

REPORT FOR: CABINET

Date of Meeting:	28 October 2010
Subject:	Library Service – Self Service Project
Key Decision:	Yes
	Cost Impact on all wards within the Borough
Responsible Officer:	Brendon Hills, Corporate Director Community and Environment
Portfolio Holder:	Councillor Rekha Shah, Portfolio Holder for Community and Cultural Services
Exempt:	No
Decision subject to Call-in:	No
Enclosures:	Libraries (RFID) Full Business Case Executive Summary

Section 1 – Summary and Recommendations

This report sets out the case for development of the Libraries service through the introduction of new IT systems, the re-design of business processes, and re-organisation of the service.

Recommendations:

Cabinet is requested to approve the implementation of the Libraries Self Service Business Case.

To authorise the Corporate Director of Community and Environment, in agreement with the Portfolio holder for Community & Culture to take all actions necessary to implement the project.

Reason:

The proposed transformation project will deliver improved customer service, operational efficiency and cost reductions.

Section 2 – Report

2.1. Introduction

The Libraries Self Service Transformation Project is intended to reduce operating costs whilst enhancing the service to customers. The project seeks to introduce new technology for self-service and better stock control; to enable the reorganisation of staff across the library service to streamline back office functions and to free staff to concentrate on delivering customer service rather than transactional operations. In delivering this, the project will offer a significant increase in Value for Money for the library service. It has been developed with the service as part of the Better Deal for Residents Programme and under the auspices of the Incremental Partnership Agreement with Capita.

2.2 Background

Library services nationally and regionally are going through a process of change to respond to new methods of delivering services on the frontline using 21st century technologies; and in terms of streamlining back office processes to concentrate resources on customer service and core library functions such as the development and enjoyment of reading, information provision and stock promotion. Library customers now require much greater 'on-line' access to a wide range of library services whilst minimising the administrative elements of using the service. In addition, the council is reviewing all services at a time of financial pressure to ensure the efficiency and effectiveness of service delivery and the library service is part of that process.

Harrow Library Service, whilst performing comparatively well in terms of current national indicators, could be seen to be falling far behind other library authorities in London in terms of the introduction of modern library services such as self-service technologies, card payment methods and easy Internet access for 24/7 library services (e.g. currently 26 out of the 33 London Boroughs operate self service in one or more of their libraries).

What has also come to light, as part of developing the project to implement self-service, has been the need to review the provision of the People's Network (public terminals providing free email and internet access in every library) in terms of upgrading an 'elderly' service provision and scoping the potential introduction of WiFi capabilities in libraries. This would both meet customer needs in the 21st century and also enable libraries to potentially become local hubs for mobile and flexible working for Harrow Council staff

Harrow is proposing to adopt new ways of working models for the borough's libraries and, at the same time as introducing enabling technology, to review the library service structure (including the roles and numbers of staff) to support the delivery of these changes. The project to transform customer service in libraries is part of the Better Deal for Residents Programme and seeks to develop Harrow's Libraries into a more efficient and flexible service. This transformation project will provide the foundation for the development of a vision for Harrow's library service, which will be brought back to Cabinet in due course.

The objectives of the project are:

- To modernise the Library service through the introduction of self service and stock control technology
- To offer library customers the latest library customer service technology and the services of library staff on hand to support those who additional help or information
- To restructure the Libraries staffing in line with new ways of working for library services, reducing tiers of management and offering frontline staff enhanced opportunities for progression within the service.
- To equip library staff with a training and development package to support new ways of delivering library services to customers
- To improve the online experience of library customers, including redesigning the library web pages, upgrading the library portal and integrating to the Harrow Citizen Portal (i.e. 'my Harrow')
- To improve and streamline operational processes, particularly relating to stock services to ensure faster delivery of new stock to library branches for customers
- To implement card payment facilities (online and in libraries) to make payment simpler for customers and to reduce cash handling in libraries
- To review the provision of the People's Network and Wi-Fi for customers to update and modernise access to the internet and email through the library offer

Appendix A outlines the Executive Summary of the Full Business Case.

