the Council fulfils its obligation to fully consult with staff and their representatives and to enable their views to be accurately reported to Members. The indicative date for the Executive Committee set out in paragraph 5 is currently 19th July, however this date may be subject to amendment.
- 4.3 In line with the principles of openness for Local Government that this Council has adopted, the substantive information on this proposal will be covered within a Part 1 report, with only confidential and commercially sensitive information contained within a Part 2 report. A copy of the Committee report will be supplied once it is available for publication.
- 4.4 If a decision is made by the Executive Committee to award the contract, GLL will commence a detailed period of due diligence, this process is likely to take up to three months. There would also be a separate consultation about TUPE with the staff concerned and trade unions and departmental representatives, which would take place as identified in the timetable below from July/August 2017 onwards. . Any significant changes or issues that arise out of this process will be reported back to the Executive prior to any final contract agreement. This separate consultation process would specifically cover TUPE implications for each member of staff. The current round of consultation is therefore primarily concerned with the proposal to award a contract to an external

organisation to provide Bromley's Library Service.

- 4.5 The TUPE regulations preserve/protect employees' terms and conditions when a business or undertaking is transferred to a new employer. Contracts of employment remain the same when transferred to a new employer whilst employees remain in the same job. Continuous service and terms and conditions are protected as at the point of transfer, subject to any changes arising from economical, technical or organisational reasons.
- 4.6 The Council fully understands that staff who have not previously been involved in a TUPE transfer may find the process and the regulations which protect staff over whelming. Both Management and HR Consultancy will endeavor to support staff through this process. Staff may find it useful to look at the link about TUPE on the ACAS website [here](#).

5. Timescale

| | |
|------------------------------|--|
| 28 th April 2017 | Release formal consultation document to staff, trade unions and departmental representatives. |
| May/ June 2017 | Meet with staff directly affected by the proposals. |
| May/ June 2017 | Meet with T.U., and Dep. Reps if requested. |
| 12 th June 2017 | End of formal consultation period. |
| 19 July 2017 | Report to the Executive. All comments during the consultation will be reported to the committee, along with the management response. |
| July/August 2017 | If agreed, write to all staff affected and commence the process of informing and consulting with staff and their representatives on the TUPE transfer implications where appropriate. (45 days minimum). |
| 1 st October 2017 | Target contract award date |

6. Equality Impact Assessment (EIA)

- 6.1 The Equality Impact Assessment of the proposals is being considered as part of the consultation and staff and their representatives' views will be taken into account and responded to throughout the consultation period. As the new provider is not proposing to make any changes to the current arrangements it is not anticipated that there will be any implications that will have a disproportionate impact based on any equality grounds.

7. Agency Workers and Casual Workers

- 7.1 All agency workers and casual workers within the services affected by

these proposals will be consulted throughout this process.

- 7.2. There is an agency worker engaged in the service delivery. As this worker is not an employee of the Council they will not be part of the proposed transfer of the service.
- 7.3 Given the nature of the service, casual bank workers are engaged from time to time to respond to pressures including planned and unplanned staff absences. Hence, in general terms, casual workers are not covered by these proposals, subject to individual assessment of each casual work arrangement.

8. What Happens Now?

- 8.1 Staff meetings will be arranged for staff directly affected by these proposals. However additional meetings can also be arranged at the request of staff either with their line manager and/or Human Resources (see HR contact details below). Meetings with trade unions and departmental representatives will also be offered.
- 8.2 Joint meetings involving staff, trade unions and departmental representatives can also be arranged should they be requested.
- 8.3 I hope staff will take the opportunity to feed into this process. I am very keen to hear from you about what you think with regard to the proposal and in particular what ideas you have for improvement and change that may help contribute towards the achievement of the savings target.
- 8.4 As always, I would like to thank staff for their continued commitment to our service users and professionalism throughout this process.
- 8.5 Written responses to this consultation document, which should be submitted no later than Monday 12th June 2017, should be addressed to any of the following:

Colin Brand
Director,
Civic Centre
Stockwell Close
Bromley
BR1 3UH
Email: Colin.Brand@bromley.gov.uk

Lesley Moore
Director,
Civic Centre
Stockwell Close
Bromley
BR1 3UH
Email: Lesley.Moore@bromley.gov.uk

Dave Starling

Head of Procurement & Commissioning,
Civic Centre,
Stockwell Close
Bromley
BR1 3UH
Email: Dave.Starling@bromley.gov.uk

Employees can also seek further information from either Keely Smith, HR Consultant, on 020 8313 4071, email Keely.Smith@bromley.gov.uk or Tammy Eglinton, Head of HR Consultancy, on 020 8313 4209, email Tammy.Eglinton@bromley.gov.uk.

Appendices

Appendix 1 List of Staff

Staff Consultation Document Appendix 1

Posts in scope

| Post Numbers | Job Title | Grade | Hours per week | Number of posts | FTE |
|--|---|-------|----------------|-----------------|------|
| 2246 | Assistant Operations Manager | BR13 | 36 | 1 | 1 |
| 2316 | Assistant Operations Manager | BR13 | 18 | 1 | 0.5 |
| 13619 | Operations Officer | BR8 | 36 | 1 | 1 |
| 15044 | Library Supervisor (Operations) | BR7 | 18 | 1 | 0.5 |
| 15006, 15007 | Senior Customer Services Assistant (Operations) | BR6 | 18 | 2 | 1 |
| 13564 | Children & Families Manager | BR13 | 18 | 1 | 0.5 |
| 13563 | Information & Learning Manager | BR13 | 36 | 1 | 1 |
| 13549, 13567, 13568 | Librarian | BR9 | 36 | 3 | 3 |
| 13565, 13566 | Librarian | BR9 | 18 | 2 | 1 |
| 13580 | Facilities Manager | BR9 | 36 | 1 | 1 |
| 13553, 13570 | Community Learning & Outreach Assistant | BR7 | 36 | 2 | 2 |
| 13569 | Community Learning & Outreach Assistant | BR7 | 18 | 1 | 0.5 |
| 14986 | IT Assistant | BR7 | 36 | 1 | 1 |
| 13573 | Stock Services Manager | BR10 | 36 | 1 | 1 |
| 13574 | Stock Services Assistant | BR5 | 36 | 1 | 1 |
| 13576 | Stock Services Assistant | BR5 | 26.5 | 1 | 0.74 |
| 2249 | Archivist | BR9 | 36 | 1 | 1 |
| 10200 | Archives Assistant | BR6 | 36 | 1 | 1 |
| 13578 | Business Support Assistant | BR5 | 36 | 1 | 1 |
| 2256, 2308, 10472 | Library Manager | BR10 | 36 | 3 | 3 |
| 2262, 2317, 2324, 2379, 2389, 10477 | Library Supervisor | BR7 | 36 | 6 | 6 |
| 2258, 2315, 2319, 2320, 2322, 2323, 2380, 10474, 10476, 14988, 15002, 15003, | Library Supervisor | BR7 | 18 | 12 | 6 |
| 2261, 2266, 2291, 2300, 2335, 2386, 2414, 10465, 11966, 12149 | Senior Customer Services Assistant | BR6 | 36 | 10 | 10 |
| 2263, 2340, 2399, 10464, 15009, | Senior Customer Services Assistant | BR6 | 27 | 5 | 3.75 |
| 2265, 2270, 2273, 2274, 2325, 2330, 2333, 2334, 2336, 2342, 2344, 2345, 2385, 2388, 2390, 2393, 2395, 2396, 2409, 2411, 10214, 10262, 11597, 14987, 15004, 15005 | Senior Customer Services Assistant | BR6 | 18 | 26 | 13 |
| 2343 | Senior Customer Services Assistant | BR6 | 9 | 1 | 0.25 |
| 2286, 2296, 2326, 2347, 2362, 2363, 2401, 2402, 2403, 10212, 10261, 15090 | Customer Services Assistant | BR4/5 | 36 | 12 | 12 |

| Post Numbers | Job Title | Grade | Hours per week | Number of posts | FTE |
|--|-------------------------------------|--------------|-----------------------|------------------------|---------------|
| 2351, 2352, 2267, 2271, 2292, 2299, 2305, 2367, | Customer Services Assistant | BR4/5 | 27 | 8 | 6 |
| 2279, 2281, 2282, 2284, 2285, 2287, 2288, 2294, 2301, 2337, 2346, 2355, 2356, 2360, 2368, 2391, 2406, 2408, 2410, 2413, 2415, 2418, 10280, 13622, 14985, 18564 | Customer Services Assistant | BR4/5 | 18 | 26 | 13 |
| 4574, 12353, 12362, 12363, 12364, 14817, 14818, 14820, 14821, 14823, 14824, 14827, 15089 | Support Customer Services Assistant | BR3 | 7 | 13 | 2.47 |
| 14825 | Support Customer Services Assistant | BR3 | 6 | 1 | 0.17 |
| 12358, 15088 | Support Customer Services Assistant | BR3 | 5 | 2 | 0.28 |
| 12355, 12357, 12359, 12361, 12366, 14826, 14828, 14830, 14831, 15091, 15092, 15093 | Support Customer Services Assistant | BR3 | 4 | 13 | 1.43 |
| 2209 | Senior Site Officer | BR6 | 36 | 1 | 1 |
| 2214, 2222 | Site Officer | BR5 | 36 | 2 | 2 |
| Total | | | | 165 | 100.09 |
| | | | | | |

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Library Staff Consultation Meetings: Commissioning of the Library Service

Summary of Questions and Panel Comments

- **Tue 16th May 2017-Central Library**
- **Tue 30th May 2017-Central Library**
- **Tue 6th June 2017-Beckenham Library**
- **Wed 7th June 2017-Orpington Library**

Panel: Colin Brand –Director of Regeneration (all meetings)
Tim Woolgar- Library Operations and Commissioning Manager
(all meetings)
Hannah Jackson - Head of Programme Management (16th May)
Tammy Eglinton- Head of HR Consultancy (6th & 7th June)
Keely Smith - HR Consultant (16th & 30th May)

Introduction from Colin Brand at all meetings:

The purpose of the consultation meetings is to inform staff about the GLL proposals. We are now in a 45 day consultation process ending on 12th June 2017. The results of the consultation will be included in the Committee report which goes to Council Members .The following meetings have been diarised

- Renewal and Recreation Policy Development and Scrutiny Committee (R & R PDS) -5th July 2017
- Executive and Resources Policy Development and Scrutiny Committee (E &R PDS)-13th July 2017
- Executive (main decision making body)-19th July 2017 for a final decision (subject to call in)

Following the 19th July Executive, if the Members are in favour of the proposal, a new separate consultation relating to TUPE will apply. TUPE questions cannot be answered at this early consultation stage. After any award additional consultation with both staff and trade unions will take place relating to TUPE

The proposal to commission the library service is not new, it was agreed in 2015 to look at outsourcing in line with the Council's Commissioning agenda. Bromley Council have gone to the market with the specification for a like for like library service. Key factors like opening hours, staffing, and value of stock form the parameters of the specification.

