

LIBRARY SERVICE TRANSFORMATION – INCOME GENERATION UPDATE

To: **Highways and Community Infrastructure**

Meeting Date: **1 December 2015**

From: **Executive Director Economy, Transport and Environment**

Electoral division(s): **All**

Forward Plan ref: **N/a** *Key decision:* **No**

Purpose: **To provide an update on the work of the Member Review Group considering income generation options for the Library Service**

Recommendation: **The Committee is recommended to note the report**

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1. BACKGROUND

- 1.1 At the Highways and Community Infrastructure (HCI) Committee on 26 June 2015, the Committee reviewed their decision regarding the Cambridge Library Enterprise Centre, and Members resolved:

“that the decision be rescinded, and to request the Executive Director (ETE) identify alternative options for increasing income at Cambridge Central Library and the library service as a whole, by working with library staff, library users and an elected Member Group to explore all options which may include developing a cultural and education centre for Cambridge Central Library and the county”.

- 1.2 A report to 1st September 2015 meeting of the Committee proposed terms of reference for a Member Review Group and the minutes record that it was resolved unanimously to:

- *agree the draft terms of reference, as amended;*
- *nominate Councillors Ashwood, Cearn, Gillick, Harford, Moghadas, Reeve, Rouse, Scutt and Taylor to the Member Reference Group;*
- *agree to be kept updated on this issue through a standing item at every Highways & Community Infrastructure Spokes meetings.*

The amended Terms of Reference as discussed are attached **Appendix 1**.

2. PROGRESS UPDATE

- 2.1 Officers provide monthly progress updates at each HCI Spokes meeting. The first meeting of the Income Generation Group took place on 17th September 2015, at which Councillor Barbara Ashwood was elected Chair and Councillor Zoe Moghadas was elected Vice-Chair.
- 2.2 It was agreed to invite five members of the public to join the Group and four of them have attended since the second meeting on 1st October 2015. One has since resigned due to other commitments. A staff representative, Kira Davison, was also invited to join the group and she attended from the third meeting held on 15 October 2015. A full membership list of the Group is included in the report at **Appendix 2**.
- 2.3 A fourth meeting was held on 29th October 2015, with further meetings scheduled for 13th November, 26th November and 17th December 2015. The Group has received updates from officers on current income streams, the financial challenge for the service, background information to Makerspace and FabLab developments, and café provision. Nearly 50 ideas have been generated and prioritised by members of the Group.
- 2.4 On Saturday 7 November, a public workshop was held at Central Library where people were invited to help shape ideas to generate income for the libraries. It was promoted on the Council’s website, supported by a press release, posters in libraries, twitter and Facebook.
- 2.5 Cllr Barbara Ashwood has produced an Interim Report on the work of the Group (attached as **Appendix 3**).

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are potential opportunities, as part of this work, to work with local businesses to mutual benefit, including services and products offered in libraries and sponsorship.

3.2 Helping people live healthy and independent lives

The origins and purpose of public libraries are rooted in helping people to live healthy and independent lives. The more income that can be generated, the more these valued services can be maintained.

3.3 Supporting and protecting vulnerable people

Libraries play an important role in supporting and protecting vulnerable who do not have the means or the opportunity to access information and reading matter for themselves, and who need a safe place in the community where they can get help. The more income that can be generated, the more these valued services can be maintained.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

Significant income targets for the service previously predicated on the introduction of the Cambridge Library Enterprise Centre have now been removed from the Council's draft Business Plan. This places pressure on other areas of expenditure, so finding alternative sources of income remains very important.

4.2 Statutory, Risk and Legal Implications

Statutory, risk and legal implications will need to be considered as part of the development of business cases for new proposals to be put forward.

4.3 Equality and Diversity Implications

There are no significant implications within this category.

4.4 Engagement and Consultation Implications

Elected members, staff and members of the public are all involved in the discussions, as set out in paragraphs 2.2 – 2.4. There will be further consultation and engagement on proposals that come forward, as appropriate.

4.5 Public Health Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

This is member led work.

Source Documents	Location
<i>Cambridge Library Enterprise Centre Review and Decision.</i> Report and Minutes of HCI Committee 26 June 2015.	http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1006
<i>Library Service Transformation income generation.</i> Report and Minutes of HCI Committee 1 September 2015.	http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=11987

***Service Transformation: Income work stream
Member Reference Group***

Terms of Reference

1. Purpose

The purpose of this group is to consider income generation for the library service in support of the Highways and Community Infrastructure Committee fulfilling its responsibilities in determining the transformation of the service and implementing financial savings to meet business plan savings.

2. Aims and Objectives

The aim of the working group is to review, develop and consider ideas and options for income generation for the Library Service, and to make recommendations to the Highways and Community Infrastructure Committee on commercial aspects of the service.

The objectives of the group are to:

- Identify options for raising additional income
- Challenge assumptions and current practice as necessary
- Ensure that options put forward are robust and have a clear business case
- Ensure that appropriate stakeholder consultation is carried out including with library users and staff
- Report to the Highways and Community Infrastructure Committee clear and viable proposals for income generation in the library service

3. Accountability

The group is accountable to the Highways and Community Infrastructure Committee, which is responsible for decisions relating to Community and Cultural Services, including libraries.