2.3 Implications of the Recommendation

2.3.1 Resources, costs

The costs of the project are based on a fixed price with rigorous change control processes. The financial model includes the cost of Capita (and their sub-contractors) and all Council resources. The total implementation costs are £2.202 million with ongoing costs of £ 43,952 per annum. The staffing restructure proposals indicate a reduction of 34.2 FTE posts.

Capita will be the prime systems integrator and will be providing programme and project management. The Council will be providing dedicated 'Champions' from the service in addition to supporting quality assurance and testing processes.

2.3.2 Staffing/workforce

The project will be introducing significant organisational and individual job design changes as well as a proposed reduction in the total number of posts. These changes will be developed in consultation with Unions and staff and will follow

Harrow's Guidelines for Managing Organisational Change. The revised staffing structure will be implemented early in 2011 but any proposed post reductions will be phased, linked to the introduction of self service in each branch. Vacancies within the library service are currently being held in anticipation of the proposed staffing reductions and the process will be run alongside the Council's current Voluntary Severance Scheme to minimise the number of compulsory redundancies. Staff at risk of redundancy will be supported by the council's single point 'clearing house' for vacancies and where appropriate will be considered for suitable alternative opportunities that are available

In addition, a full training needs analysis will drive an approach to training to support staff both in the introduction of the new technology and in the new ways of working that will accompany this change. A learning and development offer will be delivered that will reflect the style and content that staff will find most effective.

The Council has also introduced organisational policies with regard to the spans of control contained within organisational structures and any proposed changes will incorporate these policies.

2.3.3 Customer benefits

Library customers will benefit from the implementation of this project by enabling those who can self-serve to do so speedily and easily (encouraging the use of libraries by 'time-poor' customers), thereby freeing staff to concentrate on those customers who require more in-depth support and also on activities to support the development/enjoyment of reading at all ages, information provision and stock promotion, etc. The project will deliver greater freedom in library layout, reducing the need for large desks and giving opportunities to use space for promotional purposes and/or stock. In addition, customers will benefit from the much-improved stock auditing/ holding information and flexibility of stock movement within libraries, offering much more accurate 'real-time' stock checking facilities etc. Finally, customers will also benefit from the improved web presence to better access online library services such as joining, the library, renewals of loans and accurate reservations of items.

2.4 Legal comments

The project has been progressed under the auspices of the Business Transformation Partnership. Strategic, Outline and Full Business cases have been agreed by the Corporate Strategy Board, in line with requirements of the Incremental Partnership Agreement with Capita.

2.5 Financial Implications

The financial implications are:

- Total FBC & implementation costs: £2.792m (Capita £1.796, Council £996k – this includes a redundancy provision of £589,576)
- Ongoing costs (per annum): £43,952 (Capita £37.3k and Council £6.6k)
- Net benefit over 5 years: £2.035m

- Net benefit over 10 years: £7.327m

Benefits will be tracked using the Better Deal for Residents established benefits management process, monitored by the Project Team and Service, and further reviewed by the Better Deal for Residents Programme Board (CSB).

Using the MRP model and assuming the full redundancy provision is used, the project will be cash positive in Year 2012/13. The project will be cash positive sooner if the redundancy provision is not used. The full MRP model and cashback can be seen in the Full Business Case (Section 7 – Cashflow).

Finance summary

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	FY0	FY1	FY2	FY3	FY4	FY5
Capital	2,163,491					
Revenue C&E impact						
<i>Costs</i>	28,896	606,656	43,952	43,952	43,952	43,952
<i>Savings</i>	-20,000	-799,808	-1,142,437	-1,142,437	-1,142,437	1,142,437
Net revenue requirement/(saving)	8,896	-193,152	-1,098,485	-1,098,485	-1,098,485	1,098,485

The £2.163m capital is funded from the 2010/11 BTP capital programme.

The net revenue requirement in 2010/11 is £9k and this is funded from the £500k allocation approved by June Cabinet for transformation.

The savings in future years will be part of the MTFs proposals.