Officers propose recommending the award of the contract to deliver the Library Service to Greenwich Leisure Ltd (GLL). They are a charitable trust and are well considered in the Library world delivering library services on behalf of a number of authorities.

All Library Staff have been given a consultation document which outlines the timescales of the consultation process. The project team welcome written comments from staff. Colin Brand advised staff to contact the panel members by e mail or phone. E mail is the preferred option as a full written response can be provided. Staff meetings in addition to those already scheduled can be set up on

request. A separate meeting for Departmental Representatives/ Trade Union representatives is taking place on 9th June 2017

Once a decision has been made at the 19th July Executive and the call in period has passed, a link to the minutes with a report of the decision will be circulated to all staff.

Staff Questions and Panel responses

Where similar questions on the same themes have been raised, a summary of all responses has been recorded.

Opening Hours

Q1. Will GLL bring in proposals to increase the opening hours? If so, will they bring more staff in?

A1. A method statement had been produced for each element of the service which is what the Council asked for. This includes opening hours. The minimum requirement is for the opening hours that we currently deliver. However as part of their commitment to continued improvement, GLL will look to extend opening hours which may require additional staff.

Q2. Can Libraries be used on current closed days?

A2. This is a possibility. GLL can propose this and the Council would make a decision based on the business case. The GLL proposal aims to make the buildings work harder.

Savings

Q3. What is the justification for a commissioning agenda? Why is a third-party deemed to be best placed to deliver library services?

A3. It is in line with the Council's Corporate Operating Principles to consider who is best placed to deliver services that achieve best value for money for taxpayers and service users alike. The business case for market testing the library service was set out in a report to the Executive on 9th November 2015.

Q4. Why wasn't consideration given to other alternatives, for example spinning out a staff-led mutual, such as those now delivering library services in Devon and York?

- A4.** Other alternatives including the option for a mutual or Industrial Provident Society were considered and outlined in the Library Strategy and in the business case for market testing put to the Executive on 9th November 2015. They were discounted on the basis of a feasibility study undertaken by the Council, however as part of the soft-market testing exercise which informed the business case, determining who might be interested in potentially providing the library service, staff were given the opportunity to express an interest in participating (Colin Brand's letter to staff 18 May 2015). No interest was expressed by any members of staff. Additionally, the Council invited expressions of interest in the library service under the Community Right to Challenge legislation between July and September 2015, prior to deciding to market test the library service.
- Q5.** How much do you expect to save? How can they do it better and cheaper than the Council?
- A5.** There are significant savings across the term of this ten year contract. The exact level of savings cannot yet be confirmed because of the commercially sensitive nature of the information prior to a contract award. There will be financial benefits from economies of scale, improved bargaining power and from savings arising from their status as a charitable trust.
- Q6.** How can GLL afford to run the Library Service when we can't?
- A6.** The Council will be paying GLL to manage and deliver the library service on behalf of the Council.
- Q7.** How can GLL with 80 libraries undercut our consortium buying arrangements?
- A7.** GLL have increased buying power and can purchase books in accordance with the Stock Buying Policy for less than we can currently from the CBC (Central Buying Consortium).
- Q8.** How can GLL generate income when we can't?
- A8.** GLL's proposal does not anticipate generating a significant increase in the amount of income generated. However, their proposal does suggest that income could be generated by making Library buildings available for hire outside core hours and, introducing additional services, or Amazon Lockers.

- Q9.** What are the Options for the Library Service remaining in house if members do not accept the recommendation to award the contract to GLL?
- A9.** If the service were to remain in house, significant reductions in current service levels may need to be made resulting in staff reductions and cuts to the book fund as has happened previously. Austerity has not gone away and significant savings are still required from the Libraries budget. Retaining our current status quo is not a sustainable option. The GLL proposal allows us to make savings but retain current standards and promises some service improvements.
- Q10.** GLL are relatively new to running public libraries. Is the Council confident that a track record of only five years' standing in this particular area of business is sufficient to guarantee a reliable outcome from GLL?
- A10.** GLL have fully demonstrated and evidenced in their tender that they have an impressive track record of innovation and service delivery and improvement of key areas e.g. increased issues and visits. References from client officers in the three authorities currently with library services run by GLL have confirmed their satisfaction with the delivery on contract requirements.
- Q11.** How have GLL managed to improve the use of the library services they manage?
- A11.** Methods used would include developing library stock and buildings in new ways, introducing innovative ICT facilities, expanding the number and range of activities and introducing extensive staff training programmes.
- Q12.** Does the amount paid to GLL for delivering the library service go up in line with inflation - is this set out in the contract?
- A12.** Yes, the contract applied an inflationary index (CPI) to the annual contract price.

IT Equipment & Library Management System

- Q13.** Will IT /Technology be refreshed? Will GLL bring their own support rather than using BT which is the current arrangement?
- A13.** GLL will refresh and improve library IT equipment .They have their own dedicated IT support team. It is anticipated that the new IT

equipment supplied by GLL would be installed during the mobilisation period, ready for day 1 of the contract.

Q14. Will we be withdrawn from the London Libraries Consortium (LLC)?

A14. Yes the intention is to withdraw from the LLC. GLL have experience of LLC withdrawal as they followed the procedure with Wandsworth. We will be moving to a new LMS. Exiting the LLC will have a positive impact on our stock as we are currently one of the highest net lenders. GLL will ensure that customers have the same standard of request service that they currently experience, as this has been required in the specification.

Q15. When will the new Library Management System be implemented-will we receive training? Is it more reliable than our current system?

A15. Staff will receive full training before a new LMS is implemented. We gave a detailed specification of our requirements from the LMS in the tender documents. GLL use a Capita system which has been fully outlined in their method statement. Defaults relating to reliability of the LMS are imbedded in the Key Performance Indicators (KPIs) for monitoring the contract.

Public Opinion & Library Closures

Q16. Do you realise how against this process the public are and that they have been signing a petition against the privatisation of services? Are the decision makers aware of this public opinion as this could impact on them in elections?

A16 Members will need to reconcile themselves with the public opinion in their decision making. Feedback and comments from staff and their representatives will be included in the Committee report.

Q17. Have GLL closed any libraries apart from Mobile Libraries?

A17. Not to our knowledge. However if a Library is closed then the responsibility lies with the Local Authority not with GLL. GLL manage the service on behalf of the Council as the commissioning authority and, as is the case with their other library service contracts, cannot instigate significant changes without the authorisation of the Council.

Q18. What if Bromley Council change their mind relating to the position on Library closures

A18. Any decision to increase or decrease the number of Libraries in the borough would be down to the Council's elected Members. The contract would allow us to add or subtract libraries from the contract. Any decision would not be down to GLL. The Council has the right to vary a contract, but the level of change is restricted by Procurement Regulations. The Council has a public law duty to consult service users before any such decision is taken.

Q19. How does GLL intend to engage with Bromley's customers and stakeholders?

A19. GLL monitors qualitative customer feedback to measure performance service standards and ensure continuous improvement. Comments and complaints forms and customer suggestion boxes will be in prominent and visible locations at all libraries. There will be annual user surveys. The GLL website provides 24 hour access for feedback and there will be interaction through social media.

Q20. What does it mean in practice that an Equalities Impact Assessment has been carried out?

A20. An equality impact assessment (EIA) is a process designed to ensure that a policy, project or scheme does not discriminate against those with protected characteristics. EIAs have been written and published throughout the process. There is no evidence to suggest that the delivery of the Library Service by GLL would have a negative impact on equalities grounds

Community Libraries

Q21. Are the Council committed to asking GLL to provide the same levels of service at Community Libraries as at the other core libraries?

A21. Yes. Following the decision not to award a contract for community management of the 6 Community Libraries, these libraries were included in the specification for delivery under this contract by GLL. Although not all libraries operate on the same level, the same high levels of service have been specified for all libraries as is the case now.

Library Buildings

Q22. If GLL take over, who will own the buildings and who will be responsible for the maintenance of Library buildings?

A22. Bromley Council will still own all Library buildings with the exception of Mottingham and Penge Libraries which the Council leases. GLL will take on tenant responsibilities for all library buildings, including taking a sub-lease on Penge and Mottingham libraries. Bromley will retain ownership of those buildings that it does not lease, and as the landlord will be responsible for ongoing repairs to the building. Bromley Council are still committed to improving libraries through exploring opportunities for redevelopment where possible.

Staff: TUPE & Terms & Conditions & Contractual Issues

Q23. What is the purpose of the formal consultation process?

A23. The purpose of the formal consultation process is to fully consult both staff and their representatives about the GLL proposals and to explain the decision making process, before a decision is made. The process provides an opportunity for views and ideas to be put forward and for them to be fully considered. Management will consider them and provide a written response. The outcome of the consultation process, including the management response, will be fed back to Members before they consider the proposals and make a decision.

