



Plan for Libraries

2017 - 2020



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I. INTRODUCTION

Our new plan for libraries in summary provides:

- An estate of seven Tier 1 libraries at Central, Crownhill (developed with meeting space), Devonport (developed with meeting space), Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (proposed new development). Increasing overall opening hours by 26.5hrs per week.
- An estate of four Tier 2 libraries at Efford, Estover, North Prospect and Peverell. Opening hours for these libraries will remain “as is” but the community will be involved in how we can best utilise these hours across the week.
- This plan reduces the impact on our current visitors to 6.07%.
- Investment in Tier 1 buildings to ensure they are ‘fit for purpose’ enabling us to deliver our defined ‘In-library Tier 1’ offer (e.g. bespoke meeting room space at Crownhill, Devonport and Southway).
- An enhanced online offer (additional online stock provision).
- An outreach offer in the community targeted at areas where a library is closing and also covering areas where there has previously been no library provision e.g. Whiteleigh.
- We will commit to 25hrs of outreach activity across the city (rising to 30hrs when West Park closes in 2019), targeting areas where a library is closing or where there is currently no library provision. Outreach activities will include rhymetimes, storytimes, book borrowing, signposting for advice and information, gadget sessions and online demos and provision of locations for a “click and collect” service. Activities and timetables will be developed with the communities to ensure their needs are met.
- We will explore alternative delivery models for the library service and exploit commercial opportunities that support the sustainability of the service.
- Closure of libraries at Egguckland, Ernesettle, Laira, Tothill and Stoke (16th September 2017).
- Closure of West Park library - estimated June 2019 (allowing for the redevelopment of St. Budeaux to be explored and implemented).

This plan delivers our vision:

“Plymouth libraries will deliver modern services that inspire learning and creativity, improve health and wellbeing, and support digital inclusion.”

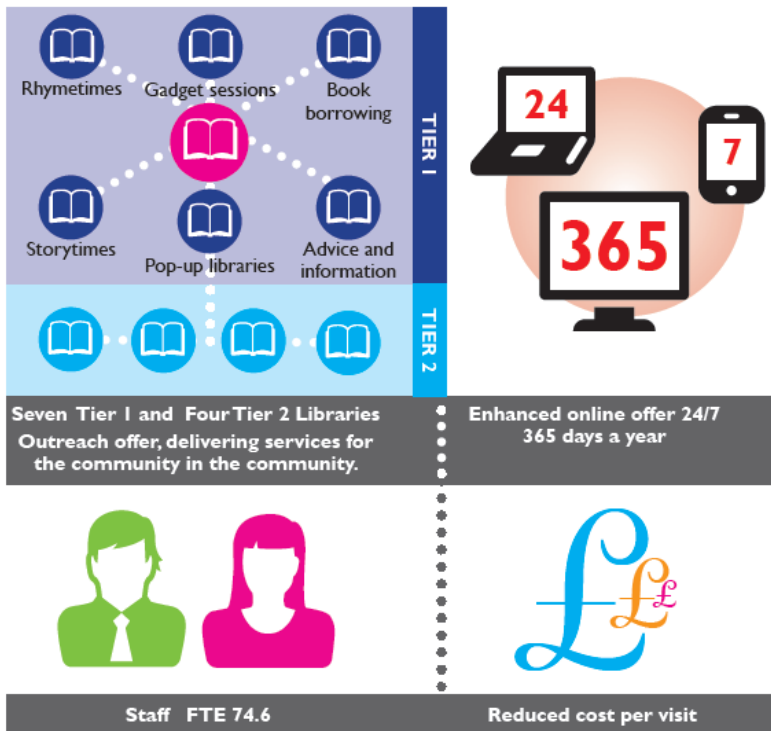
This plan gives the most effective use of our existing estate and delivers all the outputs and activities in the key areas of the city.

This plan provides a ‘comprehensive and efficient library service for all persons’ as defined on the Public Libraries and Museums Act of 1964.

See Appendix A for Equalities Impact Assessment (High level whole service based on revised plan).

PLAN FOR LIBRARIES 2017 - 2020

What we are proposing?



Enhanced Online Offer to include

- Click and collect service
- Wider selection of eBooks and eMagazines
- Streaming films and music

Outreach Offer - Where we are closing a library

Pop-up libraries across the city to include:

- Rhymetimes
- Storytimes
- Book borrowing
- Signposting for advice and information
- Gadget sessions and online demos

In-Library Offer

- Consistent and enhanced offer across the city
- Modern, well maintained buildings with meeting spaces
- Full complement of fully trained staff (no lone working)
- More than books... respondents to our recent questionnaire told us that they would use the following services in the future:
 - Help with job seeking (72%)
 - Digital skills training (71%)
 - Access to council services (63%)
 - Finding health information (62%)

2. OUR DELIVERY MODEL

Our ambition is to maximise use of the library service across the city – this doesn't necessarily have to mean visiting a library building.

