

Library Strategy
Corporate and Communities Scrutiny Panel

10 December 2019

The purpose of this session

- » Quick recap of libraries transformation journey to date
- » Share proposed Libraries Strategy ahead of sign off at December's Cabinet
- » Share proposed transformation options inc. managing remaining saving expectations from MTFP

Re-cap: Transformational Journey

Over £3.9m saved since 2011/12 through:-

- » Comprehensive property re-modelling programme
- » A series of staff and management re-structures
- » A reduction in the Mobile Library service
- » Investment in self-service technology
- » Improved stock purchasing and management

Key improvements for customers since 2011/2012

- » Libraries as community hubs – 15 co-locations
- » Libraries as front door to other Council services
- » Libraries as learning & skills hubs and health & wellbeing hubs
- » Communities supporting library services
- » Increased role for volunteers
- » Modern re-furbished spaces
- » Extended digital service offer

Re-cap: Transformational Journey

Milestones completed

- » Needs Assessment
- » Public Consultation – October 18 to February 19
- » LGA Library Peer Challenge – May 19
 - » Engage with DCMS
 - » Create a library strategy with a clear vision for the future of the service to avoid legal challenge
 - » Re-phase transformation programme to create capacity to develop strategy
 - » Finalise the library staffing structure
 - » Engage with partners and other stakeholders to promote the benefits of libraries and address under-representation
- » Cabinet agreed to develop strategy – June 19
- » Permanent savings 2019/20 achieved (£310K)

Library Strategy – Purpose

- » Sets the vision and ambition for Worcestershire Libraries service for next 5 years
- » Provides the backdrop for service transformation
- » Consolidates all that's gone before
- » Clear recommendation from DCMS

Library Strategy – Development actions

Consultation & Engagement

- » Public engagement July / August 18 – 2388 responses
- » Formal public consultation - 1947 responses / 23 public meetings 800 people
- » Viewpoint questionnaire to attract non-library users – 1468 responses
- » Staff engagement sessions
- » Engagement with Council service leads

Learning from other areas

- » Review of other Library Authority Strategies
- » Visits to Leicestershire & Warwickshire with CMR and Scrutiny Panel members
- » Service Manager discussions with Staffordshire & Cambridgeshire
- » Library self assessment review using DCMS framework

Learning from other authorities

Community Managed Libraries

- » Implemented where there are high numbers of small libraries (Leics 34, Staffs 27, Warks 13) and no existing community support
- » Long implementation lead time 3 – 6 years
- » Significant investment programme required to support community groups (Leics £800k over 7 years)
- » Savings per lib (Leics £18.5k, Warks £19k, Staffs £30k)
- » New library posts required to support community groups (3-4 fte)
- » Works well where driven by wider council Communities agenda and supported by cross-council, multi-service programme teams

Open Libraries

- » Importance of engaging community to promote vibrant community spaces
- » High cost of security monitoring

Learning from Viewpoint Survey – Future of Libraries

29% of respondents had not visited a library in past 12 months (420 of 1468)

Factors most likely to encourage non-users to visit a library in the future:

- » Improved awareness of library services (
- » Longer opening hours
- » Improved IT
- » Also mentioned improved accessibility (parking, opening times, transport)

59% of all respondents had not accessed online services in 12 months

Factors most likely to encourage use of online services:

- » Access to e resources (52%)
- » A library App (44%)
- » Online chat with library staff (36%)