2.6 Performance Issues

Although the position of the National Indicator Set is still unclear following the abolition of CAA, it seems likely that some National Indicators will be retained, especially where local authorities wish to collect comparative data to an agreed definition. This will need to be clarified once the final national indicator set is known. In addition, local indicators will be developed to measure the impact and success of the implementation, such as the percentage of customers who use self-service to borrow/return library books.

2.7 Consultation

Staff and trade union consultation processes have been established during the development of the Outline and Full Business Cases and will be carried on through the start of the implementation. Appendix B outlines the log of consultations during the development of the FBC. The service will involve and engage staff using a variety of mediums e.g. briefing workshops, focus groups, newsletters, and site visits. The new organisational structure will comply with Harrow's organisational standards for span's of control' protocol and will require close working with Trades Unions at both a Corporate and Service Level. HR will assist in this process by ensuring the correct protocols and outcomes are supported from an Industrial

Relations perspective. Formal regular service specific meetings will be scheduled to supplement the BDfR Trades Union Forums.

2.8 Environmental Impact

There is no specific requirement for an environmental impact assessment as the proposal will be broadly supportive of our policies. The implementation of RFID and improved on-line services and payments could reduce the need for journeys to libraries and have an impact on the amount of paper-based processes within the service.

2.9 Risk Management Implications

There are a number of risks identified with the work proposed which are outlined in section 8.1 of the Full Business Case along with the identified risk mitigation actions. Risks are included on the Directorate risk register and there is a separate project risk register in place which will be managed through the project governance process.

2.10 Equalities implications

A full Equalities Impact Assessment has been conducted. It requires further review when the details of the organisational and job designs are established.. Initial issues have been identified as:

- the need to ensure fairness in any redundancy management and monitor any differential impact
- the need to ensure that the increased use of technology does not impact any group
- the need to ensure that training meets the requirements of all parts of the service
- the need for baseline equalities data to monitor later impact
- the need to ensure equal access to services for customers.

2.11 Corporate Priorities

The proposal supports the Council's current corporate priority to build stronger communities by securing the future of the Libraries as a value for money modern service that will continue to be a focus for community involvement.

Section 3 - Statutory Officer Clearance

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 29/09/10		
Name: George Curran	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 29/09/10		

Section 4 – Performance Officer Clearance

Name: Anu Singh	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Partnership, Development and Performance
Date: 29/09/10		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	Divisional Director (Environmental Services)
Date: 29/09/10		

Section 6 - Contact Details and Background Papers

Contact: Noreen Pollard, Business Manager
Tel: 020 842 1722

Background Papers: Libraries RFID Full Business Case (available on the internet)

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE
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APPENDIX A

Business Transformation Programme

FULL BUSINESS CASE

**Community and Environment – Libraries
Transformation: Executive Summary**

Executive Summary

1. Introduction

Harrow Council has embarked on an efficiency programme under the 'Better Deal for Residents' Programme: Shaping Harrow for the Future' (BDfR). As part of the BDfR programme, potential transformational activities within the Library service were identified. An initial Outline Business Case (OBC) was developed to identify how the service could be delivered in a more efficient way using Self Service RFID (Radio Frequency Identification) technology. This OBC was approved in mid July 2010 subject to union consultation.

The Full Business Case (FBC) development started in August 2010 and defined the service objectives as follows:

- to modernise the Library service through the introduction of RFID self service technology
- to restructure the Libraries staffing in line with other London Boroughs and the Council's new guidelines e.g. spans of control
- to equip library staff with the latest library customer service technology and support new ways of delivering library services in a customer orientated "culture"
- to improve the online experience of Library users
- to improve operational processes
- An options paper to review the provision of the People's Network and Wi-Fi for customers scoping out the costs/benefits

The proposed transformation will deliver cost savings and an improved customer experience. It is therefore proposed that 3 streams of work are undertaken as part of this wider Libraries transformation. These are:

A). Technology

- The implementation of RFID Self Service
- Real time technical interfaces between the RFID Self Service software and the Library Management System
- The implementation of card payment facilities (both online and in Libraries)
- A redesign of the Libraries online presence including redesigning the Library web pages, upgrading the Library portal and integrating to the Harrow Citizen Portal (i.e. 'my Harrow')