Q24. Staff morale is low. Would the council write into the contract that GLL maintain current staff terms and conditions for staff as was the case at Greenwich?

A24. The Council has not required this and did not go to the market on that basis, and therefore did not instruct bidders to price on that basis. To do so would change the dynamic of the bid from a financial position, and may leave the Council open to legal challenge. As previously explained TUPE cannot be covered at this stage as no contract award has been made. Subject to contract award GLL will enter into the staff engagement process and meet with staff both in groups and individually. GLL will advise on any measures that they envisage as part of the TUPE process. GLL are committed to a positive transition for staff going forward

and are not proposing any compulsory redundancies as part of their measures. They have advised that they want to work with staff and trade unions and are committed to providing good quality library services.

Q25. Given that it has been stated in the various LBB reports re library service commissioning that library staff are largely not in favour of a commissioned service and staff morale is generally low, are there any concerns regarding how this lack of staff engagement might affect the outsourced service going forward? What measures are envisaged to ensure a smooth transfer to the new set-up?

A25. There has been full engagement throughout the process with both staff and their representatives, both through written communication and staff meetings. It is understandable that staff may have concerns, as any change leads to uncertainty. Library management have ensured throughout the process that they have involved staff and will continue to do so in the event that the contract award is agreed. Both the Council and GLL are well experienced in managing successful transfers of staffing groups to ensure a seamless transfer.

Q26. Bromley Libraries currently use a large number of sessional staff to keep libraries running. Has this been explained to GLL and will this be factored in to their staffing structure?

A26. The specification is based on current service levels. GLL were provided with the number of staff that are currently needed to run the service and were notified where there are vacant posts and sessional staff. We are aware of how heavily we have relied on sessional staff over the past few years and communicated this to GLL.

Q27. Will my current role be included on the new GLL staffing structure. Will vacant posts be filled?

A27 Details of all posts (with the exception of two posts forming the Client Team which are not in scope) are in scope for transfer to GLL. This includes 2 existing site officer posts.

Q28. Post-transfer, how will the remaining professional librarian staff engage in the strategic management process? Will they still have the opportunity to deploy their specialist knowledge to the benefit of the service as at present?

- A28.** We would expect GLL to make use of the professional expertise held by transferring staff. Exactly how will depend on the posts that they have in the new set-up.
- Q29.** Are sessional staff, agency staff and temporary staff in scope for transfer to GLL?
- A29.** Sessional staff will be looked at individually on a case by case basis, depending on how often they have worked and whether they have accrued employment rights. Agency workers are not in scope and are not covered by TUPE.
- Q30.** What are TUPE measures and when are they discussed?
- A30.** A provider will provide details of their TUPE measures after any contract award as part of the TUPE consultation. These are the proposed changes the new service provider intends to make after the transfer; they can just be minor details such as change of pay date or period of leave year. After contract award GLL would consult and meet with staff and trade unions in a series of meetings ranging from group presentations to 1:1 meetings.
- Q31.** Separate consultation about TUPE - in what sense will it be a consultation given that the contract will have been awarded at this point?
- A31.** Following the 19 July Executive, if Members are in favour of the proposal, a new separate consultation relating to TUPE will apply with both staff and trade unions. TUPE consultation is about informing and consulting on the proposals and how the transfer will take place. It is also a requirement for the new provider to consult on any measures that they envisage taking in relation to the transfer. The consultation may also deal with a range of practical aspects of the transfer, including checking staff information, explaining what induction there would be and any transitional arrangements with regard to processes, e.g. HR Self Service. There is a requirement for both the Council and new provider to consult with staff and the trade unions.
- Q32.** What will happen to my pension? Will I still remain in the Local Government Pension scheme (LGPS)? What will happen after the 10 year life of the contact?

- A32.** Yes – We would expect GLL to apply for admitted body status so that employees can remain in the LGPS. LBB will finalise and sign off the paperwork on this before any contract award begins. In applying for admitted body status into the LGPS GLL must also obtain a pension bond to protect staff pensions. Entitlement to remain in the LGPS remains whilst employees are still on their protected LBB terms and conditions. Thereafter if an employee accepts a new role within GLL they would be put on GLL’s terms and conditions and enrolled into GLL’s pension scheme. It is not possible to predict what the situation would be at the end of the 10 year contract with regard to pensions/TUPE legislation, however subject to there being no changes to the regulations then the same principles with regard to TUPE would apply then as they do now.
- Q33.** If the contract breaks down will staff get transferred to a different provider?
- A33.** A contract of this scale is unlikely to fail as during the lengthy procurement process. Council Officers have drilled down into the detail to ensure the success of the contract. This has resulted in a contract that is built to last ten years. Additionally GLL value their reputation so want the contract to succeed and do not want to incur defaults. Very few contracts have come back in house after outsourcing. The contract will be properly managed and monitored.
- Q34.** What will happen if GLL get taken over by somebody else?
- A34.** GLL cannot be taken over by another provider due to their legal constitution.
- Q35.** Will Bromley Staff be expected to work in other boroughs?
- A35.** Bromley employees currently have contracts which state that, other than their main place of work within the London Borough of Bromley they may be required to work on a temporary or permanent basis at any other premises within the agreed group in order to maintain services. By agreement they may also work at any other premise from which the library service operates. In the main it is expected that Staff will be Bromley based but GLL may be able to provide staff with career development opportunities in nearby GLL boroughs for interested staff. (If there were any changes to existing staff contractual arrangements GLL would be required to identify these in their measures).

- Q36.** How are GLL proposing to use volunteers? Can you guarantee they won't be used to do work currently done by paid staff?
- A36.** GLL do not propose to replace any paid staff with volunteers. However, they may supplement their workforce by creating opportunities for volunteers within the library service as the Council currently does e.g. offering volunteer opportunities in the delivery of the Home Library Service, Summer Reading Challenge, and to delivering activities e.g. knit and natter, assisting with Archives etc.
- Q37** Are the specialist staff returning from the Shared Service be more at risk of redundancy as GLL must have their own specialist team.
- A37.** There are no planned compulsory redundancies. Their roles may be varied, which may include at times delivering frontline services, however should this be the case GLL would be required to provide information about this in their measures.
- Q38** Will staff have to wear a uniform as they currently do in Greenwich?
- A38** GLL's submission regarding uniforms as outlined in the relevant method statement says "All staff will wear either a uniform or clothes which comply with GLL dress codes." Tax relief can be applied for from HMRC for staff who are required to launder a work uniform.
- Q39** If the contract is awarded would staff be working directly for GLL rather than Bromley Council? Would there be different payroll arrangements and Occupational Health etc.?
- A39** Yes if a contract award is made to GLL, staff in scope would be TUPE transferred across to GLL, who would become their employer. They would be paid by GLL and would be removed from Bromley HR systems. Staff are advised to print off current payslips and P60s etc. for their records. Also GLL would be responsible for providing their own occupational health services.
- Q40.** How does staff ownership of GLL work?
- A40.** Those staff who are members of the organisation own it through a non-dividend paying share.

Q41. It mentions on GLL's website that "stretch targets" were issued for staff in Greenwich and Wandsworth – would the intention be to issue them for Bromley staff too?

A41. It will be for GLL to consider how to best manage their staff to deliver the services as required by the Council under contract.

Current Library & Council Services

Q42. Will the Kiosks at Penge which take Council Tax and Business Rates payments remain? If so who will collect and count the money?

A42. Yes the kiosk will remain. The income from this will still go to the Council. Income will be coded correctly and reconciled. The exact arrangements will be established during the mobilisation period. The Council will be responsible for collection.

Q43. West Wickham Library currently allows the friends of West Wickham Library to hold their monthly meetings free of charge at the Library. Will GLL allow this to continue?

A43. Tim Woolgar as the Contract Manager would make a decision on whether this arrangement should continue. It is expected that this would continue as it provides a benefit to the library. Similar decisions would be made on a case by case basis.

Q44. Will GLL be allowed to charge for Services that we are currently offering for free?

A44. If GLL want to propose charges for some of their services they would need to put these forward to be reviewed by the Client Team and Members. Significant changes to fees and charges will need to be agreed by Members.

Q45. Will GLL systems take card payments?

A45. Yes both card and online payments will be available as GLL currently use both payment systems.

Q46. If a contract award is made, will libraries retain their current telephone numbers?

A46. It is anticipated that a transfer of telephone numbers will be possible. This will be confirmed during the mobilisation phase.

Q47. At the moment, each branch largely acts autonomously with regard to the planning and delivery of activities. Will GLL be taking a more centralised approach?

A47. The service specification and the Appendices detail our current arrangements. GLL have demonstrated in their method statement that they will provide the appropriate resources, events and activity programmes to capture the interest and support the needs of each user group. Events and activities will be delivered locally by Library staff unless they are booked special events.

Contract Monitoring and Quality Control

Q48. What exactly happens in a detailed period of due diligence?

A48. During due diligence, both parties review the detail of the bid and their contractual obligations to ensure that they have everything in place to implement the contract, and that any matters outstanding (that could not be considered at an earlier point because of the nature of the service) are resolved. They will also prepare for contract implementation and put in place their agreed implementation plan, starting to resource any areas of activity required prior to contract commencement.

Q49. Would it be possible to see the Job Descriptions of the Client Team?

A49. They will be circulated as part of the committee report.

Q50. What will be the size of the Client Team?

A50. It is anticipated that the Client team will consist of 2 people and therefore 2 posts have been removed from the scope of transfer.

Q51. If the Client Team posts are subject to job evaluation, how is it that the posts have been removed from scope and the post-holders simply transferred over to new roles?