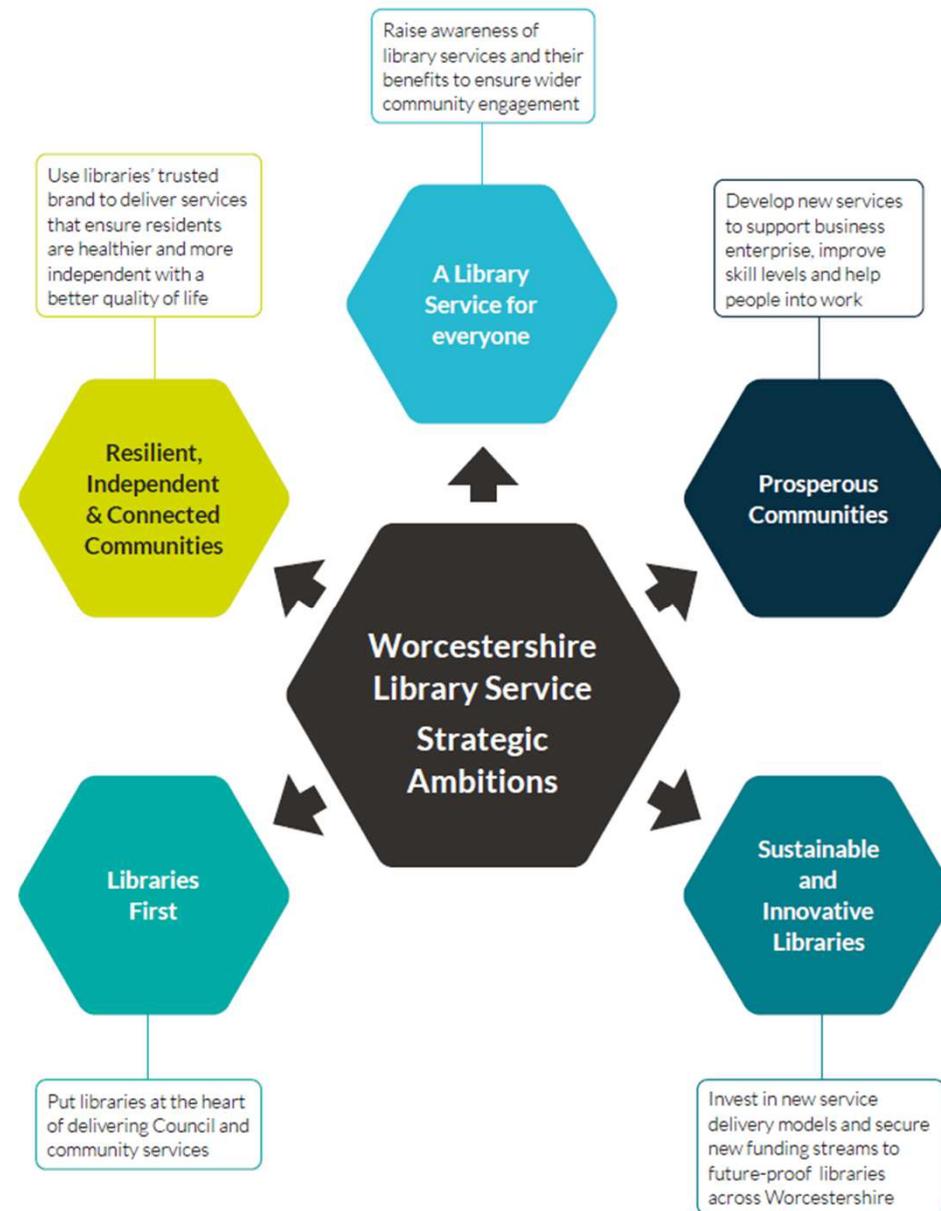
21% of all respondents would be interested in having a say the running of their local library (9% of non-users)

Highest interest from those in less-affluent socio economic groups

Library Strategy – Structure

- » Foreword – Cllr Hodgson
- » Exec Summary – visual of Strategic Ambitions
- » Infographics – current library offer & achievements
- » Local Context – local demographic & development trends
- » National Library Context
- » Financial Challenges
- » Strategic Ambitions – what they are and what they mean for residents and the council
- » High level implementation plan
- » Case studies showcasing library successes

Library Strategy on a page



Strategic Ambitions

1. A library service for everyone: Raise awareness of library services and their benefits to ensure wider community engagement

- » Increase library participation by raising awareness of library services and their benefits across the county
- » Extend library outreach services and digital offer
- » Engage non-library users and under-represented groups
- » Introduce new ways to give residents a greater say in shaping library services
- » Extend libraries' role as services hubs for the whole community

2. Libraries First: Put libraries at the heart of delivering Council and community services

- » Establish libraries as the 'front door' for council services
- » Embed libraries in the strategic plans of council services
- » Improve understanding of the strategic plans of community partners
- » Co-develop services and seek service commissions from community partners
- » Evidence the social return on investment that libraries deliver
- » Create a Libraries First mindset

Strategic Ambitions

3. Resilient, independent and connected communities: Use libraries' trusted brand to deliver services that ensure residents are healthier, have a better quality of life and remain independent for as long as possible