Whilst we need to consider our network of static library buildings we should not be constrained by them. We need to consider the best way to improve accessibility to our services to as wide an audience as possible.

Therefore, our revised delivery model will now consist of the following three key areas:

- **In-library offer - Tier 1 and Tier 2 libraries**
- **Outreach offer** including the Home Library Service
- **Online offer**

In-Library offer - A 'Tiered' Service

We have listened to the feedback from communities about how much they value their library buildings as community hubs and also their desire to better support us in promoting, marketing and delivering an effective service. Through the public consultation we have seen communities wanting to take a more active role in libraries, and we are committed to ensuring these opportunities are explored and implemented to support the library service and create capacity going forward.

We now propose a two-tiered network of 11 library buildings across the city.

Tier 1 Libraries

Our intent is to have a network of 7 library buildings that offer a full range of services as defined in the original plan remains unchanged. In order to deliver this the libraries will receive investment (where required) for modernisation, including adequate meeting spaces, at least 12 public access PCs and public access Wi-Fi, and a full complement of trained staff. The libraries will have standard extended opening hours of 57.5 per week¹. We will continue to explore all options for further modernisation including automation, enhancements to access and the deployment of our trained and skilled workforce. All improvements will be subject to a rigorous appraisal to ensure service enhancements also provide a positive payback to council tax payers.

TIER 1 IN-LIBRARY OFFER

These library buildings will include meetings spaces so we are able to offer a full range of services based around the offers of Reading and Literacy, Information and History, Digital, Health and Wellbeing and Learning. They will be clean, modern and welcoming and run by friendly and trained staff.



¹ Devonport library will open for 52 hours to account for church services on a Thursday morning

- **Reading and literacy**

Each library will be large enough to house a wide and varied selection of books and other printed material. There'll be room and meetings spaces to deliver activities for both children and adults to encourage cultural engagement and a joy of reading. Activities will include rhymetimes/storytimes, book groups for all ages, writing groups, Summer Reading Challenge activities, author visits and more.

- **Information and history**

The library will have enough space and PCs to run regular job clubs, helping people into employment. Support for small businesses and entrepreneurs will be available through our PatLib and Google Digital Garage initiatives. We're looking to grow our offer to include other online resources to support local business.

The libraries will have meeting spaces to allow us to work with partner agencies and local businesses to promote job seeking and economic development.

Knowledgeable staff and volunteers will offer family and local history sessions to support research through our in-library online resources.

- **Digital**

Through free public access Wi-Fi and a minimum of 12 public access PCs we'll ensure anyone visiting our buildings is able to embrace the digital world and access online services e.g. Universal Credit. We will support those who may otherwise be excluded from digital interaction by providing equipment, training and support.

We will explore creative opportunities to expand our digital offer, building on our coding and digital making clubs. We want to introduce FabLabs² or Maker Spaces (spaces where people are encouraged to build things collaboratively and share knowledge using technology such as 3D printers, scanners and laser cutters) into the library.

- **Health and wellbeing**

Libraries will support health and wellbeing in the community. We will utilise our meeting spaces to work with partners to offer health information, advice and signposting. Initiatives will include Books on Prescription and Dementia Friends sessions.

Libraries have always been and will continue to be a place of safety and support that will aid health and wellbeing within communities, combating loneliness and social isolation.

- **Learning**

Each library will have resources to support study and learning, including books and online resources. They will provide study and learning spaces for adults, children and young people, where communities and individuals can develop, share ideas and learn together.

There will be opportunities for exploration and creativity, offering workshops, groups and special events for children, young people and adults.

² <http://www.fablabdevon.org/>

The following will be Tier 1 libraries:

- Central
- Crownhill
- Devonport
- Plympton
- Plymstock
- Southway
- St Budeaux

Tier 2 Libraries

In addition to seven 'Tier 1' libraries there are buildings that whilst they do not meet our original 'fit for purpose' model can be used effectively in the future. These libraries will offer an 'as-is' range of services and activities with scope to increase these with input from key stakeholders and volunteers in the area. There are no plans for investment in these buildings or to increase/change the present ICT services (number of public PCs and Wi-Fi). Staffing levels may change as we work with the community to look at ways in which they can help and support their local library.

TIER 2 IN-LIBRARY OFFER

In working with key stakeholders and the community these buildings will offer an effective service based around the offers of Reading and Literacy, Information and History, Digital, Health and Wellbeing and Learning. They will be clean, modern (where possible) and welcoming and run by friendly and trained staff.

The following will be Tier 2 libraries:

- Efford
- Estover
- North Prospect
- Peverell

- **Reading and literacy**

Each library will house a selection of books and other printed material. Existing rhymetimes/storytimes, book groups and the Summer Reading Challenge activities will continue. Additional activities linked to reading and literacy could be offered when community resources are available to enable this.

