

## APPENDIX 5e - Libraries Ambition Plan 2020-2024: Investment Plan

ACTIVITY	CURRENT PICTURE	INVESTMENT	AMBITION / IMPACT
<b>Early Years literacy/ reading engagement</b>	<ul style="list-style-type: none"> <li>• Bounce and Rhyme time sessions in 4 libraries (1 in 2018)</li> <li>• Bookstart agreement in place and cross-agency steering group established in 2018.</li> <li>• Bookstart signup at 90% (70% in 2018)</li> <li>• Occasional visits by local nurseries; minimal outreach</li> <li>• No digital resources/provision for Early Years</li> </ul>	<p><b>Yes, recurring Revenue</b> To create and provide additional Engagement function/staffing capacity. See <i>Review Staffing Structure</i> entry below</p> <ul style="list-style-type: none"> <li>• Have signed 3 year agreement (June 2019) with Book Trust re. Bookstart, worth c.£200k across term of agreement.</li> <li>• Been in discussions with Better Start who are looking to invest in 'Early Years' Literacy Engagement Officers TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Bounce and Rhyme and/or Story-time sessions in every library</li> <li>• Bookstart sign up at 100%</li> <li>• Visit every nursery and reception class</li> <li>• Enhanced Early Years activity programme in place (working with partners, including Betterstart and Family Centres)</li> <li>• Develop and deliver a digital/online delivery offer</li> </ul> <p>&gt; Introducing importance of books, reading and communication at earliest opportunity to give best start in life and improve school readiness + proven parental mental health impact</p> <p>&gt; Increased levels of reading and literacy across Blackpool</p>
<b>Schools literacy/ reading engagement</b>	<ul style="list-style-type: none"> <li>• Some school visits to libraries (c.5 or 6 schools at present)</li> <li>• Occasional class/assembly visit from library staff. Low activity due to current 0.5 FTE Reader Development (Children) capacity and no 'spare' frontline staffing resource</li> <li>• Wordpool Family Day (delivered against no budget)</li> <li>• Local Cultural Education Partnership (LCEP) established</li> </ul>	<p><b>Yes, recurring Revenue</b> To create and provide additional Engagement function/staffing capacity. See <i>Review Staffing Structure</i> entry below</p> <ul style="list-style-type: none"> <li>• Awaiting result of Opportunities Area/DfE funding (c.£75k) for Literacy campaign; with a linked bid from ACFL for a supporting engagement element.</li> </ul>	<ul style="list-style-type: none"> <li>• Aim to have every primary school child a library member</li> <li>• Visit/engage with every primary school in town</li> <li>• Creation/delivery of town-wide literacy campaign and supporting engagement programme</li> </ul> <p>&gt; Supporting reading (for pleasure) to improve life chances and as a means of raising school attainment</p> <p>&gt; Increased levels of reading and literacy across Blackpool</p>
<b>Young Adult/ Adult literacy/ reading engagement</b>	<ul style="list-style-type: none"> <li>• Little to no engagement with secondary schools</li> <li>• LCEP established (Feb 2019)</li> <li>• Wordpool Festival of Written Word funding ceased in 2018</li> <li>• Very low activity at present due to 0.5 FTE Reader Development (Adult) capacity and no 'spare' frontline staffing resource</li> <li>• 4 Reading Groups supported by service</li> <li>• Agreements in place with Learning</li> </ul>	<p><b>Yes, recurring Revenue</b> To create and provide additional Engagement function/staffing capacity. See <i>Review Staffing Structure</i> entry below</p> <p>+ <b>£2.5k/year</b> for additional engagement activity/match-funding for activity (across all LAP Engagement programmes, including Wordpool Family day)</p> <ul style="list-style-type: none"> <li>• Will be looking to ACE for further investment but will need an element of match funding. Have spoken to Arts/ACE and they are very keen to receive/expecting grant bid(s) from council</li> </ul>	<ul style="list-style-type: none"> <li>• Connections made with all schools across the town</li> <li>• Creation/delivery of town-wide literacy campaign and supporting engagement programme</li> <li>• Grant bid(s) produced to bring in related investment</li> <li>• Increased number of reading groups across town/service</li> <li>• Greater take up/completion of adult literacy classes</li> <li>• Continuation of Wordpool Family day</li> </ul> <p>&gt; Increased levels of reading and literacy across Blackpool</p> <p>&gt; Supporting reading and literacy to improve life chances, school attainment and employability</p> <p>&gt; Improved health through reading re. proven connection of benefits on mental health</p>