- » Align library services more closely to the councils Health & Wellbeing and Children & Families priorities
- » Introduce new services that:
 - » promote the importance of planning for long term care needs and help to prevent the need for long term care
 - » tackle loneliness and social isolation
 - » promote good physical and mental health, particularly in an ageing population
 - » meet schools' requirements around early reading and literacy
 - » support improved educational outcomes and social mobility for vulnerable learners
 - » support development of the education workforce through partnership with University of Worcester

Strategic Ambitions

4. Prosperous communities: Develop new services to support business enterprise, improve skill levels and help people into work

- » Design and implement a county-wide business start-up support offer from the Hive – in partnership with Economic Development and using ERDF funding
- » Extend our adult learning and employment support service offer and develop a skills offer to:
 - » retrain or upskill the existing workforce , particularly 50+,to meet the developing needs of local businesses.
 - » address low levels of social mobility in parts of the County by ensuring residents have a skills pathway which will raise aspirations of the next generation of the local workforce.
- » Introduce traineeships to improve employment chances of young people, particularly those who are Not in Education, Employment, or Training (NEET) and 16-24 years old.
- » Continue to encourage interest in Science, Technology, Engineering, Arts and Math's in libraries and develop the Hive as a showcase for STEAM innovation.
- » Work with partners to reach more job seekers and strengthen our Job Club offer to improve the employment outcomes of participants.
- » Continue to support improvement of digital literacy

Strategic Ambitions

5. Sustainable and innovative libraries: Invest in new library service delivery models and secure new funding streams to future proof libraries across Worcestershire.

- » Invest in extending self-service technology to allow customers to access libraries independently at times that are convenient to them
- » Extend the successful community supported library model to help sustain libraries which have been identified as having lowest need in the libraries' needs assessment
- » Right size staffing levels to service activity levels
- » Integrate frontline and back office functions with partners
- » Build skills & capacity to bid for funding, explore joint purchasing and seek commercial funding opportunities
- » Establish the Hive as a centre for service innovation and development for the whole county
- » Re-invest saved funds to improve service quality and meet changing customer expectations
- » Identify opportunities for service growth: Section 106 funding (LGA)
- » Explore benefits of an alternative delivery model for Worcestershire Libraries
- » We will seek new partners to work alongside us in library buildings and identify opportunities to re-locate our services to new community spaces

Libraries Savings Plan – 2018/19 - 2020/21

£800k savings plans over 3 year period

- » Target £200k 2018-19
£196k permanent savings found and £4k carried to 2019-20
- » Target £395k + £4k carried over = £399k 2019-20
£318k permanent savings initially found but £8k has to be added back in for additional software reducing the savings to circa £310k meaning £89k to be carried forward.
- » Target £205k + £89k carried over = £294k to be found in 2020-21

Plans:

- » Property re-modelling leads (Malvern/Droitwich)
- » Self service technology
- » Creating optimal frontline and management structure
- » Seek out further community support

Implementation

	Year One					Year Two	Year Three
	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 20 - Mar 21	Apr 21 - Mar 22
Workforce	Design fit for future management and staffing structure		Implementation			★ Fit for future structure	
		★ Service Transition to People Directorate					
Communication and Engagement	Libraries First - Development of a robust Communication and Engagement Strategy			★ Communication and Engagement Strategy			
				Engaging Communities and Partners - Individual Library Activity to launch strategy and ensure fit for future solutions identified			
				Investment in branding and awareness raising inc. Website Redesign and enhancement of Digital Offer		★ Launch of refreshed website	
Technology			Procurement, Planning and implementation – Technology Solutions to open library spaces, maximise usage of corporate assets and increase options for self serve				★ Launch of Open Library Spaces and Self Service Technology
	Continued integration with the Councils Digital Transformation Strategy			★ RFID Kiosks Live			
			Print Solution Enhancement – Design, Trial and Implementation			★ Print Solution	
Service Planning and Improvement		Identify further service development opportunities linked to strategic ambitions				★ Comprehensive Service Development Plan for 2 Years	
		Identify and implement improvements to service planning & Quality Assurance Cycle					
Property Remodelling	Continuation of property remodelling programme including seeking innovative use of spaces, and co-locations with partners.						