A51. An analysis of all the functions and posts within the library service are assessed against the specification and contract. Where posts and their functions fall within scope of the specification then TUPE applies and the staff transfer across to the new provider in the event that the contract award is agreed. The functions within the

client team are not in scope for TUPE transfer. The two post holders who are not in scope hold broadly similar roles at the present time as the roles within the client team. The two post holders have led over the last two years on the commissioning process for Libraries and are on the Project Team. As such they have been heavily involved in creating the tender documentation including the Specifications and KPIs, the monitoring of which will form a major part of the client team's duties. JDs are being revised to reflect the changing nature of the role once the Client Function is operational, however it is not envisaged that the changes are significant enough to require the current post holders to apply for jobs, which effectively are their existing roles.

Q52. Where would the client team be located and how much contact is it likely to have with the workforce it is monitoring?

A52. It is anticipated that the client team would be based with others on the Civic Centre site. There will be monthly meetings with GLL staff managing and delivering the service. There will also be monitoring visits to library sites which will provide contact with the wider workforce. The monitoring framework of the contract is set out in the contract document: Service Levels and KPIs.

Q53. What influences will the Council have over contract? Who will report on the contract and will it be realistic?

A53. Bromley Council still retains statutory responsibilities for the provision of the Library Service under the 1964 Act. If the contract is awarded then GLL will be accountable to the Council, and not in overall control. They will be monitored by the Client team which will be headed up by Tim Woolgar. Tim will be accountable to Members and will need to report regularly on performance. Additionally, GLL will be required to attend scrutiny meeting twice annually to be held to account.

Q54. How will the contract be monitored?

A54. The client team will monitor the contract using a set of key performance indicators (KPIs) and these can be viewed on the team site. This vigorous measurement regime deducts defaults if KPIs are not met. There will also be monthly review meetings between GLL and the Client team who will conduct periodic visits to libraries as well.

Q55. How do we measure levels of Service and how will this work in the future?

- A55.** What we currently measure is our baseline. Baselines will continue to be measured in the future. This is well documented and regulated and has been recorded in the specification .GLL performance will be measured against this.
- Q56.** The KPIs appear largely quantitative in nature – how will the qualitative aspects of the service be monitored, for example, learning outcomes?
- A56.** The specification is on a like-for-like service so qualitative methods would be utilised as they are now. This includes the use of customer questionnaires and surveys.
- Q57.** If the strategic management of the service is to be shared between the client team and GLL, how will this be achieved in practice on a day-to-day basis?
- A57.** Please see Section 2.1 of the Specification. The Council is ultimately accountable for the strategic decisions for the future delivery of the library service. GLL will work closely with the Client to develop appropriate strategies and plans for the delivery of the library service, using their knowledge and expertise to inform recommendations to the Council who will approve and adopt strategic plans.
- Q58.** Some Bromley staff feel that the quality of service at Wandsworth is not to our current standards. If GLL are protective of their reputation why after taking on Wandsworth didn't they provide a good service?
- A58.** The service that is provided at Wandsworth is down to the specification of the service required by Wandsworth Council. GLL are delivering what is outlined in that document and are compliant with the contract requirements.
- Q59.** Why do you think GLL are such a good organisation when around 75% of GLL's staff are on zero hours' contracts?
- A59.** Officers have not been given any evidence to support that GLL are offering zero hours contracts to library staff. All the Contract managers for GLL Library services have been approached by officers who have confirmed that they are happy with the way their contracts are being delivered.
- Q60.** Have you checked GLL finances –are they financially viable?

A60. As part of the tender process and due diligence, full financial checks have been made and references have been taken up and the Council is satisfied they are financially viable.

Q61. What was it about GLL that you liked so much? Were they the only ones left in the process?

A61. The market led exercise began in 2015 with several bidders. The negotiated process resulted in one preferred bidder being identified. The Project board were impressed with both the quality and price of the GLL's proposal. They have a great deal of experience which they demonstrated running over 80+ libraries and delivering high quality innovative services.

Specification

Q62. Did you say the specification was like for like? Does this mean that nothing can be taken away afterwards?

A62. The specification is what Bromley Council are asking GLL to deliver. At any point during the contract Bromley can add, change or take away services. GLL cannot do this unless the Council asks them to.

Q63. Do staff have access to the latest version of the specification as there are some references to Anerley Book Locker and Shared Service? Why is it half the size of the first version? All staff should read the specification

A63. The first version of the specification was for both Bromley and Bexley so was considerably larger. The amended version was for Bromley only. At the time the specification was produced the Shared Service was still in operation and the Book Locker active. The specification has been amended to remove the reference to the Book Locker.

Q64. On p11 of the specification it says that staff would be empowered to resolve complaints. This is currently only done by senior staff; does this mean all staff will be expected to do this?

A64 This is a general statement given regarding an output indicating that all staff should make their best endeavours to minimise complaints. There would always be some matters that would need to be referred to a senior member of staff. There will be six month

bedding in period if the contract is awarded where processes will be ironed out and clarified.

- Q65.** How will ownership be divided among the council and GLL? i.e. when the contract ends, who owns the book stock, library premises, computers, etc.?
- A65.** See Section 2.9 of the Specification: Exit Planning. This details the procedure that would be followed.

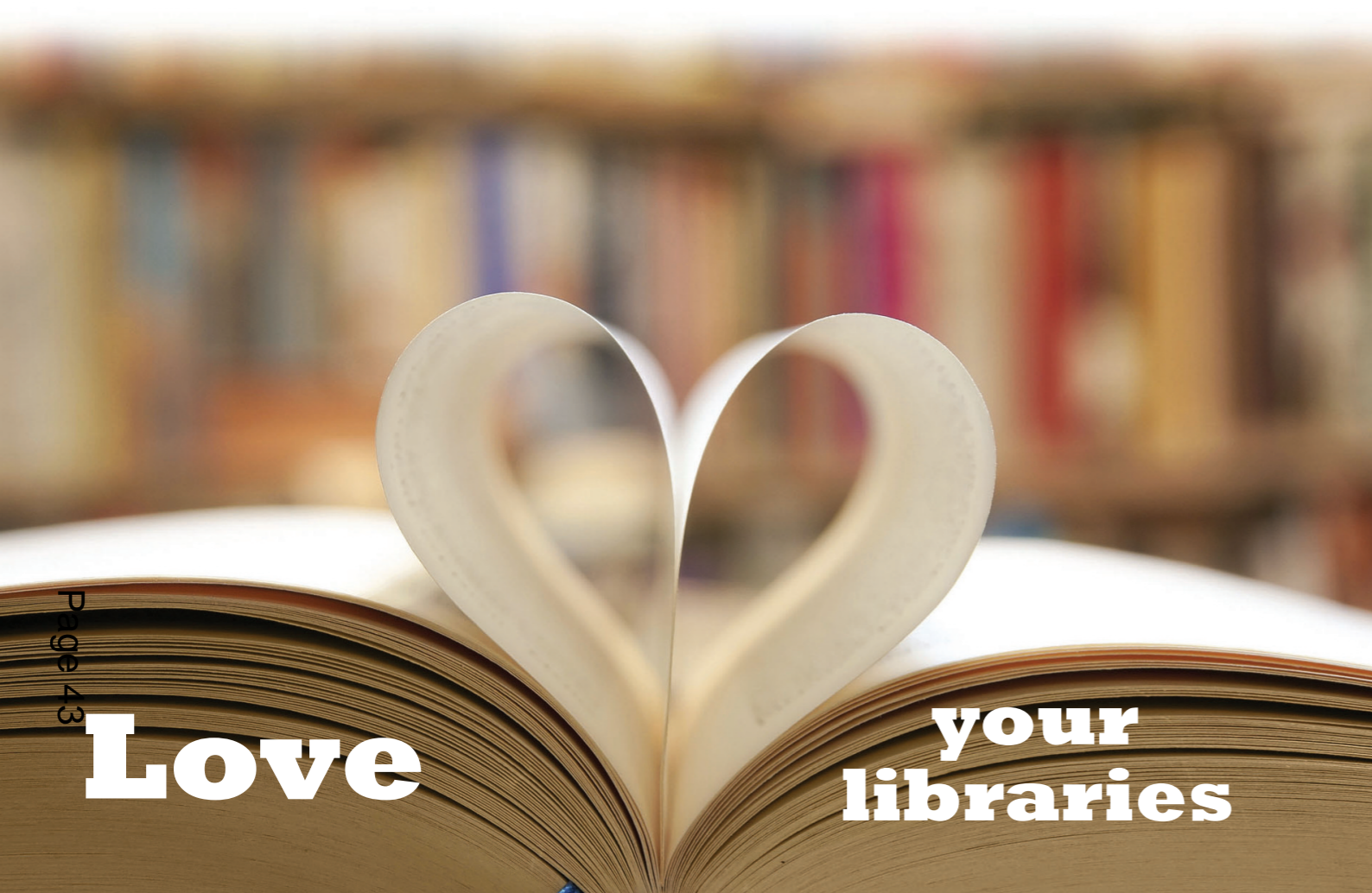
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**UNITE THE UNION
RESPONSE TO CONSULTATION
ON THE COMMISSIONING OF
BROMLEY LIBRARY SERVICE**



“We may sit in a library and yet be in all quarters of the earth”

John Lubbock
(Philanthropist, Liberal Politician, Educator)



Page 43

Love

**your
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Introduction

This document sets out the Unite response to Bromley Council's proposal for the future delivery of the Library Service in Bromley. The Council has now begun formal consultation with regard to a proposal to award the contract for the delivery of the service to Greenwich Leisure Limited (GLL).

It is no secret that Unite has consistently argued that the service should and indeed can be maintained in-house. Unite believes passionately in the principle of public libraries. This passion was shared by John Lubbock who is celebrated and honoured in Bromley Central Library with an exhibition. Lubbock fought to introduce the first Public Libraries Act. There is clear irony in the fact that Bromley Council rightly celebrate the man, while at the same time preparing to take libraries out of the public sector.

