

OVERVIEW: 21ST CENTURY LIBRARY SERVICES

To: SAFER & STRONGER COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

Date: 14 December 2011

From: Corporate Director, Customer Service and Transformation:
Pat Harding

Electoral division(s): All

Purpose: **To update the Overview and Scrutiny Committee on the progress of the 21st Century Library Service Programme and on the work planned up until the end of March 2012.**

Recommendation: **The Safer and Stronger Overview and Scrutiny Committee is asked to:**

- **Note the work undertaken to date**
- **Consider the work planned between December - March 2012 and indicate opportunities for further Member involvement**
- **Provide comments and feedback**

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1.0 Introduction

- 1.1 On 27 September 2011, Cabinet agreed an alternative model for the transformation of the service, seeking to develop the model for a 21st Century Library Service.
- 1.2 The 21st Century Library Service Programme has been established to oversee and manage the projects that will contribute to achieving the vision. The diagram in Appendix A outlines the governance arrangements for the programme along with a description of the five projects reporting into the programme.
- 1.3 The purpose of this paper is to provide the Safer and Stronger Overview and Scrutiny Committee with an update on progress from Cabinet in September 2011 to date (end of November 2011) and a summary of the work planned to March 2012.

2.0 Progress to date and planned next steps

2.1 Community Hubs and Co-location Project: Project Sponsor: Mike Davey (Service Director Community Engagement)

- 2.1.1 CCC Officers have identified co-location options for 22 communities (includes the 13 previously consulted as their libraries were 'at risk'). The approach for identifying and developing community hubs was agreed by the Programme Senior Sponsoring Group and the same approach will be used for developing options for other communities in a second phase of work as soon as possible.
- 2.1.2 During December 2011, we will be holding drop-in sessions for County and District Members to help shape ideas around community hubs for the first phase, prior to local community conversations. It is important to stress that these are not consultations; they are engagement sessions to help inform the options.
- 2.1.3 In January/February 2012 we will hold local community conversation events where we will discuss the options (where significant changes are possible). In parallel to this work, officers will be preparing for phase 2 (remaining 9 communities out of the 22) taking the options identified by CCC Officers to relevant governance boards for agreement. We will then host the same type of drop-in sessions for County and District Members in February/March 2012 before going out for community conversation in March 2012. Noting that Members and others drew attention to the fact that libraries serve a wider population than the designated parish/community in which they are located, we want to make this as inclusive as possible and we are looking at ways to engage people in ways that meet their needs, rather than simply holding meetings.
- 2.1.4 From January to April 2012 CCC Officers will work closely with community representatives and the services in scope of the proposals to develop full business cases for the first phase.

2.2 Commercialisation Project: Project Sponsor: Mike Davey

- 2.2.1 Some initial research has been carried out to identify the commercialisation opportunities which other Local Authorities have implemented. Steps have also been taken to try and identify the necessary commercial skills and experience needed to help plan the approach for this work. A Project Manager has been appointed to provide additional resource needed to drive this work.

2.3 New Technology Project: Project Sponsor: Christine May (Head of Libraries, Archives and Information – CAS)

- 2.3.1 A new Library App' [BookMyne](#)' is now available for the iPhone, iPod touch, iPad and Android that gives users mobile access to the library catalogue, access to their account to place holds, renew materials and check items on loan and their due dates, GPS-enabled library locations on a map, and library opening hours, contacts and directions to the nearest library.
- 2.3.2 Libraries are now able to offer direct download of e-books to both Apple (iPhone/iPad) and in the future, Android. Browsing the eLibrary Catalogue from these devices has always been possible but until now, downloading has not been an option. The new download platform is now able to detect the device being used and offer the appropriate download methods.
- 2.3.3 Self service facilities have been introduced into 19 libraries since July, with just 4 installations remaining (Linton, Milton Road, Rock Road and Bar Hill) to complete the programme in January 2012.

- 2.3.4 A project is taking place to review and improve the library service web pages, as the start of an approach that will be applied across all CCC content in future, focused on reducing information overload and prioritising key tasks and information for users.
- 2.3.5 A cross organisation officer workshop identified further IT development opportunities, which have been divided up into three work strands; virtual presence (e.g. the website), technology in libraries (e.g. computers in libraries, Wi-Fi) and wider accessibility (e.g. Community Access Points, adaptive technology). Option appraisals will be developed for each strand for approval by relevant governance boards.
- 2.4 Library Service Redesign Project: Project Sponsor: Christine May**
- 2.4.1 The new operational management staff structure has been implemented and the consultation process for frontline staff has been launched with staff briefings. This will see the implementation of revised opening hours and new frontline staffing arrangements from April 2012.
- 2.4.2 Following a review of the internal library business processes by the Service Transformation Service, a group has been set up to take the recommendations forwards with allocated lead officers. Further work to identify staff training and development for culture change and new ways of working will begin under the direction of a new cross organisational project board.
- 2.4.3 A Volunteer Management Toolkit has been developed to ensure best practice in working with volunteers. Volunteering opportunities are being advertised on the DoItAll web site, and new volunteer roles are being developed in consultation with staff and communities.
- 2.4.4 Feedback sessions have nearly finished with the 13 communities in order to respond to their offers of support and to share the new vision. The new vision has been well received and their continued involvement is welcomed as proposals around hubs are taken out for community conversation. The 'core service' delivered by the County Council is being defined (starting with opening hours and staffing levels), which communities can extend and enhance through fundraising and voluntary effort.