B). Process Change

- Stock services process improvements
- Technology related operational process change

C). Organisational Restructure

- Across both the branch network and back office

2. Net financial benefits

Details of the benefits to be derived from this project are detailed in Section 6 of this document with the MRP 5 year model at Section 7. The key highlights are as follows:

- Total FBC & implementation costs: £2.202m (Capita £1.796 and Council £406k)
- Ongoing costs (per annum): £43,952 (Capita £37.3k and Council £6.6k)
- Net benefit over 5 years: £2.624m
- Net benefit over 10 years: £7.917m
- Net FTE reduction 34.2 FTE

3. Variances from the OBC

In the subsequent preparation of the FBC, work has been undertaken to revisit the proposals made in the OBC and to further define and refine the benefits to be derived. The net benefit has increased by £203,474. The scope has significantly increased – details of which can be seen in Section 3.4 Variance from OBC.

4. Next Steps(Outline Plan)

ID	Task Name	Start	Finish	Q3 10		Q4 10			Q1 11			Q2 11			Q3 11		
				Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	CSB	29/09/2010	29/09/2010														
2	Cabinet	28/10/2010	28/10/2010														
3	Contract Schedules	01/10/2010	29/10/2010														
4	Mobilisation (PID)	01/10/2010	29/10/2010														
5	Set up 'kit' for Testing, Tagging & Model Office	01/11/2010	30/11/2010														
6	Book Tagging	01/12/2010	31/03/2011														
7	Spec & Develop System / Interfaces	01/11/2010	31/01/2011														
8	System Test	01/02/2011	28/03/2011														
9	User Acceptance Test	04/04/2011	29/04/2011														
10	TNA & Training Development	04/01/2011	31/01/2011														
11	Furniture Modification Plan	04/01/2011	31/01/2011														
12	Phased Go-Live (Furniture, Hardware, Operational Testing, Training)	03/05/2011	31/08/2011														
13	Web Development & Upgrade to Enterprise	01/11/2010	28/02/2011														
14	Stock Services / EDI	01/11/2010	28/02/2011														
15	Restucture	21/09/2010	31/01/2011														
16	Close Out	01/09/2011	30/09/2011														

5. Site Analysis

5.1 Gayton

Gayton Library has recently been relocated to a new building and is good order in terms of refurbishment. It is the largest and busiest of the 11 branches and is used primarily for the purposes of lending, study and reference with the largest music and audio collection. Gayton is open seven days a week. The library will require minimal change in terms of refurbishment, with the main front desk remaining as is. However, the enquiry/information desk on the second floor will be removed. The RFID kiosks will be positioned in front of the window, where the current display stands are.

Proposed changes to Gayton:

- Four RFID kiosks to cope with the high volume of users
- Current security screens to be replaced by RFID compatible screens
- Two staff PCs on main desk
- Metal filing cabinets to be removed from behind the main desk (currently hold CD/DVDs) to make way for trolleys and stock
- Cash drawer to be fitted to the current front desk

5.2 Civic Centre

The Civic Centre library is predominately a reference library with a large area for study and internet access and a small lending collection. The library is arranged over two floors with the bulk of activity taking place on the first floor. The ground floor space is used as an enquiry point where the security gates are currently positioned. The proposal is to remove the ground floor library desk to make way for a recreational / display area and replace this with one information desk on the first floor, with the RFID kiosks positioned nearby. The new information desk will be situated where the current information desk is and the RFID kiosks will be located where the existing printers are. Power and cabling should be available to both.

Proposed changes for Civic Centre:

- Two RFID kiosks will be required on the first floor
- Current information desk will be replaced with a DDA compliant desk to hold two staff PCs and a cash drawer
- Front desk on the ground floor will be removed
- New security screens will replace the existing screens

5.3 Bob Lawrence

Bob Lawrence is the smallest of the 11 branches. The branch is leasehold and was previously two shops. Bob Lawrence is a small neighbourhood library with a few PCs with Internet access. A small children's area is dedicated for the use of story-time and children's activities. There is a very large front desk in the library, occupying a comparatively substantial amount of space. The front desk will be removed to make way for a smaller desk, which will hold up to two staff PCs and a cash drawer. The RFID kiosks will be located near the entrance of the Library. Customers will still need to use the front desk to book future PC sessions and pay for printing.