- **Information and history**

Regular job clubs will not be available at these libraries but ad-hoc assistance to help people into employment will be provided where practicable.

Volunteer led family and local history sessions using our in-library online resources will continue and will be extended when volunteers make themselves available.

- **Digital**

Free Wi-Fi is available at those libraries where it is already installed (there are no plans to install additional Wi-Fi). The number of public access PCs will remain as is and ad-hoc assistance to help people with digital skills will be provided where practicable.

We will explore coding and digital making clubs at these libraries when community resources are available to enable this.

- **Health and wellbeing**

Libraries have always been and will continue to be a place of safety and support that will aid health and wellbeing within communities, combating loneliness and social isolation.

- **Learning**

Each library will have resources to support study and learning, including books and online resources.

- **Opening hours**

The existing opening for these libraries will remain unchanged, however these could be extended when community resources are available to enable this. We will also continue to explore other options that subject to affordability may enable us to improve opening hours.

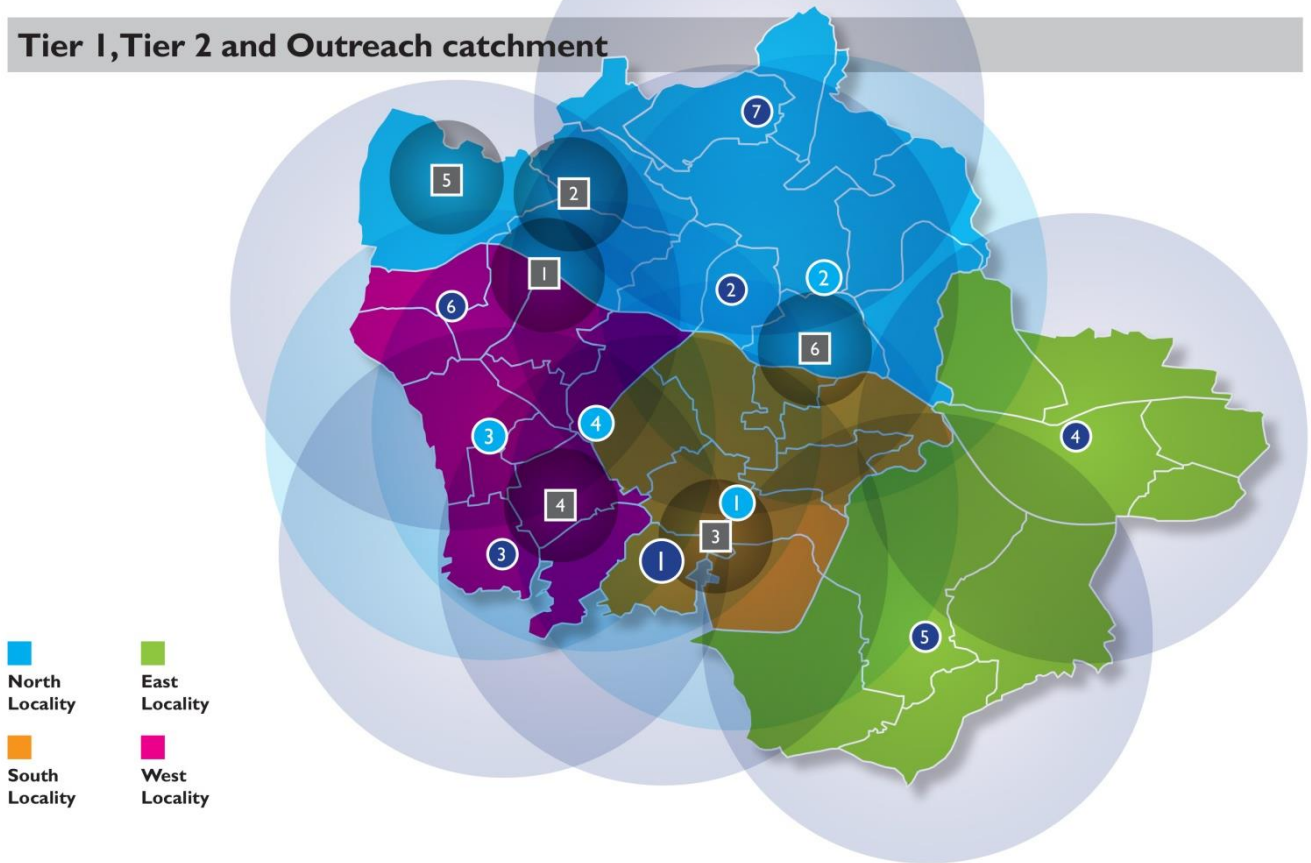
Library Closures




The library buildings now proposed for closure are:

- Egguckland
- Ernesettle
- Laira
- Stoke
- Tothill
- West Park³

³ West Park library will not close until June 2019 (to allow for the proposed redevelopment of the St. Budeaux to be explored and implemented)

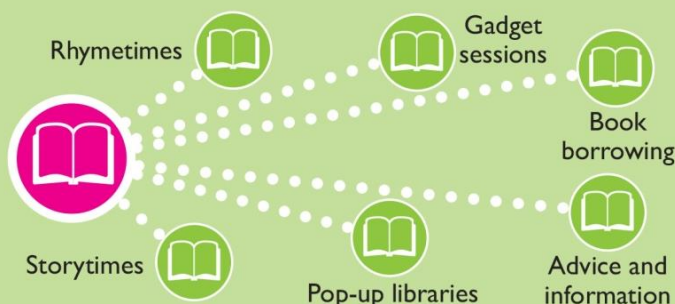
Tier 1, Tier 2 and Outreach catchment



Tier 1 libraries	Tier 2 libraries	Outreach
<ul style="list-style-type: none"> 1 Central Library 2 Crownhill Library 3 Devonport Library 4 Plympton Library 5 Plymstock Library 6 St Budeaux Library 7 Southway Library 	<ul style="list-style-type: none"> 1 Efford Library 2 Estover Library 3 North Prospect Library 4 Peverell Library 	<ul style="list-style-type: none"> 1 Four Greens Community Trust (Whiteleigh) 2 Honicknowle Youth Centre (West Park)* 3 Tothill Community Centre (Tothill) 4 Stoke Christian Centre (Stoke) 5 River View Care Home (Ernesettle) 6 St Edwards Church (Eggbuckland)
 <p>Two mile radius</p>	 <p>Two mile radius</p>	 <p>0.25 mile radius</p>
<p>*Note: West Park library will not close until June 2019 (to allow for the proposed redevelopment of the St. Budeaux to be explored and implemented)</p>		

Outreach Offer

Our outreach offer will increase. Investment in technology will mean we are able to take the library into communities, providing a pop up library with click and collect, activities and services. This will include our Home Library Service for housebound users.



Our outreach offer will be tailored to suit customer need and demand. With investment in a new web based library management system we can provide a pop-up library wherever and whenever is appropriate to individual communities and need not be constrained by buildings and opening hours.

Users will be able to join the library, borrow books, receive demos of our online offers including eBooks and downloadable magazines, families can take part in reading and Rhymetime activities and receive health and wellbeing information.

As part of our public consultation where we are proposing to close a library we have identified suitable locations within the community setting that will act as the new locations for our outreach service.

We will work within the community to ensure activities are carried out, meet the community need and provide a pop-up library which increases the reach of the library service and is inclusive for those who do not consider visiting a library building. We will work with communities and partner agencies to ensure resources are appropriate to the community need.

These fun and informative pop-up library sessions could be regular events or happen on an ad-hoc basis to flex and change enhancing activities already provided in the area.

Pop-up libraries will also give us the opportunity to market and promote our online offer and our enhanced in-library offer raising awareness with non and lapsed users about what a modern library service delivers.

Our Home Library Service is delivered through a network of volunteers to support the housebound. This includes deliveries of books and audiobooks to individuals at home.





During the consultation we engaged with a wide range of community partners and identified suitable outreach locations for each area where we are closing a library. We also identified that Laira did not have any suitable outreach locations and this contributed to the supporting evidence that Efford should remain open and provide services for users of Laira library. We will also be providing new and additional outreach activity in Whitleigh from Four Greens Community Trust (currently there is no library provision in this area).

It should be noted that no partners or community groups expressed any interest in running a library or libraries as part of the consultation responses. However, we are continuing to explore opportunities for communities to run their own outreach activities supported by resources from the library service. There was support for outreach activities from within their existing network of buildings to reduce any financial impact on their organisations.

The new outreach locations are:

Name	Postcode	Address
St Edwards Church (Eggbuckland)	PL6 5RN	100 Church Hill, Plymouth
River View Care Home (Ernesettle)	PL5 2TA	10a North Weald Gardens, Ernesettle
Stoke Christian Centre (Stoke)	PL3 4DS	Devonport Road, Stoke
Tothill Community Centre (Tothill)	PL4 9DA	Knighton Road, Plymouth
Honicknowle Youth Centre (West Park) ⁴	PL5 3PX	Honicknowle Green, Plymouth
Four Greens Community Trust (Whitleigh)	PL5 4DD	15 Whitleigh Green, Plymouth

⁴ Note: West Park library will not close until June 2019 (to allow for the proposed redevelopment of the St. Budeaux to be explored and implemented)

Online Offer

Our online offer is accessible 24 hours a day, 365 days a year and provides an online library catalogue, eBooks, audiobooks and magazines plus a range of premium online resources.