Our position is not simply based on ideology. We aim to show throughout this report that the safest and best place for a library service is to remain within the public sector. Our stance is not limited to protecting jobs, pay and conditions. These are, of course, central to our aims as a trade union. However, this goes hand in hand with our strong commitment to defend public services. Not only do our members work in public services – they also use and rely on them. Therefore, we have an interest in making sure that public services have a long term future.

Consultation

What should be said from the start is that the level of secrecy and reliance on "commercial confidentiality" along with tucking important areas away into "Part 2" sections of council reports has clearly demonstrated that the Council has taken a strategic approach to make it as difficult as possible for those concerned about these proposals to gain information so that the decisions made by the Council can come under effective scrutiny.

Part 2 of council reports are not available for the public to view. They may contain sensitive, financial information. The Council has seen fit however to include information in Part 2 reports that have nothing to do with financial details. For instance, the Council refused to name the bidders for the contracts during the bidding process – why is this commercially sensitive? Why, when consulting residents, should the identity of bidders not be disclosed? Providing this information at an early stage allows early scrutiny of bidders by residents – which the Council clearly wished to avoid. This desire for secrecy is shared by GLL. When Unite asked GLL to provide details of its book budget at Greenwich – the response was a refusal on grounds of commercial confidentiality.

The Council has stated that it is now formally consulting staff affected by the proposals. In paragraph 1.1 of the consultation document the Council states that the decision to award the contract was "informed" by "public consultation" and "engagement with staff". Yet the report fails to mention the results of this consultation and engagement.

Staff in Bromley are represented by Unite The Union. The strength of feeling against the proposals has been more than clearly demonstrated by the fact that staff have taken strike action against the proposals, including action which took place after it became clear that GLL was to be awarded the contract. Therefore, when the report states in para 1.3 that the council has been engaging with staff "to listen to their views", the report should be reporting back on these views and why it has chosen to ignore them.

Consultation by Bromley Council is becoming increasingly meaningless. In a report in October 2015 it stated: *"The outcome of this consultation does not represent a referendum, nor does it give the Council a mandate to act. However, it should be one of the considerations informing Members' decision about whether or not to begin a formal procurement exercise and commission the library service."*

This reads like the Council getting its defence in early, knowing full well it does not have public support. Despite repeated questioning, at no point has the Council made clear exactly what consideration it took of the views in any of the consultation exercises.

The Council has now conducted two public consultation exercises – and ignored the results of both. In the first exercise, conducted between December 2014 and January 2015, 83 per cent of respondents supported the option for the library service to be run directly by the Council. While this was not the only question asked as part of this consultation, it surely makes the point very clearly about how people want their libraries to be run.

Significantly, when asked about a trust or Charitable provider running the library service, only 10 per cent strongly supported the idea. It is worth noting that only 3 per cent strongly supported the idea of a private sector or commercial provider.

This did not stop the Council pushing ahead with this option until private, commercial provider Carillion pulled out of the process. In what certainly appears to be an attempt to swing the answers in a direction it favours, the Council asked the following question "Given that the Council Needs to Save £60 Million over the Next four years, How Do You Feel About the Overall Proposals for the Library Service". 51 per cent remained opposed to the Council proposals for the Library service. A more detailed breakdown shows that only 5 per cent stated that they strongly support the Council proposals when the question is framed in this way – representing a clear rejection of the Council's financial position and its austerity programme.

The Council then conducted a further consultation exercise running from July to September 2015. This was clearly a second attempt by the Council to get the result it wanted. It is true, that a street survey conducted by the Council found 61 per cent in favour of a commissioned library service. However, a self-completion survey where 99 per cent were library users as opposed to the far fewer figure for library users in the street survey returned a majority in favour of a library service directly delivered by the Council.

The Council itself admits in para 3.116 of its report in October 2015 that:

"Cross tabulations show that, respondents who said that they used community libraries most often were more likely to oppose this proposal."

Most tellingly, the Council states that: *"This decision was made in the context that over the coming years the Council will need to continue to deliver multimillion pound savings from its budgets annually."*

This precise point was put to the public, as it was in the previous survey. In the 2015 survey, the vast majority said it made no difference to the decision. In addition, the Council has ignored several petitions where significant numbers of signatures have been collected and delegations to Council committees.

The latest proposal has led to over 3000 signatures being collected in opposition to the GLL proposal. It is also the case that GLL has very little regard for public opinion or the opinions of professional staff. This was demonstrated when it closed the Mobile Library Service in Greenwich where the company has the contract to run the Library Service. The public consultation exercise into the proposal returned a huge majority of responses making clear the community wished to keep the service. Professional staff also pointed to the impact in schools, where over 33,000 books were issued each year to children through the service. Both the public and the professionals were ignored and the service was closed.

Greenwich Leisure Limited - the truth behind the gloss

Better Libraries?

GLL sets itself apart from profit making companies by promoting its social enterprise credentials. But what does this mean in reality? The company states: *"we work for the benefit of everyone, the public, the communities we work in, our staff, our partners."*

This does not stop it from ignoring public consultation, protest and petitions from the community and using some of the worst employment methods of the private sector.

GLL have become masters of spin. Perhaps this is best illustrated by the title of the pop up gyms that have started appearing under the name "Better" rather than the GLL brand name. The question does have to be asked – why the need to re- brand?

Before handing contracts to GLL, local authorities do need to look further into the wider finances of the company. The gym industry is very much a cut throat business. The two most popular brands, Pure Gym and The Gym Group are massively undercutting GLL. They often have better equipment, better facilities, offer 24 hour opening 7 days a week and are cheaper. Our information is that the Better gyms are facing significant financial pressures as a result. There is massive pressure on GLL staff to achieve sales. Our genuine concern is what impact this will have on libraries being run by the organisation. GLL is moving fast to integrate libraries and gyms.

In Lambeth, there has been huge controversy over plans by GLL to use library space for gym provision. The Library in question, The Carnegie Library was thriving with usage increasing dramatically each year. It served communities, providing a wide variety of free resources and activities for all ages with the busiest children's library in the whole borough.

Now its size and facilities are to be drastically reduced and almost all library staffing withdrawn – which the local authority admits will severely disadvantage all the most vulnerable user groups. Now that the Carnegie has closed, other libraries have been filled beyond capacity by ex Carnegie users. There are also those who simply cannot access another library.

Despite requests, GLL has not published a business plan, research on potential demand or any financial rationale. The Library closures in Lambeth have already wasted huge sums. The Carnegie continues to incur all the costs it did when open and in addition is paying security costs and losing money from businesses evicted from the building. Furthermore, the people of Lambeth do not want it – there is massive public opposition. Survey after survey has shown that people do not want a gym in their library. The council's own physical activity strategy shows that no gym is necessary. Public opposition includes over 10,000 signatures on a petition, demonstrations and marches and an occupation of the building.

The planning application had 131 objections compared to 5 supporters. The gym plan was rushed through in October 2015 with no publicity and no consultation. Promises to inform and involve local people have been consistently broken.

This is becoming a trend with GLL whereby the local authority conducts a consultation exercise, ignores the result and goes ahead and awards a contract to GLL. This so called social enterprise has no problem whatsoever prioritising winning contracts while ignoring the massive opposition from the communities which it claims it is there to support. GLL, with no apparent sense of irony states it is "here for the good of the communities we operate in".

It is the case, of course, that local authorities are just as much to blame when it comes to ignoring the results from a consultation exercise which does not fit in with their plans – but the difference is that Councillors can be voted out. GLL however simply take advantage of a situation, much as any profit making business would.

The Council has stated that the decision to award the contract "was made in the context that over the coming years the Council will need to continue to deliver multimillion pound savings from its budgets annually".

This again raises the same question that Unite has asked again and again but with no clear answer – how will GLL make savings that the Council cannot? Especially in light of concerns regarding the leisure part of the business. An examination of the record for GLL gives all the clues that are needed.

GLL took over the contract for libraries in Greenwich in 2012. The service at the time included a library on the Ferrier Estate and a Mobile Library. However, both were left off the specification – which is the agreement between the Council and GLL on the detail of the service to be provided.

Unite raised our concerns and while the Mobile was eventually placed on the specification, the Ferrier library was not. Instead, a promise was made that an alternative provision would be in place as the Ferrier Estate was redeveloped. This turned out to be a lie. GLL did not want to run either and while it had to relent on the Mobile, the Ferrier was closed with no alternative provision. Its first action, therefore, on winning the contract was to oversee the closure of a library.

In 2014, Unite in Greenwich raised serious concerns about staffing levels, which GLL chose to ignore. The company had decided to save money by not filling large numbers of vacant posts. Where it was filling posts it was doing so with temporary, rather than permanent staff. This led to increased pressures on staff and an impact on the service. Union members were forced, due to a lack of response, to take strike action. This eventually led to an agreement to fill posts with permanent staff and to ensure that there would be no repeat of the situation.

By 2017, GLL were happy to boast that "Greenwich bucks the trend as libraries post highest annual visits on record". When giving the reasons for the good news, the company failed, of course, to mention any contribution from its staff or the fact that it had been forced to fill posts by the union and that the record performance would not have been possible had it not been for the staff protest.

In 2016 Unite was in dispute again with GLL after a decision to disband the Mobile Library. This resource issued 33,000 books to children every year – that is more issues than many smaller libraries. There were huge protests, including strike action. The public responded to the consultation exercise in their thousands making very clear that there was no support and in fact mass opposition to the proposal. Despite this, GLL went ahead and closed the Mobile Library.

The report that went to Greenwich Council when the contract was being awarded to GLL stated that GLL wished to harmonise staffing conditions. While harmonising sounds harmless, the reality is that GLL were looking at making quick savings by attacking the pay and conditions of staff transferring to GLL from the Council by harmonising on inferior GLL conditions. It was only strike action by Unite members which stopped this attack and protected the pay and conditions of library workers. But as the next section of the report shows, poor staff pay and conditions are a means by which GLL make so called savings.

Worker Run?