<b>Town-wide 'literacy' project</b>	<ul style="list-style-type: none"> <li>No current project or profile re. literacy / reading in the town</li> </ul>	<b>No / External</b> <ul style="list-style-type: none"> <li>Opportunities Area/DfE funding (c.£150k) went to National Literacy Trust but strong partnership working in place and some degree of commissioned work/funding support will come from this.</li> <li>Also spoken to Better Start about refresh of Literacy weeks and reading activity cards and have secured £15k/year Early Years activity budget</li> </ul>	<ul style="list-style-type: none"> <li>Creation/delivery of town-wide literacy campaign and supporting engagement programme</li> <li>Grant bid(s) produced to bring in related investment</li> <li>Greater take up/completion of adult literacy classes</li> </ul> <p>&gt; Increased levels of reading and literacy across Blackpool</p> <p>&gt; Supporting reading and literacy to improve life chances, school attainment and employability</p> <p>&gt; Improved health through reading re. proven connection of benefits on mental health</p>
<b>Engage with Children's Services to support young people</b>	<ul style="list-style-type: none"> <li>No current projects or partnership working in place</li> </ul>	<b>No, TBC</b> <ul style="list-style-type: none"> <li>Spoken to Children's; and there is a commitment to work more closely together and develop shared programme of activity (overlapping with children's engagement activity outlined above).</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnership working with Children's Services</li> <li>Greater support for young people (specifically those in care, care leavers) with their reading and future choices</li> </ul> <p>&gt; Reaching more 'harder to reach' and or isolated residents</p> <p>&gt; Supporting reading and literacy to improve life chances, school attainment and employability</p> <p>&gt; Improved health through reading re. proven connection of benefits on mental health</p>
<b>Digital engagement activity</b>	<ul style="list-style-type: none"> <li>Volunteer supported/ delivered weekly ICT 'job' clubs in 6 libraries</li> <li>Agreements in place with Learning (delivering ICT skills courses) and digital skills sessions in place in 3 libraries</li> </ul>	<b>No, External</b> <ul style="list-style-type: none"> <li>Worked with Lancs Enterprise Partnership (LEP) Digital re. 2019 Libraries Week; focusing on digital access with pan-Lancs approach</li> </ul>	<ul style="list-style-type: none"> <li>Creation/delivery of a targeted engagement programme</li> <li>Increased range of digital learning opportunities</li> </ul> <p>&gt; Improved digital access and literacy</p> <p>&gt; Reaching more 'harder to reach' and or isolated residents</p>
<b>Awareness of digital access and skills provision</b>	<ul style="list-style-type: none"> <li>Agreements in place with Learning (delivering ICT skills courses) and digital skills sessions in place in 3 libraries</li> </ul>	<b>No</b>	<ul style="list-style-type: none"> <li>Increased staff awareness</li> <li>Increased range of digital learning opportunities</li> <li>Higher profile for digital learning, provision and access</li> </ul> <p>&gt; Improved digital access and literacy</p> <p>&gt; Reaching more 'harder to reach' and or isolated residents</p>
<b>Improve digital access facilities</b>	<ul style="list-style-type: none"> <li>Have c.110 PCs across network (Google Chrome)</li> <li>133k user sessions in 2018/19</li> <li>Free Wifi in all libraries</li> </ul>	<b>One-off Capital TBC</b> <ul style="list-style-type: none"> <li>Started to look at alternative hardware, charging points and supporting furniture</li> </ul>	<ul style="list-style-type: none"> <li>Ideally will look to improve and modernise digital offer for customers; solving IT hardware/siting issues and introducing charging points in libraries</li> </ul> <p>&gt; Improved digital access and literacy</p> <p>&gt; Reaching more 'harder to reach' and or isolated residents</p>

<b>Improve digital collections and resources</b>	<ul style="list-style-type: none"> <li>• Currently spend £20k of Libraries Collections budget on online resources.</li> <li>• Co-fund Ask About Business resource with Business Growth (700 transactions last year)</li> </ul>	<p><b>No</b></p> <ul style="list-style-type: none"> <li>• Will look to make savings/gain better value for money within current resource</li> </ul>	<ul style="list-style-type: none"> <li>• A wider and better range of content for customers 24/7, leading to sustained performance growth</li> <li>• Increased support for local businesses and start ups</li> <li>• Reduce costs of hard copy newspapers (c.£5.5k/year) and increase reach/usage by moving to more digital provision</li> </ul> <p>&gt; Improved digital access and literacy &gt; Reaching more 'harder to reach' and or isolated residents</p>