Proposed changes to Bob Lawrence:

- Removal of front desk to be replaced with a smaller desk
- Two RFID kiosks will be required
- Security screens will be installed
- Additional carpeting will be required where the front desk has been removed

5.4 Pinner

Pinner is a medium sized multi-purpose library with a dedicated study and children's area and PCs for internet access. The library currently has two information points, the main desk which is used to issue and return books and a separate enquiry desk. Pinner has two information points. The front desk is built around existing pillars and a second enquiry desk is situated to the right of the front desk. It is proposed that

both of the desks will be removed, making way for one information point with a public access online catalogue PC . Removing the large front desk will make room for the RFID machines and would also free up space to avoid queues out the front door. Additional lighting will be required over the new information desk.

Proposed changes to Pinner:

- Removal of both the front and information desk to be replaced with one information desk to hold two staff PCs
- Three RFID kiosks will be required and will be positioned between the pillars
- Additional lighting and cabling will be required for the new information desk
- Security screens will replace the security gates
- Additional carpeting will be required where the front desk has been removed

5.5 Stanmore

Stanmore is the second busiest branch in the Borough and has a dedicated display area for local artists. The Library shares the building with private offices and is on a lease which poses limitations in terms of renovation. The library has two enquiry points, the front desk which is used in the issue and return of books and a second desk to manage general queries. Like the other libraries, it offers the loan of books, DVDs, AV and reference material. Dedicated children's and PC areas have been set up within the library.

It is proposed that the front desk at Stanmore will be removed to make way for RFID machines and free up space to for additional shelving and displays. The current information desk will be replaced with a new DDA compliant desk which will hold up to two staff PCs and a cash drawer. There will only be one information desk/point in the Library. The display area will remain as it is. Again the RFID machines and information desk will be positioned where current cabling and data exist.

Proposed changes to Stanmore:

- Three RFID kiosks required
- Removal of both the front and information desks to be replaced by a new information desk
- Additional lighting and cabling will be required for the new information desk
- Security screens will replace the security gates
- Additional carpeting will be required where the front desk has been removed

5.6 Wealdstone

Wealdstone Library is uniquely sited in a community centre which accommodates shops and a Primary Care Trust. The library front desk also serves as the main enquiry desk for the building. Offering the same services as the other libraries, Wealdstone has two enquiry points, the front desk for the issue and return of books and as the building enquiry point, and a second staffed enquiry point.

The current Wealdstone counter will remain in situ but reduced in size. The counter will serve as both the library and building information point. Two staff PCs will remain on the counter to handle user enquiries. The layout of the building is restrictive in terms of cabling and data points. RFID kiosks will be situated either side of the front desk where cabling and wiring is available.

Proposed changes for Wealdstone:

- Two RFID kiosks required
- Reduce the size of the front desk but big enough to hold two staff PCs
- Remove the second information desk making way for displays/ shelving
- Replace security gates with RFID compliant security screens

- Additional cabling/wiring may be required – however, the detailed site analysis should inform this

5.7 Rayners Lane

Rayners Lane is medium sized branch arranged over three floors. The lower ground is used for stock, the ground floor is used as the main library with 2 enquiry points; one for issue and return of items and the second as an enquiry desk. The main/street level entrance is on the first floor with a step down to the main floor. The second floor is used as a dedicated children's area and a study/PC area. The library has no lift to provide access between floors.

The unusual layout of the library posed initial concerns over the positioning of equipment. However, the plan is that RFID equipment will be based on the ground floor, including information desk and kiosks. The front counter will be removed to make way for the RFID kiosks. The current information desk on the ground floor will be replaced with a smaller DDA compliant desk to hold up to two staff PCs. The enquiry point on the second floor will also be removed. The temporary partition between the existing security screens will also be removed to open up the library floor space. Additional cabling / rewiring should not be required.