Our online offer is accessible 24 hours a day, 365 days a year. 76% of the Conversation respondents access our 24/7 online offer to find, renew or reserve a book, 46% download eBooks and 46% use the online reference facility.

From the comfort of your own home you can search for your next read, browse our catalogue and reserve a book using our 'click and collect' service, or download an eBook. If you prefer to listen to your favourite books we have got a great selection of eAudiobooks too. You can leave a review and get involved in a conversation about books.

You can read magazines on your tablet or computer, titles include BBC Good Food, Hello, Woman's Own, Men's Fitness, New Scientist and National Geographic.

Whether you're interested in music or undertaking research there's a wealth of online reference sites that can be accessed from home with your library card and PIN.






We will deliver a 'click and collect' service where you can have your books delivered to the identified outreach location, where a library is closing.

We're committed to improving our online offer based around the ever changing needs of our customers. This could include streaming music and films, plus a range of online resources for learning and study.

3. OUR VISION

“Plymouth libraries will deliver modern services that inspire learning and creativity, improve health and wellbeing, and support digital inclusion.”

The following five offers have been identified as integral to the delivery of our vision for Plymouth libraries:

Library Offers		Corporate Plan Objective
 <p>Reading</p>	<p>Reading and Literacy</p> <p>We'll provide free access to books and literature for all, promoting reading for pleasure. Through initiatives including the Summer Reading Challenge, Bookstart and Reading Ahead the library service aspires to raising literacy levels across the city.</p>	<p>GROWING PLYMOUTH</p> <p>We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.</p>
 <p>Information</p>	<p>Information and History</p> <p>We will ensure that everyone has access to information and services to help them make informed decisions. We will contribute to economic development, providing support for job seekers and small businesses through work clubs and PatLib.</p> <p>We will make the most of the library's history collections ensuring access and preserving for future generations.</p>	<p>CARING PLYMOUTH</p> <p>We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.</p>
 <p>Digital</p>	<p>Digital</p> <p>We will provide free Wi-Fi and computers with skilled staff on hand to help people make the most of the internet and digital world. An active digital inclusion programme will ensure that no-one is left behind.</p>	<p>PIONEERING PLYMOUTH</p> <p>We will be innovative by design, and deliver services that are more accountable, flexible and efficient.</p>
 <p>Health</p>	<p>Health and Wellbeing</p> <p>We will provide access to public health information, including signposting and referrals. Through creative and social activities and initiatives such as Books on Prescription, Memory Cafes and Feel Better with a Book we will contribute to the health and wellbeing of communities.</p>	<p>CARING PLYMOUTH</p> <p>We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.</p>
 <p>Learning</p>	<p>Learning</p> <p>We will provide space, resources and opportunities to support lifelong learning for all. The Library Service to Schools supports learning in schools by providing quality resources, expertise and advice.</p>	<p>GROWING PLYMOUTH</p> <p>We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.</p>

We will deliver our vision through the following outcomes, outputs and activities:

Outcomes

1. Improving accessibility to the library service
2. Delivering high quality modern services that are fit for purpose; reliable, efficient and relevant to local communities
3. Develop the library assets and workforce to enhance the customer experience.

Outputs

1. Deliver and operate a rationalised modern (where possible) and sustainable library network
2. Improve the availability and use of publicly accessible library spaces
3. Increase the opportunities for self-service delivery and access to council services
4. Develop an effective performance management framework to ensure continuous improvements to service delivery
5. Restructure the libraries staff structure, to improve the opportunities and roles for staff across the service to improve the effectiveness of service delivery and staff empowerment
6. Improve the library service's infrastructure, including its buildings and IT, to modernise and encourage a more relaxing, creative environment
7. Improve and increase the number of events and outreach programmes in collaboration with partners, to improve delivery against key city agendas e.g. to improve health, employment, learning and literacy etc.
8. Increase the availability and take-up of digital library services.

Activities

1. Produce a long-term investment programme to improve layout and design
2. Create better library facilities in the correct locations
3. Develop targeted marketing to customers from all communities to increase access and improve on the city's poor borrowing levels
4. Deliver more consistent opening hours across all libraries
5. Provide increased opportunities for learning and improving health and wellbeing through study groups, homework clubs, employment information and health workshops
6. Provide increased opportunities for self-service offerings across all libraries and train staff to promote digital
7. Deliver tailored customer services to local communities e.g. benefit advice in communities with high levels of social deprivation
8. Develop increased partnership working to deliver activities, events and advice on education, learning, health and employment and monitor performance across the library network
9. Simplify processes across a number of council services that can be effectively delivered from local communities e.g. licensing applications, benefit applications, bus pass applications
10. Develop effective community outreach offerings to enable increased partnership working and targeted delivery of key initiatives including health, education and employment
11. Provide effective training to staff on customer service excellence
12. Upskill and empower staff to be part of a network of organisations able to offer simple information and signposting on a range of priority health and wellbeing topics
13. Provide effective tools, e.g. self-service and software, that enables staff to promote channel shift through educating customers
14. Work with Cities of Service to deliver a sustainable framework for volunteer recruitment, training and retention.

