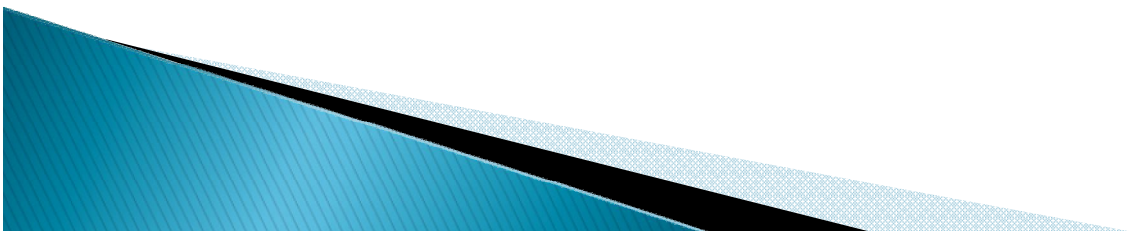


Ensuring the future sustainability of library services through innovative restructure

Lindy Elliott
Portsmouth Library Services Manager

Portsmouth Libraries 2006

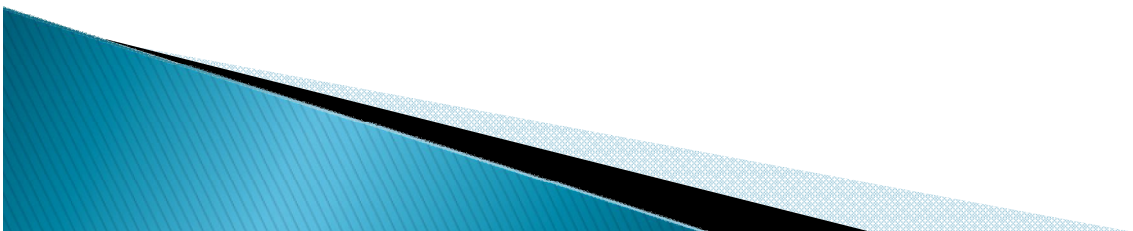
- ▶ Requirement for year on year budget reductions
- ▶ Reductions in bookfund
- ▶ Ad hoc reductions in opening hours
- ▶ Traditional staff structure – management and specialist heavy
- ▶ No political clarity over the aims and objectives of the Library Service and service potential to support local agendas



2006 Library Development Review

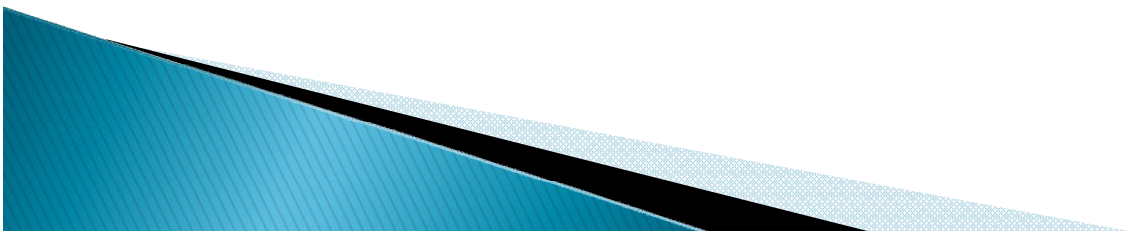
Engaged:

- ▶ Library users
- ▶ Non-users
- ▶ Library staff
- ▶ Partners
- ▶ Best practices from other authorities
- ▶ Input from local and national figures



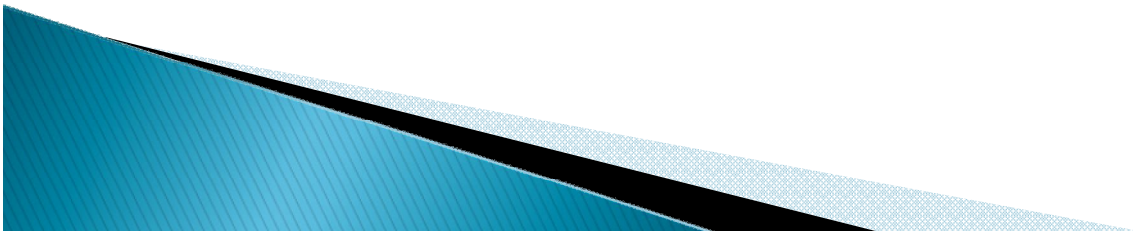
Key issues identified

- ▶ Identified mission statement and aims
- ▶ Overarching aims to increase use of services, support literacy, learning and reading
- ▶ Bookfund should be protected from disproportionate cuts
- ▶ Relocation of libraries "to places where communities gather"
- ▶ Identified areas of the city not covered by services
- ▶ Opening hours irregular – not supporting access



Key recommendations: staffing

- ▶ Too many managers
- ▶ Many posts outdated and skills gaps identified
- ▶ New posts required to deliver the new agendas
- ▶ Frontline staff recognised as primary interface with customers – requiring training/support/empowerment
- ▶ Role of outreach/community team identified to increase use of services and broker partnerships.

