

Report of the Strategic Director of Place to the meeting of Bradford South Area Committee to be held on 28th March 2019.

AO

Subject:

BRADFORD LIBRARIES

Summary statement:

The future of Bradford Libraries for 2019/20 see the retention of all 29 libraries and the establishment of three hub libraries who will support libraries in their location.

Detailed public engagement and consultation for savings planned for 2020/21 will be delivered from July 2019.

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Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 This reports sets out the challenges and service response to delivering 2019/20 savings and how they will impact on libraries located in Bradford South.

2. BACKGROUND

- 2.1 The Library Service is part way through delivery a 4 year budget plan 2018 to 2021. Savings of £305k were achieved in years 2017 - 2019, as a result of transitioning 11 Council run libraries to community managed venues/hybrid models of delivery, leaving a current budget of £3.12m for the provision of library services in 2018-19.
- 2.2 The budget for 2020-21 with agreed savings of £950k in 2019-21, and proposed savings of £1.05m in 2020-21 provides, after meeting the building costs of the Bradford City Library in the region of £1.2m for the future delivery of library services, representing an overall budget reduction of circa 65% in comparison to the national average picture of circa which shows reductions at around 10%.
- 2.3 Given the time constraints and mindful of the Councils statutory duties around public consultation, the Senior Leadership team asked the project group to focus their attention on developing proposals to meet the 2019-20 savings targets, with a clear brief that this should allow for the retention of the existing library provision.
- 2.4 This approach allows for more time to develop a wider range of options to achieve the savings target for 2020-21 Revised proposals show that the service can achieve the required level of savings through a combination of four key change activities:-
1. 30% reduction in the materials fund
 2. Reorganisation and rationalisation of “back office” resources and staffing
 3. Establishment of existing libraries located in Shipley, Keighley and City Centre s ‘hub’ libraries.
 4. Increased income targets
- 2.5 The changes proposed together with other planned activities will mitigate the current risks and will help position the service to achieve 2020-21 savings targets, and will result in the service delivering a comprehensive library service through a network of community managed libraries, 7 Council run libraries supported by 3 hub libraries, operating on a geographical cluster basis aligned to community needs.

3. OTHER CONSIDERATIONS

- 3.1 The Library service, where required, will make changes to provide a sustainable offer that is wanted, needed and makes a difference; a comprehensive library service through a network of council and community managed libraries.
- 3.4 Libraries, Museums and Galleries Service to play a leading role in shaping and

delivering the city's new cultural ambitions by using buildings, resources, collections, stories, heritage, place-making and its relationships with communities.

- 3.5 Libraries, Museums and Galleries Service will continue to develop new ways of working, and will exhibit consistently positive, engaging, responsive and flexible behaviours in all their work.
- 3.6 Workforce change requires:
- A new staffing structure with new posts to deliver across both Libraries and Museums to greater effect, particularly around business and commercial activity and learning and community outreach.
 - Efficient management and deployment of front-line staff
 - A new operating model for public opening times at two museums.
 - Reduced Management Team
- 3.7 The existing Community Managed Libraries framework provides a strong platform for future delivery options, however the success achieved in the transfer to community managed arrangements can also partly be attributed to the relatively small size of the venues and the flexibility in the Council's approach to reaching agreement with relevant community bodies which includes a significant Council contribution to funding.
- 3.8 An recent 'light touch' review which focused on understanding the level of stability of the CML framework identified a number of risks/challenges. This means that further transfers to these models should not be considered in the immediate change proposals. Success achieved to date in the transfer to community managed arrangements relied heavily on the contribution made by communities There will be a requirement to undertake active and timely public consultation activity before the appetite for growth in this area can be determined.
- 3.9 The establishment of hub libraries (appendix 1) and increased staff resource for the support of CMLs is intended to strengthen and develop the relationship between the libraries in each 'cluster'. This will enable the libraries in each cluster to be more responsive to the needs of their local communities and a more effective use of available resources. This work and planning, for post 2020 will be informed by a detailed community needs assessment which will determine the focus of libraries in each cluster and the service as a whole.
- 3.10 Good practice and successes in CML will be shared along with training and events that will be available to both CML and Council library staff. Recognition of their work will be celebrated and a feeling of belonging to a larger 'family' be driven by a team of council staff (Community Library Development Officer and three Community Library Relationship Officers)
- 3.11 The proposed South Area libraries sit in a cluster made up of 10 libraries with the City Centre Library at the hub and includes 4 community managed libraries (Holme Wood, Queensbury, Gt Horton, Clayton.)

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The approved savings in the Council budget 2019-2021 are presented in this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The outcomes of the proposals for Libraries are managed at a strategic level via the Place Programme Delivery Board and at an operational level by the Libraries & Museums Steering Group.

- 5.2 A summary of risks and wider considerations is summarised as follows:

- Resource capacity is limited and robust programme management and governance will need to be applied to this programme of work and requires regular and senior attendance at steering group level.
- Future years savings are compromised without a detailed community needs assessment being completed as quickly as possible.
- The impact on the workforce is the biggest change and requires careful management with staff and trade unions. Proposals are now ready to be shared and a commitment to delay the implementation of revised staff structures to 1 July will mitigate this.

- 5.3 Public and stakeholder engagement and consultation will take place during the summer 2019 to inform proposals for 2020/21.

- 5.4 It is not possible to provide detailed plans around what the hub libraries will look like over the next two years as they make their transition, nor should the Council be too prescriptive at this stage until the community needs assessment and wider stakeholder engagement work is completed over the coming months.

6. LEGAL APPRAISAL

- 6.1 Proposals have been informed by legal advice and their involvement continues as part of the project steering group

7. OTHER IMPLICATIONS

None identified at this time

7.1 EQUALITY & DIVERSITY

EIAs are published and are supporting Bradford South Area Committee's commitment to equal opportunities for all, including those protected characteristics identified within the Equalities Act 2010.

7.2 SUSTAINABILITY IMPLICATIONS

None identified at this time

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 None.

7.5 HUMAN RIGHTS ACT

7.5.1 None.

7.6 TRADE UNION

7.6.1 There are implications related to Trade Unions arising from this report and they have been notified as part of consultation.

7.7 WARD IMPLICATIONS

7.7.1 The activity outlined in this report contributes to the outcomes of the ward plans by provide key local services

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

7.8.1 The activities outlined in this report contribute to priorities within the Bradford South Area Committee's Action Plan.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None.

9. OPTIONS

9.1 Bradford South Area Committee adopts the recommendations outlined in this report.

9.2 Bradford South Committee adopts the recommendations outlined in this report, with amendments.

9.3 Bradford South Area Committee decides not to accept the recommendations outlined in this report.

10. RECOMMENDATIONS

10.1 Bradford South Area Committee notes the proposed reorganisation of Bradford Libraries and Museums.

10.2 Libraries Museums and Galleries Manager will bring a further report to a meeting within the 2019- 20 municipal year.

11. APPENDICES

11.1 Appendix 1 Proposed Library Clusters

12. BACKGROUND DOCUMENTS

None

Appendix 1 Proposed Library Clusters and Hub Library Locations