In summary, our aim is to deliver five universal offers (in line with Society of Chief Librarians and Libraries Taskforce):



Through the following channels:

Online Offer
Our online offer is accessible 24 hours a day, 365 days a year and provides an online library catalogue, eBooks, audiobooks and magazines plus a range of premium online resources.

24 7 365

In-Library Offer
Our library buildings will be fit for purpose and include meeting spaces (where possible) so we are able to offer a full range of services based around the offers of Reading and Literacy, Information and History, Digital, Health and Wellbeing and Learning. They will be clean, modern (where possible) and welcoming and run by friendly and trained staff.

Outreach Offer
Our outreach offer will increase. Investment in technology will mean we are able to take the library into communities, providing a pop up library with click and collect, activities and services. This will include our Home Library Service for housebound users.

Rhymetimes Storytimes Pop-up libraries Gadget sessions Book borrowing Advice and information

4. STATUTORY REQUIREMENTS AND NATIONAL CONTEXT

Plymouth City Council has a statutory obligation under the Public Libraries and Museums Act of 1964 to provide a 'comprehensive and efficient library service for all persons' in the area that want to make use of it.⁵ Each local authority is responsible for determining how best to deliver this, based around the needs of local communities within available resources.

'Comprehensive and efficient' is open to interpretation. National standards for public libraries haven't existed since 2008.

When taking decisions about services the Council has a duty to have due regard to the need to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

The Secretary of State for Culture, Media and Sport has the power to make a remedial order against a library authority following a local inquiry. This power been used on only one occasion since 1964, with a public inquiry in Wirral in 2009.⁶

In 2014 a report, the Independent Library Report for England⁷ was published, which called for clear local decision-making and a national strategy to secure the future of public libraries in England.

This led to the setting up of the Libraries Taskforce. Reporting to Ministers via the Department for Culture, Media and Sport (DCMS) and the Local Government Association (LGA), the role of the Taskforce is to enable the delivery of the recommendations from the Independent Library Report for England and to build upon and add value to existing good practice, partnerships and other activities that are already supporting public libraries.

A draft report, Libraries Deliver: Ambition for Public Libraries in England 2016-2021 was published in March 2016.⁸ A final version was published in December 2016.⁹

The purpose of Libraries Deliver is to provide a focus for collaborative action, and a clear articulation of the government's and Taskforce's vision and support for public libraries in England. It is not intended to dictate what library services each local authority must deliver and how.

⁵ For a full discussion of libraries as a statutory service see

<https://www.gov.uk/government/publications/guidance-on-libraries-as-a-statutory-service/libraries-as-a-statutory-service>

⁶ <https://www.gov.uk/government/publications/a-local-inquiry-into-the-public-library-service-provided-by-wirral-metropolitan-borough-council>

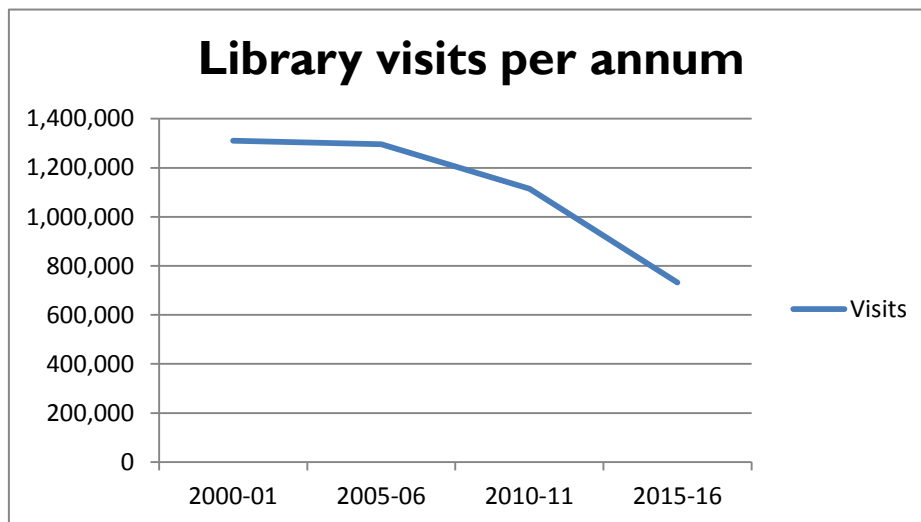
⁷ <https://www.gov.uk/government/publications/independent-library-report-for-england>

⁸ <https://www.gov.uk/government/consultations/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021>

⁹ <https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

5. THE LIBRARY SERVICE IN PLYMOUTH

There has been no change to the public library estate in Plymouth for 15 years although visits to our buildings have declined dramatically during this time.