Para 2.4 states: *"GLL staff members own the organisation they work for through a non – dividend paying share which increases empowerment, motivation and involvement of staff."*

This is completely and utterly misleading and implies that staff have a say in the big decisions. Nothing can be further from the truth. GLL should be challenged to give examples of how this works in practice. We know from our members in the Greenwich Library service that no non-managerial staff have any say in the running of the service, the recent decision to scrap the Mobile Library despite massive staff opposition being just one example.

While GLL prides itself on being a Social Enterprise, pay, terms and conditions of staff are far from social. The big test is when staff transfer in from local government with the limited protections available under TUPE conditions. It is the case that staff directly employed at the so called social enterprise are on far inferior pay and conditions compared to the staff transferring in from the local authority. Leaving aside the impact of a two tier workforce when it comes to pay and conditions, (in the Greenwich Centre there is a 3 tier workforce in operation) what kind of worker led organisation has pay and conditions that are poorer than those in place within public services?

Local government pay and conditions have seen significant depreciation following Single Status and public sector pay freezes followed by very limited pay increases. Yet they still remain better than those in place at GLL.

There has been significant recent news coverage pointing to the increase in insecure employment. While the news items have focussed on the worst offenders such as Sports Direct, the fact is that on a national basis up to two thirds of GLL staff are employed on what are in effect zero hour contracts. We have examples of staff who were without work for periods of over six weeks. GLL will deny that these are zero hour contracts – but it is difficult to see the difference. Simply referring to them as "casuals" does not make the employment conditions of these staff any more secure.

The staff are part of the growing "precarariat" – the growing army of workers on precarious conditions which stop them from being able to access rented accommodation, let alone mortgages because of the nature of their employment conditions. This is best demonstrated by a report in the Hackney Gazette in April of this year which stated: *"Zero-hour contract workers at Clissold Leisure Centre are devastated after bosses scrapped all their shifts without warning."*

Staff employed by GLL were left without shifts *"with barely any time to grasp the sudden threat of the situation."*

One of the staff members stated: *"On 5 April I arrived at work and was called to the manager's office, where I was told there is going to be cutbacks because we have no money – the entirety of the east region is being cut back. This was the first time I had been told anything – no formal letter or even email giving me any warning."*

The fact is this – two thirds of GLL staff are on contracts which depend on the employer deciding if they are needed, day to day and week from week. These are zero hour contracts in all but name and certainly in effect.

If this were not enough, closer examination blows the worker led claim sky high. GLL claims that workers can have a say in the company by becoming part of the society. This is pure nonsense. Firstly and most importantly, only those on permanent contracts can become society members – thereby excluding three quarters of staff in one fell swoop. According to the 2014 accounts, out of 10,000 employees only 1463 are members. It is also important to note that only 2090 employees are eligible to join. But even those staff who do manage to get to join the society have no effective say in the running of the company – in fact it is a complete fallacy.

Publicly, GLL states: *"We also believe in our people, the staff who make the business work – especially the ones working in our facilities."*

But facts speak louder than mission statements. On 8 August 2016 GLL advertised 171 jobs on their website, 111 of these were for zero hour contracts. This employment pattern is something that GLL are clearly proud of as their accounts point to staff cost to income ratio as a "key performance indicator" highlighting that this has declined most years since 2008.

A good indicator of a decent employer in London is whether it pays the London Living Wage. The fact is that the GLL record on this is mixed. While it is paid to workers on TUPE contracts who transfer in from authorities who are already paying it, the company only pays the London living wage to some of its leisure staff.

A further indicator is an employer's attitude to a piece of case law commonly referred to as "Parkwood". This piece of anti-worker legislation gives employers discretion to avoid making pay awards to TUPE staff. GLL has not hesitated to take advantage of this legislation by denying pay awards, despite the fact that it also has the discretion to not apply it.

It is also worth looking at how an employer treats genuinely ill staff. GLL operates a pay system where 75 per cent is basic pay. When staff are sick, they get basic pay only – a 25 per cent pay cut. This takes no account of people with disabilities who may need to take time off linked to their disabling condition and is contrary to the GLL statement which claims that *"we believe in social values"*.

GLL paid its CEO £193,971 in 2015 and £185,099 in 2014 - an increase of 5 per cent. This was higher than median pay rates across local government at the time. County Council, Metropolitan or London Borough Chief Executive median pay ranged from £174 - £184,000, with a Unitary Council Chief Executive receiving around £157,000 and a District Council Executive some £114,000.

We know through the consultation exercise carried out by the Council that Bromley residents do not want their libraries staffed by volunteers. It is important, therefore, to note that unpaid volunteers is a staffing method that is employed by GLL – as evidenced by recent adverts for posts in Wandsworth and Lincolnshire where GLL have the libraries contracts.

Bromley Libraries - something to be proud of

In para 1.6 of the report it states that the proposal will *“contribute to achieving the planned budget savings for the Council”*. However, at no point does it say how this will be done by GLL – this is the question that the Council and contractors consistently fail to answer in any kind of detail. Instead, we are often given vague, generalised answers, often defended by the need for so called commercial confidentiality.

In para 2.1 the report states that current service levels will be sustained and where possible improved. In 2.3 it states: *“Services must be provided within an ethos of continuous improvement...with no cost implications to the Council.”*

The same section of the report makes a number of requirements of GLL including identifying opportunities for innovation, extending opening hours and taking a proactive approach – yet provides no detail of how this will be achieved.

So, how will GLL save the Council money and not only ensure that an excellent library service is in place but improve the service? How will GLL do what the Council implies it can no longer do? And with less money?

The evaluation criteria used by Bromley Council when considering the tender to run the service from GLL is important to raise at this point. Tenders were evaluated against a 60 per cent price weighting and 40 per cent quality rating, showing that cost outweighs quality as far as Bromley and GLL are concerned.

The consultation exercise conducted from November 2014 to January 2015 asked participants why their library was so important to them. They stated that staff in Bromley were helpful, enthusiastic, professional, knowledgeable, experienced, highly trained, well informed, excellent, polite, friendly, committed, know their customers and have the skills to run so many different activities.

What is clear is that the Library Service in Bromley is something to be proud of. Visitors from other boroughs have stated how well the libraries in Bromley compare to libraries in other boroughs. It is an excellent and as proven by the consultation response, cherished, much loved service.

Do the right thing!

In March 2015, the Council reported that the “Portfolio Holder” had agreed a strategic approach to libraries which included volunteer run libraries and market testing. The volunteer proposal was eventually dropped when Bromley Community link withdrew its bid to run 6 libraries. The market testing proposal had to be altered when Bexley council dropped out of what was to be a shared procurement process with Bromley. Bexley stated it had made a decision that its remaining Council controlled libraries would remain in-house.

The next significant news was that one of the major bidders, Carillion, had withdrawn its bid. This followed the two consultation exercises which rejected the Council proposals, the thousands of signatories on petitions and public demonstrations alongside overwhelming opposition from the experts – the qualified, professional staff.

The outsourcing of the service is not inevitable. Indeed, on 23 February 2017 staff were sent a letter from the Director of Regeneration giving an update on the position from the Council. This letter made clear that not awarding a contract (and therefore by implication keeping the service in-house) was an option.

The same Council Officer told the trade unions that should the public express significant opposition, the Council would have to reconsider. There is, therefore, a compelling case for the Council to do the right thing. The withdrawal of Bexley Council, Bromley Community Link and Carillion along with the public response make it more than obvious that the only ones in favour of the proposal are Bromley Council and GLL.

In 2018 there will be elections to the Council. Residents have made it very clear to the union that if the Council does not do the right thing, if it fails to listen to the public, then residents will make sure that this is reflected when they make their choice at the ballot box in 2018.

“We may sit in a library and yet be in all quarters of the earth”

An alternative does exist

In one of the consultation exercises conducted by the Council, respondents gave alternative suggestions. This included:

- Find other efficiencies across the Council – the savings are not a vast amount in the overall scheme of things, make cuts at the top!
- Save money in different ways within the library service
- Increase revenue within the library service – lease out the top floors in central Library, commercial sponsorship, advertising – look at raising money not cutting.

A further suggestion from the consultation conducted with the public was that the Council should use its reserves to help run the Library Service. This is a point that has been made by Unite again and again – but the Council has failed to properly consider it as a proposal.

Unite was making the point across local government before a trend started to develop where Councils have now started dipping into reserves. This includes large authorities such as Durham, the biggest local authority in the North East, Kirklees and London authorities including Enfield and Southwark. This is not a long term measure – instead it is a temporary measure to get the Council through a difficult period, following which it can review its position.

If the Council truly believes that it does not have the correct funding from central government to run a library service, it should use the reserves for now while joining with the community in a campaign to demand adequate funding from Central government. There has been much argument about how much the Council holds in reserves. However, what can be said is that even if we do not include all its useable assets, the Council holds well over £300 Million in reserve. The amount of money held by Councils in reserves across the country is significant. By Nov 2015 it had increased by some 50 per cent.

Current estimates are that across the country the figure is in excess of £22.5 billion. Unite does have an unexpected ally when it comes to the proposal to use reserves. On 19 November 2015, none other than Greg Clarke, Communities Secretary for the Conservatives stated:

“Now is the time to make use of reserves and assets to provide services local people want to see.”

This was in direct response to the revelations of the figures held in reserves. In addition, local authorities have significant powers to borrow, at very cheap, competitive rates. It should be noted that the service has already made significant contributions towards meeting the Councils savings targets, including a budget saving of £300k in 2014/15.

Conclusion

Residents, library users and library professionals have made clear their opposition to the proposals. Thousands have signed petitions and taken part in consultation exercises. The Councils own consultation exercises give no clear support for the Council proposals. The one clear message is that the vast majority are opposed to outsourcing and want the service to remain in-house.

Even when faced with the prospect of the Councils argument for the need to make cuts, the vast majority of respondents opposed the proposals. Feelings have been so strong that people have marched, lobbied and workers have taken strike action.