<b>Programme of cultural activity</b>	<ul style="list-style-type: none"> <li>• Wordpool funding has ceased</li> <li>• No current budget provision for Wordpool Family Day – costs c.£14k to deliver (including Left Coast funding)</li> </ul>	<p><b>Yes, recurring Revenue</b> See above (re. £2.5k for additional Young adult/Adult literacy/reading engagement activity/matched funding)</p> <ul style="list-style-type: none"> <li>• Will look to ACE for further investment to deliver (but need match/seed funding) Have spoken to Arts/ACE and they are keen to receive/expecting grant bid(s) from council</li> </ul>	<ul style="list-style-type: none"> <li>• Creation/delivery of a diverse cultural activity offer</li> <li>• Grant bid(s) produced to bring in related investment</li> <li>• Greater partnership working to bring in wider range of activity and entertainment</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reduced isolation and increased social and mental well-being</p>
<b>Inter-generational, community group and individual connections</b>	<ul style="list-style-type: none"> <li>• Project just recently started at Anchorsholme library (May 2019) with local school – first of its kind in the town</li> </ul>	<p><b>No / External TBC</b></p> <ul style="list-style-type: none"> <li>• Project bid currently pending with ACE to install public art on exterior of Anchorsholme library</li> </ul>	<ul style="list-style-type: none"> <li>• Expand current project across more libraries/schools</li> <li>• Greater engagement with vulnerable/lonely older people</li> </ul> <p>&gt; Reaching more 'harder to reach' and or isolated residents; helping to reduce isolation and increase social and mental well-being</p>
<b>Programme of engagement activity</b>	<ul style="list-style-type: none"> <li>• Have a Libraries Engagement Plan in place (developed in 2018) but minimal content re. available resource (staffing, in particular) – have been concentrating on Children's in the main</li> </ul>	<p><b>No / External TBC</b></p> <ul style="list-style-type: none"> <li>• Spoken to Carnegie UK Trust re. Engaging Libraries programme; and currently progressing joint bid with Lancaster University around creating a 'Human Library' around mental health.</li> <li>• Also spoken to Public Health about closer partnership working</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of a greatly expanded Engagement Plan</li> <li>• Increased take up of events/events attendance</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reduced isolation and increased social and mental well-being</p>
<b>Create and embed a culture of consulting with communities/customers</b>	<ul style="list-style-type: none"> <li>• Libraries Ambition Plan survey and discussion sessions is the first consultative activity undertaken by service in recent years.</li> </ul>	<p><b>No</b></p>	<ul style="list-style-type: none"> <li>• Consult/engage with public on all significant changes to service provision and development</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reaching more 'harder to reach' and or isolated residents</p>

<p><b>Create ‘Shhhh areas’ in libraries</b></p>	<ul style="list-style-type: none"> <li>• Have some space for drop-in sessions in some libraries but nothing confidential or bespoke</li> <li>• Recently developed the Reading Lounge at Central Library for related purposes</li> </ul>	<p><b>One-off Capital TBC</b></p> <ul style="list-style-type: none"> <li>• Spoken to Sheffield Libraries, Business Growth and Stockton on Tees libraries and Property about creating discrete, soundproof study/meeting spaces in 3 larger libraries.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of areas in 3 main libraries suitable for co-working, where local start-ups or freelancers or office staff can meet, work, use resources</li> <li>• Creation of space where (confidential) drop-ins can be held (on behalf of partner agencies etc)</li> <li>• Meeting demand for quiet space for study and reflection (given popn. density and HMO-related issues)</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reaching more ‘harder to reach’ and or isolated residents</p>
<p><b>Redefine role of Central Library / Look and feel of network libraries</b></p>	<ul style="list-style-type: none"> <li>• Have started Destination Central project (external banners, relocation of staff desk, development of Reading Lounge, making shelving flexible)</li> <li>• Have investigated possible development of Layton to create community garden and activity space</li> <li>• Various Children’s areas refurbished with capital from Better Start</li> </ul>	<p><b>Reserve funds, plus additional one off Capital TBC</b></p> <ul style="list-style-type: none"> <li>• Have directed c.£25k to ‘Destination Central’ project across 2019/2020 budgets: work undertaken to date includes moving helpdesk; updating Reading Lounge; purchasing new seating; and making shelving mobile. Re-design of café area and redecoration to follow</li> </ul>	<ul style="list-style-type: none"> <li>• Enable Central Library to fulfil potential and identified need to serve both local wards and whole town (as demonstrated by evidence gathered)</li> <li>• Meet demand for quiet space for study and reflection (given density of population and Homes of Multiple Occupancy issues) not currently available</li> <li>• Provide hub/destination of quality within town centre</li> <li>• Allow space to be utilised for wider cultural programming</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reaching more ‘harder to reach’ and or isolated residents</p>