The current estate consists of 17 static libraries of varying size and states of repair (**Fig. 1**). The overwhelming majority of Plymouth residents live within one mile of a library building (**Fig. 2**), but only seven libraries account for 80% of all visits. The new Central Library has been a tremendous success with increased visits, new members, computer use and book lending compared to the old library on North Hill. This proves that investment in buildings in the right locations will help keep physical libraries relevant, accessible and sustainable for the future.

Figure 1: Map of Plymouth's library network

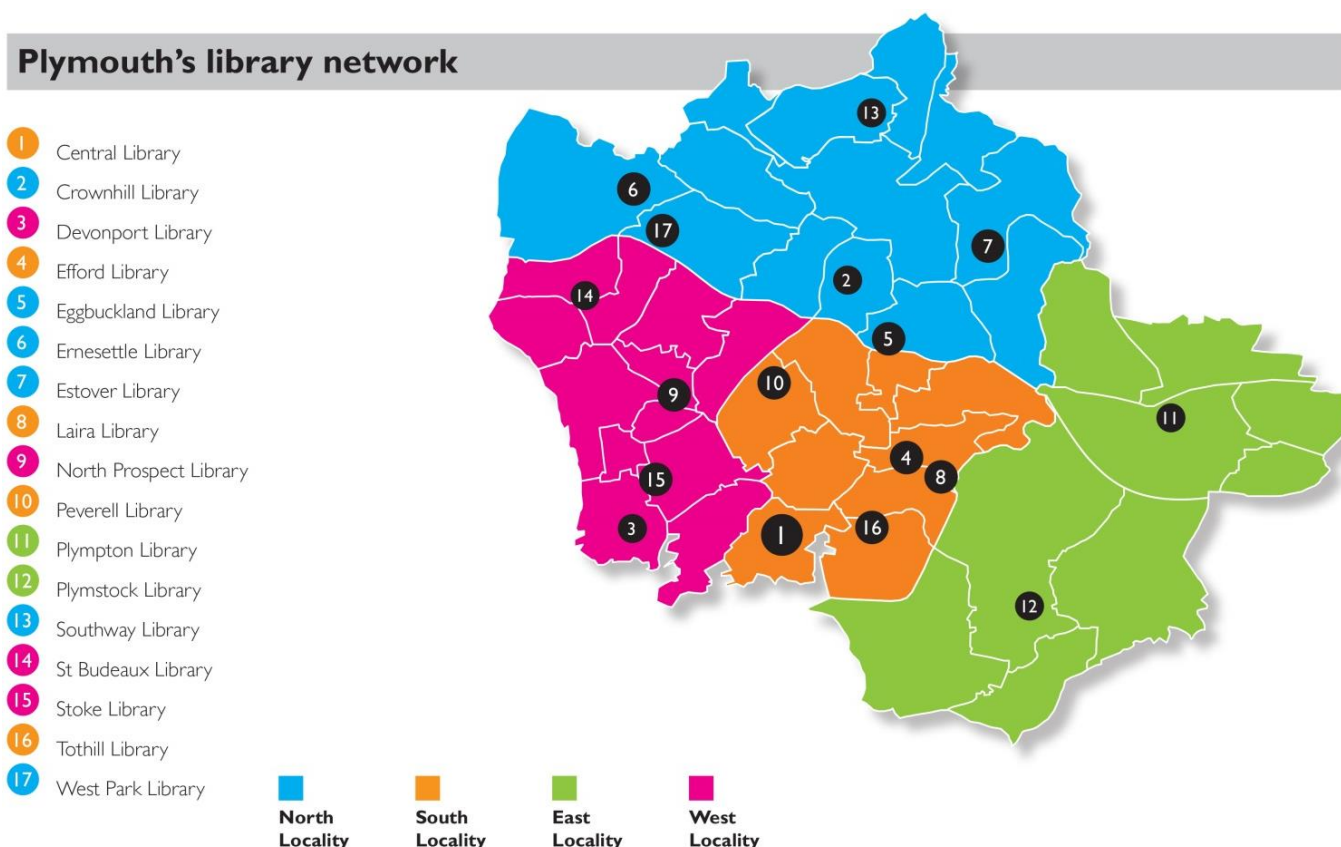
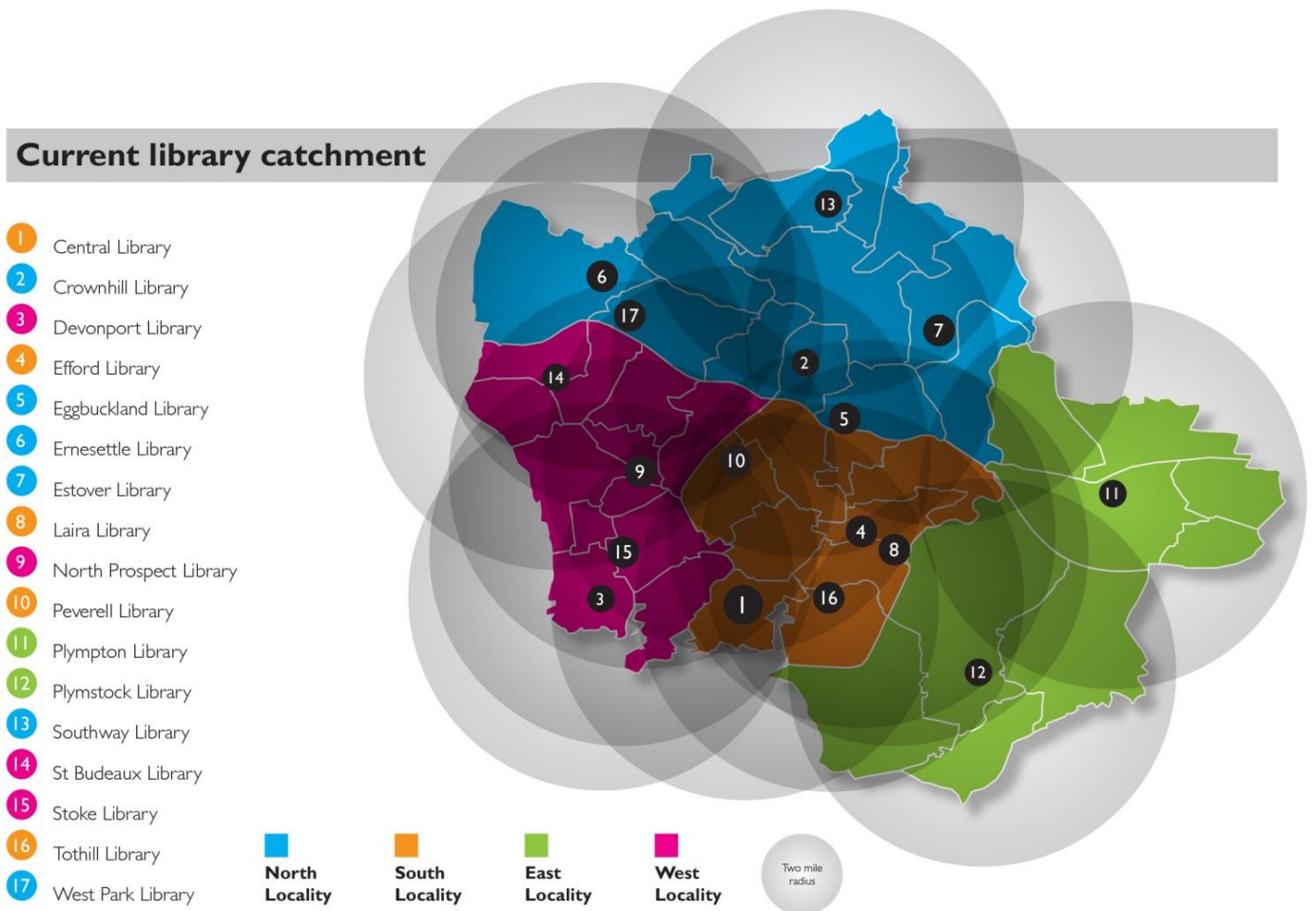