There can be no mistaking the fact – the Council along with GLL are isolated, they are the only ones who wish to go ahead. Bexley Council (with the same political party in control as in Bromley), Bromley Community Link and Carillion have distanced themselves by pulling out.

As we have shown, GLL is no option. The company spin has been shown up for what it is – spin. While they may refer to themselves as a social enterprise, in practice they are no different to any other private company. In addition to the zero hour contracts, they have closed libraries and failed to fill vacancies.

Only action from Unite has prevented long term deterioration in library services. This is a company which allows children to swim in pools infected with human waste. This was the case in Belfast this year where GLL have the contract to run leisure services. The media reported that the company failed to clear and clean a pool after a child had diarrhoea, leading to swimmers ingesting infected water and becoming ill. This was followed by a media report of temperatures in shallow pools being far too cold. Our conclusion is that GLL cares little for customers, its workers and the wider community. If this is not enough to prevent them being awarded a contract, it is difficult to know what they would have to do to lose a contract bid.



The Council does have a financial option – it can take the advice of the Conservative Communities Secretary and use its reserves. What else are these reserves for if not to make sure that in desperate times, the services that residents want are maintained? The proposal to hand the contract to GLL is about making savings. At no point has GLL said how it can make those savings – but as we have pointed out by looking at its record, savings will mean a deteriorating library service. There is no evidence whatsoever to show how GLL will not only maintain but improve the service with less money. Let us also not forget that this is a 10 year contract with an option to extend for another 5 years. In other words, a long term decision is being made based on the flimsiest of evidence.

The last word should go to an author who attended a recent conference organised to fight to save libraries:

“Saving Libraries is not rocket science. But if you don't have libraries, you will not have rocket scientists.”

*“Saving libraries is not rocket science.
But if you don't have libraries, you will not have rocket scientists”*



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Bromley UNISON LG Branch

Response to Library Service Outsourcing Proposal 2017

INTRODUCTION

UNISON opposes in principle the outsourcing of public services to the private sector and believes that local services are best delivered by staff employed by local authority employers who are democratically accountable to their residents and tax payers.

The reasons for our opposition include;

- The long term protection of our member's jobs, pay, terms and conditions
- The long term need to maintain dedicated expertise (in the delivery of statutory and non-statutory local services) within the public sector, where the statutory responsibilities will remain
- Any savings that can be generated through business and organisational efficiencies, economies of scale, and the like, should be for the benefit of local authorities and their residents, and not creamed off by private sector company share-holders
- The need to maintain and develop good employment practices and industrial relations
- The need to maintain high staff morale and value their contributions to local communities
- To ensure consistency in staffing which facilitates good working relationships with service users

SUMMARY OF THE ISSUES & CONCERNS RAISED BY UNISON MEMBERS

Many local authorities, including our former Shared Service partner (LB of Bexley) still run successful library services in-house. Why has Bromley completely discounted this option?

Staff have not been provided with any information about why Greenwich Leisure Ltd (GLL) specifically are to be awarded the contract – what was it about their bid that made it successful? What is their offer to Bromley Council, service-users and staff that make them preferable, apart from (presumably) price and because they were the only qualifying bidder left in the process?

What checks and balances have been carried out to ensure that GLL really can deliver all the services currently offered and included in the specification, and more, for less money than the Council is currently spending?

What is the real justification for Bromley's "commissioning agenda" and why are third parties deemed to be best placed to deliver library services?

When we ask questions about how much money will be saved by contracting out this service, we are told that this is "commercially sensitive information" that cannot be divulged. How then are we to engage in any level of meaningful consultation on the

proposals. What level of savings will the implementation of the commissioned library service generate? Can we be given any indication of how the savings are proportioned in terms of being achieved through “efficiencies”? “improved purchasing power”? and “rate relief/charitable status”?

Why wasn't consideration given to other alternatives for delivering the service, such as a staff-led mutual like they have in Devon and York?

Staff have noted difficulties in being able to express a view on proposals around the Client Team. If this is part of the package of proposals being consulted on, can information be provided about the posts involved (2 officer posts?), grades and job descriptions? How will the client-side team work with GLL, and with library staff, in practice to ensure the contractor complies with all requirements consistently? Where will the Client Team be located and how much contact are they likely to have with the workforce they are monitoring? Why are current staff not able to apply for these posts?

GLL has a much longer-standing, and greater base in the leisure sector than in libraries. How can Bromley be sure, based on only around 5 years' track record in this area, that we can expect a reliable and successful delivery of the service from them?

GLL presents itself as a “charitable social enterprise” but we know that the majority of their workers are on low pay and working in their leisure centres – many on casual contracts. We understand that most, if not all, of these workers do not “own the organisation they work for” or receive the “non-dividend paying share which increases empowerment”. This leads us to question the way they are being portrayed in the consultation document.

What would happen if the contract were to be terminated early for any reason – who would run the library service then, and what would happen to the library staff?

What is likely to happen to staff after the 10 year contract ends?

If branches are currently running on minimal staffing, how will GLL expand opening hours and offer additional services and activities? Will more staff be brought in? Will Sunday opening be implemented in some of the larger libraries?

How will the existing support staff (back office) be deployed generally once GLL take over?

How will professional librarian staff engage in the strategic management process after the transfer?

How will “continuous improvement” be measured? The KPIs seem largely quantitative in nature – how will the more qualitative aspects of the service be monitored, for example learning outcomes?

GLL's website mentions “stretch targets” being issued to staff in Greenwich and Wandsworth – would Bromley staff be given these too?

What is meant by “efficiencies” in practice? Are we to assume that there will be a reduction in pay or posts beyond TUPE? Will GLL be making use of unpaid volunteers to help staff libraries?

What is the reasoning behind Bromley's decision to withdraw from the LLC? It was a big selling point for customers – why is it no longer such a good deal now that the service is being out-sourced? How will GLL ensure that customers have an equivalent standard of requests service?

Various LBB reports in relation to the library service commissioning have noted that library staff are largely not in favour of the out-sourcing and that staff morale is generally low. How will these concerns be addressed, and how can Bromley/GLL ensure that this general lack of staff engagement will not negatively impact upon the service going forward? How will a smooth transfer be accomplished?

How will the current sessional staff be employed after the transfer?

Will views expressed by staff as part of this, and other, consultations around the proposed transfer have any impact upon the outcome, or upon the Executive Committee's decision?

How will the LBB support staff through the TUPE process?

UNISON REQUESTS & SUMMARY

Staff are understandably concerned and anxious about the proposed transfer to a new organisation – a move which is not of their choosing, and which they have not really been able to influence. They are worried about whether GLL will be able to offer them long-term stable employment. Staff may feel let down, angry, stressed or upset by the transfer out of public service. Many feel that management not being personally affected by these proposals cannot truly understand how they feel or empathise with their situation.

Therefore, we are asking for more acknowledgement of the distress this has – and continues to – cause Bromley libraries staff. We are also asking for more to be done to provide support and information to all affected staff over the forthcoming transfer period.

Members may have valuable contributions to make in terms of ideas for improvements and change. Perhaps some work could be done around demonstrating the value of library services to the Council and the local community? Could staff assist in carrying out an enhanced evaluation of what is currently being done within the constricts of scarce resources to ensure maximum benefit for customers, by seeking more input from library users, residents and other stakeholders about the service offer?

UNISON members need to know that their union will be given reasonable opportunities to support them through the transfer period and into their new employment with GLL. We are therefore asking to be given as much information as possible, with as much notice as possible, about any and all future staff consultation meetings, to facilitate access to representation. This includes opportunities for facilitated meetings with GLL representatives at the appropriate times.

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Job Description

Title: Principal Client - Libraries

Grade: Indicative MG5

Department: Environment & Community

Section: Libraries Client

Post No: 11081

Reports to: Director of Regeneration

MAIN PURPOSE

1. To lead, shape and drive improvements in the delivery of the Library Service contract and library services at a borough level, providing operational oversight and leadership for all aspects of services delivered via this contract
2. To control, manage and deliver the contractual performance of all service areas, ensuring contractual compliance; a sustainable and customer focused service; financial control and compliance with established budgets including monitoring, reporting, review and report on the contractor's performance and standards against the agreed contract KPIs.
3. To lead in the delivery of best practice and best value through operation of the established performance management frameworks and monitoring systems, ensuring the reliable delivery of performance targets and performance management systems that secures high standard of service delivery to customers and stakeholders.
4. To ensure an effective level of integrated service delivery and strong partnership working, amongst contractors and key partner agencies and stakeholders.
5. To take the lead in providing advice to the Council on matters relating to the delivery of public library services.
6. To be responsible and accountable for identified service budget(s), both revenue and capital.

SUMMARY OF RESPONSIBILITIES AND DUTIES

1. Service Responsibilities

- 1.1 To be the lead manager responsible for the operational delivery of the Libraries contract, ensuring that regular communication, contract management principles and adherence to established performance management frameworks are delivered as per the contract provisions.
- 1.2 To lead in the development of and the delivery and implementation of policies, plans and budgets associated with the identified service areas, enabling the delivery of effective and efficient services, meeting legislative requirements and in compliance with the Council's policies, financial regulations and standing orders.
- 1.3 To lead on the development of innovative and well-organised service solutions that deliver seamless, responsive and high quality outcomes.
- 1.4 To ensure the contractor is able to meet contractual obligations and is efficiently delivering on and satisfying the Council's statutory responsibilities as required.
- 1.5 To ensure that the operational delivery of services promotes a flexible and integrated cross-Council working philosophy, with a focus on the delivery of services that improves and tackles local problems, generating a genuine customer and community performance culture.
- 1.6 To deliver and continually explore opportunities for the delivery of commercially focused services, including

options for income generation.

1.8 Communicate and promote Bromley Council's vision, values, objectives and priorities effectively to staff, partners and the public; including the attending of Public meetings, Stakeholder meetings, Residents / Customer forums.