Proposed changes to Rayners Lane:

- Two RFID kiosks required
- Removal of the front desk
- Replacement off the enquiry desk. Smaller and DDA compliant desk to be fitted
- Secondary information desks on second floor will be removed.
- Removal of temporary partition on the ground/street level floor
- Replacement of existing security gates with security screens

5.8 Roxeth

The library has a small seated area dedicated for reading magazines, newspapers and reference material. The main desk is used to issue and return items and the second is used as an information desk.

The proposed plans for Roxeth are to remove both the front desk and the information desk which is situated towards the back of the library. The front desk will make way for the RFID kiosks and the removal of the existing information desk will make way for the replacement information desk. There should be little or no need for additional cabling/ rewiring.

Proposed changes to Roxeth:

- Two RFID Kiosks required
- Replacement of security gates with RFID compliant screens
- Removal of front and information desk with DDA compliant desk
- Additional carpeting may be required

5.9 Kenton

Kenton Library is an Art-deco Grade 2 listed building and poses significant challenges in terms of design and layout. Any modifications made are subject to planning permission. The current counter is listed and as a result will remain as part of the refit of RFID. Kenton is also a busy library with a children's area, PC terminals and a study area. A second enquiry desk is also used for general queries.

Kenton is likely to be one of the last Libraries to be rolled out due to building restrictions. There are two proposed options for Kenton.

a) Option One: Keep the current counter – if the current counter is to remain, it is envisaged that it will become the main information point for the library. Two staff PCs will be kept on the counter to manage user and general queries. A cash drawer will have to be fitted to the counter. The existing information desk situated behind a screen will be removed to make way for the RFID kiosks. One kiosk will be placed in the children's area.

b) Option Two: Remove Counter: - Subject to English Heritage approval, the Kenton counter can be removed. If this is the case, the RFID machines will be placed where the existing counter is and a new DDA compliant information desk will be positioned where the current desk is. It is envisaged additional cabling/rewiring should not be required.

Proposed changes to Kenton:

- Three RFID kiosks will be required
- Replacement of security gates with RFID compliant screens
- Removal of front and information desks
- Additional carpeting may be a requirement

5.10 Hatch End

Hatch End library is part of a wider leisure complex. It offers services similar to the libraries above and again has two enquiry points, one for the issue and return of items and the other which serves as an information/enquiry point. Hatch End should be relatively straightforward in terms of RFID implementation. It is proposed that the front desk will be removed to make way for the RFID machines and the Information desk will also be removed to make way for a DDA compliant information desk to hold two staff PCs.

Proposed changes to Hatch End:

- The proposed transformation will deliver cost savings and an improved customer experience.

5.11 North Harrow

North Harrow is a medium sized library with a small reference area situated towards the back of the library. Children's and computer areas are also available within the library. The library has two enquiry/information points. Implementing RFID will allow the freeing up of floor space to accommodate additional shelving and displays. The large front desk will be removed and replaced with RFID kiosks. The information desk will also be removed and replaced with a DDA compliant desk.

Proposed changes to North Harrow:

- Two RFID kiosks required
- Replacement of existing security gates with RFID compliant screens
- Removal of front and information desk
- Additional cabling and rewiring may be required

APPENDIX B

Harrow Council Transformation Trade Unions Forum LOG

ISSUES LOG:- OBC Consultation on Libraries RFID and Re-structure						
ISSUE	DATE	BY WHOM	Comments	Responsible	ACTION	OUTCOME
1. Notice for meetings – TU's concerned that there was not reasonable notice for the staff meetings TU's to raise at ECF	30/7/10	TU's			Management will ensure there is reasonable notice for meetings.	Initial staff meetings still a concern. No concerns to date since.
2. Clarification of the options available to staff to avoid redundancy	30/07/10	TU's	Further exploration of options to be carried out		The Council will take the usual measures to avoid redundancies including redeploying staff where there are suitable opportunities. The introduction of a voluntary severance scheme, is also being considered. In addition there is the Council's flexible retirement scheme and voluntary reduction in hours scheme. Any further options developed will be in consultation with the Trades Unions	