<p><b>Marketing and promotional campaigns</b></p>	<ul style="list-style-type: none"> <li>• No current provision outside of service-based/led social media campaigns</li> <li>• No marketing budget for service</li> <li>• Around half of all respondents in survey/community engagement sessions wanted more info. about library activities</li> </ul>	<p><b>Yes, ongoing Revenue</b> 1 campaign/year programme @£2.5k/year</p> <ul style="list-style-type: none"> <li>• Spoken to Corporate Comms. Team and discussed provisional costs and capacity/programme</li> </ul>	<ul style="list-style-type: none"> <li>• Increased visibility/raised profile of service and offer leading to greater take up, sustained popularity</li> <li>• Enabling targeting of priority communities/areas</li> </ul> <p>&gt; Wider engagement with and participation from communities &gt; Reaching more ‘harder to reach’ and or isolated residents</p>
<p><b>Review the At Home Library Service</b></p>	<ul style="list-style-type: none"> <li>• Just over 100 users; 1.2k visits in 2018/19 down c.7% from 2017/18 (c.16k book issues in 2018/19, same as 2017/18)</li> <li>• Delivered by part time member of staff and team of volunteers – sustainability and expansion limited by capacity</li> </ul>	<p><b>No</b></p>	<ul style="list-style-type: none"> <li>• Able to double reach within known community/aging population and number of care homes in the town</li> <li>• Expand use of digital resources with target community: e-books and e-audio especially with this targeted group</li> </ul> <p>&gt; Reaching more ‘harder to reach’ and/or isolated residents &gt; Reduced isolation and increased social and mental well-being</p>

<p><b>Review network provision and opening hours</b></p>	<ul style="list-style-type: none"> <li>• Whilst honouring Council commitment to retain 8 service points, it is recognised that staffing/opening hour arrangements are highly inefficient.</li> <li>• Also recognised that not all service points are fit for purpose and/or meet ambition to co-locate services</li> </ul>	<p><b>No, potential Revenue saving + one off Capital TBC</b></p> <ul style="list-style-type: none"> <li>• Would envisage making any changes to opening hours within existing resource and/or reducing overall revenue costs by streamlining hours, allowing for more efficient staffing arrangements.</li> <li>• Will explore potential capital development where co-location/new opportunities present themselves (e.g. Mereside, Revoe, Layton) and this may result in supplementary capital investment requirements, which would be brought to CLT/Council on a case-by-case basis and dovetail with any wider property review/town or neighbouring planning.</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient and clear range of hours, better meeting customer needs and available resource</li> <li>• Increased partnership working and co-location benefits for customers/partners</li> <li>• Potential capital/revenue efficiencies to be achieved depending on opportunities</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities areas and to achieve increased impact</p>
<p><b>Review staffing structure</b></p>	<ul style="list-style-type: none"> <li>• Current temporary staffing structure in place across management and back office teams, in order to create frontline casual relief posts, which have brought emergency closures to zero in 2018/19 (had previously been regular occurrence)</li> <li>• Very little opportunity for career progression at present</li> <li>• Weak succession planning</li> </ul>	<p><b>Yes, recurring Revenue</b></p> <p>Looking to create engagement function (c. 2 FTE @ Grade D), provide additional 'backfill' casual frontline cover to facilitate programme delivery (0.5 FTE @ Grade D) <b>c.£90k</b> in total (including on costs)</p>	<ul style="list-style-type: none"> <li>• More effective staffing structure that is fit for purpose</li> <li>• Increased efficiency across frontline staffing</li> <li>• Creation of a dedicated an engagement function and career progression opportunities</li> <li>• Reduced pressures on operations and increased emphasis on strategic priorities/impact areas</li> <li>• Improved staff morale, job satisfaction; reduced stress and sickness</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities areas and to achieve increased impact</p>