1.9 To perform any other duties that may be required commensurate with the salary and grade.

2. Library Services

2.1 To provide the Responsible Director, Chief Officers and members with relevant professional advice.

2.2 To monitor the progress of capital projects being undertaken by the service provider to ensure compliance with programme and budget.

2.4 Ensure that the Library Service is effectively managed by the service provider to reduce voids and maximise income as per the contract agreement.

2.5 Where appropriate, engage and manage specialist consultants.

2.6 Represent the council on relevant partner groups in library matters.

3. Managing Finance and Resources

2.1 To lead on the annual budget planning processes within the context of the assigned service area, ensuring that statutory and local service priorities are delivered within the wider Divisional budget framework.

2.2 To manage the budget for the designated service area, ensuring that resources are utilised efficiently and that services provided are within the approved budgets levels.

2.3 Use technology effectively with colleagues, stakeholders, and contractors to improve the effectiveness and efficiency of services delivered.

2.4 Monitor capital receipts achieved by the service provider and to provide accurate forecasts on all capital receipts to inform the Council's overall accommodation strategy.

4. Staff

3.1 To deliver strong leadership to the Library Client Team, ensuring staff are routinely supervised, developed and empowered to deliver services independently.

3.2 Monitor the work performance of the Team, through the undertaking of performance management reports, while ensuring the establishment of clear personal performance targets within the context of the Council's appraisal scheme (DICUSS) is also delivered.

3.3 Contribute with the Senior Management Team in the promotion of Bromley Council's vision, Core Operational Principles (COP) and REAL leadership values (Respect, Empower, Ambition, Learn).

CONTACTS AND RELATIONSHIPS

Provide to customers/clients, Councillors and stakeholders the specified standard and level of service that is expected, managing and rectifying with the contractor or staff any shortfalls in performance or where potential improvements have been identified.

MANAGEMENT AND LEADERSHIP

Fully and positively participate in the Council's performance appraisal/ performance related pay/performance development scheme in order to develop and enhance personal and service performance.

EQUALITIES

Implementation of the Council's equal opportunities policies and its statutory responsibility with regard to other individuals and service delivery.

| | Date | Name |
|------------------------------|-------------|-------------|
| 1. Date drawn up | 26 May 2017 | |
| 2. Given to Post holder | | |
| 3. Confirmed by Line Manager | | |
| 4. Evaluated | | |



Person Specification

Title: Principal Client - Libraries

Grade: Indicative MG5

Department: Environment & Community

Section: Libraries Client

Post No: 11081

Reports to: Director of Regeneration

ABILITIES, SKILLS AND KNOWLEDGE

1. Extensive knowledge, experience and understanding of public library service management set within a political context.
2. Adapts quickly to changing situations with the ability to manage own and others' time effectively
3. A demonstrable ability to strategically plan and deliver services, while ensuring a flexible approach to work from day to day to cope with a variety of situations, groups or individuals.
4. Relevant management experience including the effective operational management and delivery of services.
5. Effective communication and interpersonal skills that build positive relationships. Ability to communicate effectively within the organisation and to customers, consultants, contractors, courts, external agencies orally and through letters, short reports, meetings, etc.
6. Ability to take on the accountability of projects delivering changes in service areas, on both a service and Divisional context.
7. Knowledge of Council vision, priorities and strategy with a desire and willingness to understand and resolve service issues with a focus on the customer.
8. Genuine ability to work well within the team environment both as leader and as part of a team. Ability to make positive contributions to overall effectiveness, including the training of staff.
9. Capable of being proactive in identifying and resolving practical problems with the contractor and proposing service improvements, ensuring professional standards are achieved.
10. Understanding of Performance Management processes in partnership arrangements.
11. High level of IT skills and understanding of systems needed for the effective running of the service.
12. Ability to manage the political interface and external relationships.
13. Demonstrable communication, negotiating and influencing skills when working with contractors, customers, Councillors and stakeholders.

EXPERIENCE

- Several years of experience in the day to day management of staff, finances and resources in the public and/or private sector, preferably at least 5 years.
- Successful development and delivery of services aligned to significant contract experience.
- Involvement in the commissioning of services from review, analysis, commissioning and award.
- Involvement in the preparation, management and control of service based budgets.
- Evidence of success in the delivery of quality services with an ability to achieve service improvements under the principles of best value.
- A proven track record of communicating effectively with a wide range of stakeholders and audiences whilst developing positive relationships.
- Proven experience of promoting equal opportunities.

QUALIFICATIONS

- Degree or other appropriate professional qualification equivalent and/or relevant and proven working experience
- Relevant supervisory or management qualification
- Commitment to continue professional development and the development of staff.

SPECIAL CONDITIONS

- The post requires attendance at evening meetings

DATE DRAWN UP 26 May 2017

Job Description & Person Specification

| | |
|--|---|
| Post Title: Contracts and Development Manager - Libraries | Grade: Indicative BR12 |
| Department: Environment & Community Services | Division/Section: Libraries Client |
| Post No: 15413 | Reports to: Principal Client - Libraries |

MAIN PURPOSE:

To assist the Principal Client, Libraries, in the effective management, organisation, supervision and administration of all Client Services in relation to the delivery of the Library Service contract.

SUMMARY OF RESPONSIBILITIES AND DUTIES:

1. Provide professional and technical advice, guidance, management and support, liaising and communicating with and to all clients, colleagues and the General Public.
2. Assist the Principal Client in managing the responsibilities to ensure the effective management within the terms of the Library Service contract.
3. Provide the compilation, review, adjustments, amendments and preparation of contract specifications, documentation, variation orders and schedules.
4. Monitor, report, review and report on the contractor's performance and standards against the contract KPIs and performance management statistics.
5. Contribute to and assist with the continuous development of the delivery of the Library Service contract, its practices, procedures and ways of working/ best practice.
6. Develop and maintain statistical, financial and performance information relative to the services provided under the contract.
7. Conduct/ assist/ support special projects and assignments as required as directed by the Principal Client.
8. Assist with the consultation and annual review, promotion and issue of key contract plans.
9. Attend various meetings with clients and contractors where appropriate.
10. Issue, follow up, (providing appropriate advice, guidance and support) and ensure rectification of any failures of contractual compliance and standards failures/ defaults where applicable.
11. Continuously review, use and advise on new initiatives, technology, materials, and equipment applicable to the industry sourcing best practice and value.
12. Have responsibility for prioritising and assessing workload, allocating resources and ensuring and effective contribution to the overall business objectives of the Team.
13. Provide support and cover for colleagues within the team in their absence being an

Job Description & Person Specification

effective member of the team.

14. Be prepared to challenge and be enabled to adapt to change.

15. Refresh, renew and update professional and local expertise to ensure that the most modern up to date information and advice is being provided to the clients and council.

16. Act as a signatory for the team in terms of clearing invoices, raising orders.

17. Undertake any other duties commensurate with the level of the post, as required to ensure the efficient and effective running of the Department / Section

CONTACTS AND RELATIONSHIPS: (customer focus, both internal and external)

As a member of the Library Client Team contacts and relations will include Councillors, Senior Officers, colleagues from all departments within the council, other local authority colleagues, various service contractors and the general public.

MANAGEMENT AND LEADERSHIP: (finance, resources, performance management, staff supervision and service delivery)

1. Assist in the effective management of the Library Service Contract.
2. Lead on special projects.
3. Fully and positively participate in the Council's performance appraisal/ performance related pay/performance development scheme in order to develop and enhance personal and service performance.

EQUALITIES:

Implementation of the Council's equal opportunities policies and its statutory responsibility with regard to other individuals and service delivery.

| | Date | Name |
|------------------------------|-------------|------|
| 1. Date drawn up | 26 May 2017 | |
| 2. Given to Post holder | | |
| 3. Confirmed by Line Manager | | |
| 4. Evaluated | | |

Job Description & Person Specification

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|--|---|
| Post Title: Contracts and Development Manager - Libraries | Grade: Indicative BR12 |
| Department: Environment & Community Services | Division/Section: Libraries Client |
| Post No: 15413 | Reports to: Principal Client - Libraries |

SKILLS & ABILITIES

1. Excellent communication skills and telephone manner.
2. The ability to communicate effectively and professionally with a wide range of people at all levels in the Council, with all manner of clients and the general public.
3. The ability to work under pressure alone.
4. Be self-motivated, innovative, approachable, facilitative, flexible, persuasive, patient and even tempered.
5. The ability to respond readily to challenges and change.
6. To work effectively in a variety of situations independently, in a partnership or in a larger team, and have an approach which fosters and encourages working together and partnerships with a wide range of organisations.
7. Data handling skills with the ability to analyse information.
8. Be able to organise, plan, prioritise and maintain a heavy workload.
9. Excellent report, evaluation, creativity and feasibility writing skills.
10. The ability to supervise and manage personnel
11. Have good written and active presentation skills.

KNOWLEDGE

1. Must be fully conversant and able to demonstrate an up to date professional and working knowledge of the operational aspects of public library services.
2. Be literate and numerate.
3. Have an understanding of and able to use windows based office systems (Word, Excel, Project)
4. Be able to acquire extended skills in ICT to improve the presentation and delivery of data and information
5. Experience of monitoring projects and able to develop detailed project plans and monitor their implementation.

EXPERIENCE

1. Be able to demonstrate ability to deal with a range of customers with some complex / difficult / time pressured queries.
2. Up to date ICT in terms of meeting the requirements in knowledge, skills and ability
3. Proven minimum of no less than three years in a similar environment in a similar role and have proven track record of delivery.
4. Thorough understanding and experience of relevant health and safety requirements
5. Proven track record, knowledge and experience of relative personnel issues.

Job Description & Person Specification

QUALIFICATIONS

1. A good standard of education is required supported by a professional qualification(s) in an appropriate discipline such as librarianship or information Science..
2. Project qualification/or working knowledge e.g. to Prince 2 standard

SPECIAL REQUIREMENTS

May need to attend some evening meetings

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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