Figure 2: Map of libraries in Plymouth, showing two-mile catchment zones



Our four largest libraries (Central, Plympton, Plymstock and St Budeaux) operate the same 57.5 weekly opening hours as our 1st Stop Shop and Contact Centre. The rest of the libraries have opening hours ranging from 21 per week to 49 per week.

Plymouth does not face the same challenges as neighbouring county councils who have to consider provision across very large geographical areas.

Our Library Service to Schools is not included in these proposals.

6. BUDGET

The table below sets out the capital investment required to undertake the modernisation programme set out in this plan. Consequently, the council will be able to make a reduction in running costs yielding annual savings as set out in the revenue budget summary below.

Capital Investment Costs	17/18	18/19	19/20
	£	£	£
Meeting Spaces	87,949	0	0
St Budeaux Redevelopment	0	0	115,500
Other Investment (ICT)	47,000	0	0
Net Investment	134,949	0	115,500
Revenue Budget	17/18	18/19	19/20
	£	£	£
Additional costs:			
Outreach Room Hire	5,405	9,721	12,271
Capital Payback Costs	0	14,882	14,882
less savings:			
Staff – (release of temporary staff)	-90,425	-155,015	-155,015
Buildings	-6,903	-18,186	-57,799
Savings	- 91,923	-148,598	-185,661