3. The TU's requested further clarification of the stages in the consultation process	30/07/10	TU's	Extension to 31 August 2010 requested by TU's		20 day consultation on the OBC to be completed by 24 August Formal meeting with the TU's:- 30 July 13 August 24 August	Extension to 31 August 2010 requested by TU's Now agreed: final meeting 9am 31 August.
4. Who will be leading the project and who are the main contacts	30/07/10	TU's			John Pennells x2048, Tim Bryan x8639, Geoff Allen, Libraries Change Manager, Paul D Turner x2184	
5. TU require the background MI supporting the OBC for the number of FTE staff reduction	30/07/10	TU's	Further information requested by TU's on 13 August		Information attached sent out 6/8/10	Further information sent out 23 August
6. TU request that managers are made aware that TU reps will require appropriate time off to support the consultation process	30/07/10	TU's			The managers of the allocated TU reps, Jeremy Jeeves UNISON and Steve Brooks GMB are aware of the need to allow reasonable time off for reps. TU reps must ensure that they communicate the requests for time off with their manager/supervisor.	

7. TU request a copy of the Equalities Impact Assessment.	30/07/10	Tu's	TU's believe that due to staff and customer impact a EIA should be carried out at the OBC stage		A full EIA will be completed as part of the Final Business Case	
8. TU request that customers be surveyed for views			Brendon Hills has previously indicated (at staff briefings) that the change does not merit a public consultation. This is a business decision for the council as provided service quality is maintained there is no need to consult on the technology in use in the library. A comprehensive communication, support and training plan for library users will form an integral part of the implementation process	JP	No further action	
9. DVD and CD security.			Spec will seek maximum functionality for the system procured and this will include dealing with security for other media	GA/Harleen Dhillon	Already noted for Spec	

Harrow Council Transformation Trade Unions Forum LOG

ISSUES LOG:- Consultation on Libraries RFID and Re-structure						
ISSUE	DATE	BY WHOM	Comments	Responsible	ACTION	OUTCOME
1. The OBC related to RFID not the re-structure	16/09/10	GM	The OBC refers to the need to restructure staff as part of the implementation of RFID.	ML	The RFID FBC will be presented to Cabinet on 28 th October	
2. Stock services team proposal to be checked for TUPE implications	16/09/10	GM	Advice to be sought from Legal Services	ML	Paul D Turner has requested legal advice.	Tbc
3. Current structure to be sent to TU's in a "structure tree" format to include ML and BH posts	16/09/10	GM	Agreed to be sent by Friday 24 September	ML	Current structure chart sent to TU's 24 Sept by John Pennells	
4. Does the term Librarian in the report refer to a qualified person	16/09/10	JJ	The intention is to open up posts historically limited to qualified librarians to employees with the appropriate experience	ML	Will review at end of consultation period	
4. Timetable for implementation to be sent to TU's	16/09/10	GM	Agreed	ML	Will be done after the end of the initial consultation period (22 nd October)	

5. How will the WTR re annual leave for staff be met with the reduced staffing	16/09/10	GM	The feasibility study to be sent to TU's	ML	Feasibility to be sent by Fri 1 st October	
6. How much of the savings will be re-invested in the Lib Service		GM	Figs to be sent to TU's	ML	To be sent Fri 1 st October	
7. Will the soon to be vacant Head of Service Role be ringfenced to staff affected by the re-structure	16/09/10	GM	To be considered	ML	For decision at end of initial consultation period (22 Oct)	
8. As & When staff working patterns to be sent to the TU's	16/09/10	GM	Agreed	ML	Sent to TU's 24 Sept 10 by John Pennells	
9. The authorisation to continue with the project to be confirmed to the TU's	16/09/10	GM	Agreed	ML	The RFID FBC will be presented to Cabinet on 28 th October Staff restructures are carried out under Corporate Directors' delegated authority and do not require Cabinet approval.	
10. Are volunteers to be used to replace permanent staff posts	16/09/10	GM	The proposed structure was not developed to include the use of volunteers to replace employees.			