<p><b>Remove any remaining financial barriers to accessing the service</b></p>	<ul style="list-style-type: none"> <li>• Service removed Library fines in April 2019 in response to community engagement session feedback (charges identified as main barrier to access at Central)</li> <li>• Reservation fees, charging for talking books etc. still in place</li> </ul>	<p><b>Yes, recurring Revenue</b></p> <p>Council has already committed £6k/year to 'backfill' fines income (not yet added to Libraries 2019/20 budget). Removing local reservation fees (i.e. cost for Blackpool resident to borrow a book from another Blackpool branch library) would require <b>£2k/year</b></p> <ul style="list-style-type: none"> <li>• Currently talking to Konica/ICT about free printing for libraries (the core social value element of recent corporate contract)</li> </ul>	<ul style="list-style-type: none"> <li>• Cancelling local reservation fees would make all local library stock free at the point of access for residents and allow service to get maximum use out of current resources</li> <li>• Make service more accessible to those in the most deprived areas of the town</li> <li>• Positive news/image for council</li> </ul> <p>&gt; Reaching more 'harder to reach' and or isolated residents</p>

<p><b>Create a Blackpool Libraries brand / signage</b></p>	<ul style="list-style-type: none"> <li>• No service brand and mismatch of legacy/non-corporate signage in place</li> <li>• External signage missing altogether from several libraries (including Moor Park, Layton, Revoe, Mereside)</li> <li>• No wayfinding signs/mention of libraries</li> <li>• External banners installed at Central Library March 2019</li> </ul>	<p><b>One off Capital TBC</b></p> <ul style="list-style-type: none"> <li>• Have agreed core branding principles with Corporate Comms. Team and done provisional design work. Will look to explore costs of producing and installing consistent, branded external signage across whole network and will bring to CLT on a project basis, following on from Central Library proof of concept (interally funded).</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent, high quality, corporate brand and signage across whole network</li> <li>• More clear wayfinding for residents and visitors and greater general visibility/profile across town</li> <li>• Improved, fresh feel to all town libraries</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities areas and to achieve increased impact</p>
<p><b>Training and development plan</b></p>	<ul style="list-style-type: none"> <li>• Service Plan introduced in 2018</li> <li>• IPAs completed for all staff</li> <li>• Recognised skills deficit in key areas</li> <li>• Staff seminar held Nov. 2018, 2019/2020 session cancelled due to unforeseen circumstances</li> </ul>	<p><b>No</b></p> <ul style="list-style-type: none"> <li>• Looking to close one morning every 2/3 months for full staff training programme, will organise in house/liaise with OWD for specific provision</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality of customer service and digital support for customers</li> <li>• Increased staff skills and support for professional development</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact</p>
<p><b>Increase volunteer opportunities</b></p>	<ul style="list-style-type: none"> <li>• Service currently has only 2 volunteer roles (digital support and home library)</li> <li>• Service currently has c.15 active vols</li> <li>• Started to upload roles and volunteer details onto Lancs. Volunteer Partnership/Better Impact system and train staff on system (Jan - June 2019)</li> </ul>	<p><b>No</b></p>	<ul style="list-style-type: none"> <li>• At least double the number of roles and volunteers helping to deliver additional service/capacity across libraries</li> <li>• More positive and effective engagement with volunteers via the Lancs. Vol Partnership/Better Impact systems and in partnership with new corporate Volunteer Manager</li> </ul> <p>&gt; Reaching more 'harder to reach' and or isolated residents &gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact</p>
<p><b>Embed libraries in service plans/strategies + establish Council/partner 'Library Champions'</b></p>	<ul style="list-style-type: none"> <li>• No mention of libraries in Corporate Business plan or other prominent plans/strategies at present</li> <li>• Cllr Campbell current portfolio holder and Cllr Critchley now sharing this</li> </ul>	<p><b>No</b></p>	<ul style="list-style-type: none"> <li>• Increased profile of service across the council and town</li> <li>• Greater alignment across the service and council and should lead to more opportunities for cross-working and efficiencies</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact</p>

