

LIBRARY SERVICE REVIEW

Your Plymouth Scrutiny Panel – 16 March 2015



PLYMOUTH
CITY COUNCIL

1. Purpose of the report

- 1.1 Following the recent adoption of Plymouth City Council's Customer Service Strategy 2015 – 2018, the Customer Service Transformation Programme has launched a new project, CST02 Strategic Service Review, which is currently in the early stages of a review of Plymouth City Council's Library Service.
- 1.2. This report is to provide Your Plymouth Scrutiny Panel with an update on the current review of the Council's Library Service, following a recommendation made at the Co-operative Review into the Customer Service Strategy on 10 October 2014 where it was minuted that:

“the Your Plymouth Scrutiny Panel is kept updated on progress with the customer services programme, particularly in regard to the Library Services Review”

2. Library Review process

- 2.1 On 22 December 2014 a project brief was approved by the CST02 Project Board, Chaired by Faye Batchelor-Hambleton, Assistant Director for Customer Service, that enabled the project to begin a process of reviewing the Library Service from 2 January 2015.
- 2.2 The aims of the service review included:
1. Where should libraries be located in the City?
 2. Which council services should libraries provide
 3. Which Community / Partnership services should libraries provide?
 4. What hours/days should libraries be open?
 5. How can the school's library service be better utilised?
 6. Are there any possibilities for increasing income generation?
- 2.3 The project's process has so far involved detailed analysis collected from service metrics, demographic understanding from Experian statistics, interviews with the service's management teams, review of CIPFA and other benchmarking statistics, review of [previous library service consultations](#), best practice reviews from other local authorities, lessons learned from other local authorities, [a commissioned report from Red Quadrant to develop and enhance libraries](#) and government guidance on developing and modernising library services.
- 2.4 Library Staff have been involved in the review process following a staff consultation that took place throughout January / February 2015 which received 74 responses from the 110 library service's staff. The response rate was very impressive with 67% of library staff providing a response to the consultation, this compares very well to the recent staff survey response rate from Customer Service Staff which was 57%. The results of the staff and customer consultations will be used to inform the project's options outline stage.
- 2.5 The project has a detailed communication plan approved which involves key communication activities with all major stakeholders including staff, customers, elected members, trade unions and partners. The process of communication and engagement is recognised as being vital for the implementation of any changes to the library service and will be an on-going process involving all stakeholders throughout the duration of the review and subsequent change projects.

- 2.6 Communication and engagement activities will be increased in frequency in March 2015 with sessions scheduled for Your Plymouth scrutiny panel, Trade Union presentations, customer sessions organised through the Plymouth Octopus Project and library staff feedback on current understandings.
- 2.7 The project is currently reviewing all analysis gathered to generate an ‘as is’ picture of the current library service and then begin to outline a potential ‘to be’ future model. This model will be designed in a co-operative approach with staff and customer groups in the co-design solution project stage.
- 2.8 Following all documentation analysed so far it is proposed that the future model of the library service will need to consider in its co-design solution stage a number of key elements including:
- community needs;
 - Learning, Education and Literacy;
 - Health and well-being;
 - Arts and Culture;
 - Business and employment;
 - Advice and guidance;
 - Customer service offerings;
 - Meeting and socialising;
 - Refreshments
- 2.9 The solutions co-designed will be guided by all of the information from the project’s Review phase, the consultation outcomes, customer needs, future service requirements and will be informed by an aligned to:
- The Corporate Plan’s objectives and outcomes;
 - The Customer Service Strategy’s aims and objectives;
 - The Customer Service Transformation’s Outline Business Case’s drivers.

3. Future Process

3.1 The project’s plans outline the following key milestones:

Milestone	Date
Complete Analysis Phase (REVIEW)	Mid-March 2015
Outline Options available (DEFINE)	End March 2015
Co-design Solution Stage (DESIGN)	April / May 2015
Develop Business Case (DESIGN)	June 2015
Scrutiny Update (DESIGN)	June 2015*
Cabinet Decision - consultation (DEVELOP)	Summer 2015
Customer Consultation (DEVELOP)	Autumn 2015
Cabinet Decision – final solutions (DELIVER)	Winter 2016
Implement solutions (DELIVER)	Winter 2016 onwards

* Subject to recommendation below.

4. Recommendations

- 4.1 That the Your Plymouth Scrutiny Panel receives a further update on the Library Review in June 2015, outlining the project's plans, co-designed solutions and potential benefits and outcomes prior to submission of the Consultation Decision Business Case to Cabinet in Summer 2015.

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