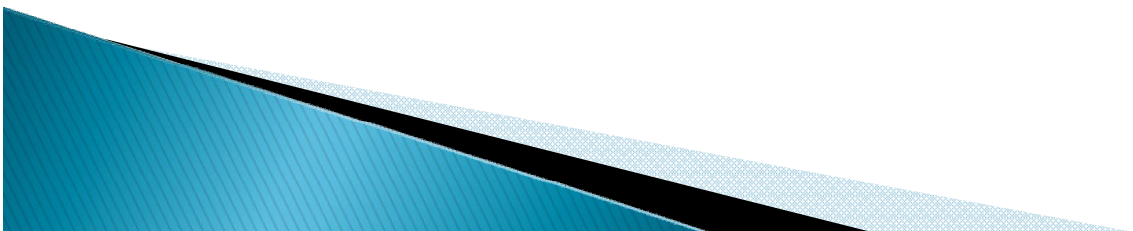


Library Development Report 2006

Report taken to full council and accepted

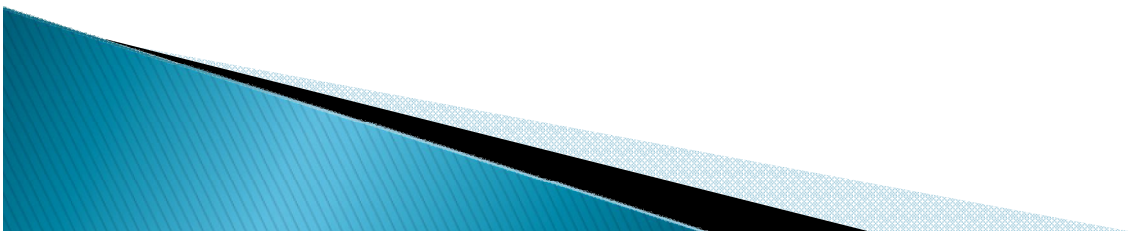
Annual update report to portfolio holder to:

- ▶ Report on key activity from the previous year
- ▶ Agree key activity for the year ahead
- ▶ Reaffirm key principles i.e. Protection of bookfund, libraries to be relocated in line with the plan



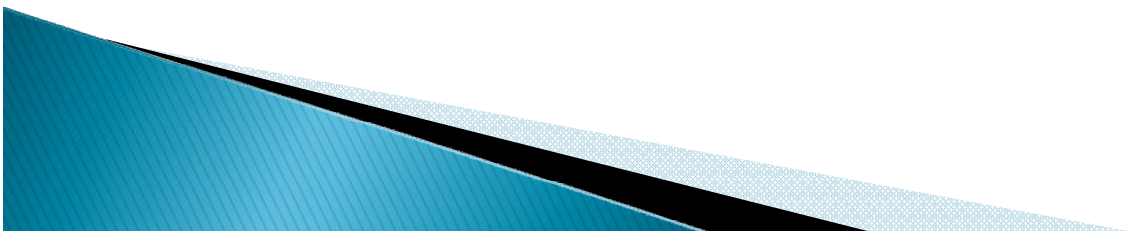
Restructure – Library Change Process

- ▶ Library Dev. Plan used as template for change
- ▶ Majority of manager and specialist posts at risk
- ▶ New posts written
- ▶ Competitive recruitment with limited restriction due to HR requirements
- ▶ Increase frontline provision



Library Service Review 2011

- ▶ Opportunity to evaluate and amend structure while making savings
- ▶ Majority of management and senior posts at risk
- ▶ New posts were rewritten in line with changed agendas
- ▶ All new posts available to all staff at risk through competitive recruitment
- ▶ Rigorous recruitment process



Library Service Review 2011

Benefits:

- ▶ Best fit between staff and posts
- ▶ Further savings identified through move to weekday/weekend teams achieving a "cuts holiday" in 2012

Constraints:

- ▶ Restructure fatigue and demotivation
- ▶ Some staff did not engage with the process



Opportunities

- ▶ 2011 Central Library flood – refurbishment and relocation of archive and child info. service
- ▶ 2011 Spend to save bid for RFID in all sites
- ▶ 2011 New Southsea library in ex-Woolworths site
- ▶ Library opening times review
- ▶ 2012 City Council budget announced relocation of two libraries and additional library in identified gap
- ▶ July 2012 Library card to all school children

Review

- ▶ Aims and aspirations agreed and regularly communicated with politicians
- ▶ Restructure savings in line with Development Plan recommendations
- ▶ Savings requirement used as a mechanism to implement positive change
- ▶ Staff identified for posts through open recruitment
- ▶ Services best placed to capitalise on opportunities