<p><b>Introduce new service planning and performance review framework</b></p>	<ul style="list-style-type: none"> <li>• Service Team Plan introduced in 2018 (no service plan previously in place)</li> <li>• Monthly and quarterly performance reports introduced (2018)</li> </ul>	<p><b>No (already committed resource from Infusion) / TBC</b></p> <ul style="list-style-type: none"> <li>• Discussed with/commitment from Infusion to support LAP performance monitoring and reporting. May require additional resource if bespoke qualitative methods (eg. surveys) need to be developed</li> </ul>	<ul style="list-style-type: none"> <li>• Allow service to prove impact of plan; bring more focus on outcomes</li> <li>• Bring greater transparency to the service, allowing customers to track performance and progress and deliver far greater accountability</li> <li>• Local library plans created to show what transformation will take place in each library; bringing greater local accountability and input into shaping the service</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact</p>
<p><b>Devise Collections policy and development strategy</b></p>	<ul style="list-style-type: none"> <li>• Service has no current, public-facing stock/collections policy or strategy</li> <li>• &gt;80% of service customers use libraries for book borrowing</li> <li>• Library stock budget current c.£115k/year, significantly reduced over recent years (c.£270k in 2014)</li> </ul>	<p><b>Revenue / Ward funding TBC</b></p> <ul style="list-style-type: none"> <li>• Have recently agreed new Greater Manchester consortium framework agreement for next three years (June 2019), delivering best/strong value for money and social value content - CIPFA All English auths. 2018 report shows Blackpool has the lowest average cost per acquisition (Blackpool £4.05. Average £7.04)</li> <li>• Have been successful in attracting Ward Funding in 2018, 2019 and will have a more strategic approach to this in future</li> </ul>	<ul style="list-style-type: none"> <li>• TBC more books to residents per year</li> <li>• Very positive marketing tool/promotional opportunity</li> <li>• Delegated budget allocation(s) for community spending, leading to greater engagement and customer led decision making</li> <li>• Expansion of digital collections, which showed 20% increase in issues in 2018/19 and are key to growing new/younger audience</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact</p>
<p><b>Review all procedures and systems</b></p>	<ul style="list-style-type: none"> <li>• Have started to create an operational manual for service but far from complete and inconsistency across network is an issue</li> <li>• Long term Library Management System (LMS) contract in place; committed to current provider for next 5 years</li> <li>• No remote access to LMS available</li> <li>• Self-service machines not currently on a formal contract outside of annual service hosting and maintenance fee</li> </ul>	<p><b>Revenue / Capital TBC</b></p> <ul style="list-style-type: none"> <li>• Working with ICT to review remote access and self service facilities in line with PCI compliance and integrating solution with Council setting Looking to potentially invest in Mobile circulation module that will allow remote 'real time', streamlined access to service.</li> <li>• Plus opportunity to potentially achieve savings by entering into consortium-working in future, and/or going out to tender for key supporting systems will continue to be considered</li> </ul>	<ul style="list-style-type: none"> <li>• Establish (more) consistent offer and delivery across network</li> <li>• Introduce customer charter/improved standards of service</li> <li>• Investment in Mobile circulation module will allow service to join people and operate pop up libraries in community venues</li> </ul> <p>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact/value for money</p>

<b>Review and develop partnerships</b>	<ul style="list-style-type: none"> <li>• Agreements in place with Learning and re. Anchorsholme café</li> <li>• No formal agreements in place with other partners – noted by Peer Challenge as area in need of focus</li> </ul>	<b>No</b>	<ul style="list-style-type: none"> <li>• More robust partnership working, focused on delivering shared outcomes/impact</li> <li>• Greater accountability, with increased number of SLAs/MOUs in place, ensuring available resource is concentrated in priority areas</li> <li>&gt; Libraries in a stronger position to deliver across Council priorities and to achieve increased impact/value for money</li> </ul>
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