4. Membership

The group will comprise Members nominated by the Committee and co-opted as it sees fit, and will consult with local people.

5. Meetings

The group will meet monthly or as otherwise required. The administrative arrangements for the meetings will be undertaken by officers from Community and Cultural Services. This will be a 'task and finish' group that will make its recommendations to the Committee within 4 months, in order to allow for proposals to be implemented in line with current business planning timescales for the Library Service Transformation (i.e. draft plan finalised by January 2016). Officers from the service will provide professional support to the working group.

Members of the Review Group

Councillor B. Ashwood (Chair)
Councillor Z. Moghadas (Vice-Chair)
Cllr E. Cearns
Cllr G. Gillick
Cllr A. Taylor
Cllr P. Reeve
Cllr J. Scutt
Cllr L. Harford
Cllr M. Rouse

Members of the public who were invited to join by Members:

Dr Alison Powell,
Hilary Goy,
Yasmin Emerson,
Stephen Swift
Dr Har-Hari Kaur (now resigned from Group)

The Group is supported by the following Officers:

Christine May, Head of Community and Cultural Services (C&CS)
Jill Terrell, Support Services Manager, C&CS
Ed Strangeways, Marketing and Communications Manager, C&CS
Kira Davison, staff representative from Central Library

Member Reference Group: Library Service Income Generation
Interim report

Group membership:

Cllrs Ashwood (Chair), Moghadas (Vice Chair), Cearns, Gillick, Taylor, Reeve, Scutt, Harford, Rouse

Officers: Christine May and Jill Terrell

Staff: Ed Strangeways, Kira Davison, Alison Sutton (reserve)

Campaigners/Friends: Dr Alison Powell, Hilary Goy, Yasmin Emerson, Stephen Swift

The Group has now met 4 times on a fortnightly basis, with the next meeting planned for 13th November and I am now having 'catch up' meetings with Christine and Jill on the alternate weeks. A great deal of emailing also goes on to exchange ideas etc.

The first two meetings were very much brain storming exercises as we tried to work out what our approach and therefore priorities should be. We have made a great deal of progress which will be detailed in a full report to H&CI in January/February - date uncertain as the remit was for 6 months but the Group wasn't formally launched until the beginning of September and an extra month could make a big difference to our plan of action.

Progress to date:

- We now have a Friends' Group for Central Library and the first formal meeting is planned for 18th November. The hope is that their priority will be fundraising through a variety of means.
- We have gone through a number of ideas and prioritised. The top 3 themes are
 - a) Improve the income from the cafe and look at possibly retendering. Jill Terrell is producing a report looking at marketing, finances and management.
 - b) Sponsorship (in particular for a Business Manager and the Mobile Libraries) and advertising. Peter Reeve and Stephen Swift have been tasked with drawing up a brief to present to potential sponsors for our next meeting.
 - c) Improve/modify the 3rd floor to provide more space for chargeable events, meeting space etc.

We intend to start detailed planning from the next meeting

- There are a number of other suggestions which will be investigated at a later date as the feeling of the Group is that we need to concentrate on things which could bring a quick return
- We have organised a Workshop for 7th November and this has been publicised through Libraries, on their website and by email to all the Friends' Groups in the County. The aim is to split participants into small sets according to their preference on the following themes: Exhibition space and room hire, New chargeable services, Direct sales, Cafe@ the Library, External events, Sponsorship/commercial partnerships and advertising. Each set will have a facilitator who will also take notes of ideas generated and these will be collated and discussed by the Group on 13th November.

Workshop update:

10 members of the public attended (blame the lousy weather) but although few in number, they were big on ideas. The 'table facilitators' will document these and Ed Strangeways will collate them for discussion at the next meeting. I know we all came away feeling uplifted by so much positive support.

- We now have a long list of potential events, many of which could be implemented with little or no financial input from Libraries and also a considerable number of potential 'partners' with whom we can develop these ideas.
- The lifespan of the Group has been discussed and most Members want to continue, working on either individual projects or in smaller groups in conjunction with staff and Friends.

Christine and her staff are putting a huge amount of time and effort into producing information, minutes etc., for which we are all extremely grateful. We are also fortunate in the continued support from the Friends/Campaigners which we know will be ongoing. There is still a great deal of work to do but we are confident we will fulfil our brief. The final report to Committee will include detailed proposals for consideration/approval where financial input is required. We also hope to implement some measures speedily so that there will be evidence of extra income generated by some of our ideas.

It should be noted that although Central Library is the primary focus of what is being planned short term, this is purely because that is where there is the greatest potential to make progress quickly. The intention is not only to use these as a template for County-wide implementation but also to develop a programme suitable for the smaller Libraries where space and staff time is at a premium.

If you have any questions or need more detail, please contact me. I would be keen for this brief overview to be sent to all members of H&CI plus relevant Officers.

Barbara Ashwood

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