2.5 Shared Partnership in the East (SPINE) Project: Project Sponsor: Chris Heaton (Head of Planning, Policy and Culture – CAS)

- 2.5.1 The relationship between Cambridgeshire and Suffolk is being formalised through a Heads of Terms Agreement. A joint requirements specification for new Library Management System (LMS) and the tendering process for the new LMS with Suffolk, supported by ESPO and LGSS Procurement, was agreed. The tender for the new LMS attracted six tenderers. Four of the six tenderers have been taken to stage two (interviews and demonstrations) which will be held in November/December 2011.
- 2.5.2 The recommendation of preferred supplier and hosting options will be made by the relevant governance boards in both authorities by Christmas 2011. Following agreement on the preferred tenderer, the intention to award will be issued and once the contract has been signed off at the appropriate level in each authority the new system will be rolled out in the new year.
- 2.5.3 Once the LMS contract has been awarded further work between the authorities to develop a joint approach to the provision of bibliographical services and a joint strategy for information and enquiry service provision will start from January 2012.

3. Recommendation: The Safer and Stronger Overview and Scrutiny Committee is recommended to:

- Note the work undertaken to date
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- Provide comments and feedback

APPENDIX A: 21ST CENTURY LIBRARY SERVICE PROGRAMME GOVERNANCE

Libraries Senior Sponsoring Group

Membership : Mark Lloyd (Chief Executive), Pat Harding (Acting Executive Director , Community and Adult Services), Adrian Loades (Executive Director : Children and Young People) Nick Dawe (LGSS Director of Finance), Christine Read (LGSS Director of HR & OD), Joanna Leung /Jim Milne (Acting Corporate Director : Customer Service & Transformation), Alex Plant (Executive Director : Environment Services), Cllr David Harty (Portfolio Holder for Learning) and Cllr Mac McGuire (Deputy Leader and Cabinet Member for Community Engagement)

Role : Key decisions referred here before going to Informal Cabinet , Safer and Stronger Communities Overview and Cabinet . Strategic cross - organisational issue resolution

Programme Sponsor : Mark Lloyd

Role: Has the overall accountability for the successful delivery of the programme . The Programme Sponsor will provide visible leadership and take accountability for the progress of programme delivery , also building productive relationships with key stakeholders

Programme Service Lead : Pat Harding

Role : The Programme Service Lead will provide the visible leadership for the Programme . They will take the lead for championing the change at SMT , Safer and Stronger Communities Overview and Cabinet (supported by the Portfolio Holder for Learning and Deputy Leader and Cabinet Member for Community Engagement and relevant officers). They will take accountability for the progress of programme delivery , building productive relationships with key stakeholders

Libraries Programme Board

Membership : Pat Harding (Chair), Mike Davey (Service Director : Community Engagement), Christine May (Head of Libraries , Archives & Information), Chris Heaton (Head of Planning , Policy and Culture), Lynsey Barron (Programme Manager)

Role: Will ensure the programme delivers the benefits and outcomes that it has set out to achieve . In particular it will provide strategic direction , champion the change brought about , commit resources and provide management intervention where appropriate

Programme Manager : Lynsey Barron

Role: On behalf of the Programme Service Lead , the Programme Manager is responsible for the management of the programme through effective coordination of projects . The Programme Manager will ensure overall integrity and coherence of the programme , and its environment .

CO-LOCATION & COMMUNITY HUBS PROJECT

PROJECT SPONSOR: Mike Davey
PROJECT MANAGER: Jackie Willis

Description: The programme focuses on library services, but we want to bring more public services together so that when you enter one of our buildings you can use more than one public service. This part of the programme is therefore about co-locating public services where possible. This could mean a service moving into a library building, or vice versa. This will create great community spaces or community hubs.

COMMERCIALISATION PROJECT

PROJECT SPONSOR: Mike Davey
PROJECT MANAGER: Tobin Stephenson / Jackie Willis

Description: These are ways of raising money for public services by using sponsors, asking private companies to pay for advertising space, or getting private businesses to move into our libraries. For example, a coffee shop in a library raises money for the library, provides refreshments, helps a business and increases the number of people who use our libraries.

SPINE PROJECT JOINT CCC/ SUFFOLK

PROJECT SPONSOR: Chris Heaton
PROJECT MANAGER: Michael Moll (Suffolk CC)

Description: We are looking at joint purchasing of bibliographic services, electronic and digital services and information and enquiry services so that we can achieve economies of scale and get the most from your money.

NEW TECHNOLOGY PROJECT

PROJECT SPONSOR: Christine May
PROJECT MANAGER: Joanna Little

Description: The private sector uses technology like the internet and self service technology so that customers can easily get the services they want in a way that suits them. The library service and other local public services will look at technology to help ensure that our services meet modern needs. We know that not everyone likes modern technology, so this is in addition to, not instead of, a physical place when you can access your library service.

LIBRARY SERVICES REDESIGN PROJECT

PROJECT SPONSOR: Christine May
PROJECT MANAGER: Joanna Little

Description: We will make sure that we have the right employees in place with the right training and approach to provide you with the best local public services. We will also look at our systems and processes and make sure that they are as efficient as possible. All of this will mean a better service for customers.