PERTH AND KINROSS COUNCIL

Lifelong Learning Committee - 6 November 2013

LIBRARIES AND CULTURAL VENUES REVIEW - RECOMMENDATIONS

Report by Executive Director (Education and Children's Services)

PURPOSE OF REPORT

This report informs the Lifelong Learning Committee of the findings and recommendations of the Libraries and Cultural Venues Review. The recommendations will ensure high quality services continue to be delivered across all localities; will introduce new ways of delivering services in response to changing customer needs, including online services; and will further develop services for rural and isolated communities. The recommendations will make best use of staff and other resources and achieve targeted savings.

1. INTRODUCTION

- 1.1 As part of the Council's wider approach to continuous improvement through service transformation a review of the Library and Information Service (LIS) and Council-operated cultural venues has been undertaken. The review purpose is to remodel the LIS and other cultural venues directly operated by the Council in response to changing customer needs and to ensure Best Value including through targeted savings. Savings of £281,000 were agreed by full Council in February 2011. This report sets out proposals to remodel services in light of the review findings. The Review recommendations were discussed by the Member Officer Working Group (MOWG) on 25 September 2013.
- 1.2 The underpinning objectives of the review are informed by the Community Plan/Single Outcome Agreement 2013 2023, in particular the following key strategic objectives:
 - Developing educated, responsible and informed citizens
 - Supporting people to lead independent, healthy and active lives
 - Creating a safe and sustainable place for the future
- 1.3 To support the Community Plan/SOA objectives and in line with the principles of the 2013/14 budget process, the review has prioritised the protection of frontline services as much as possible. In particular, the focus has been on ensuring access to services is retained in all localities, including by introducing new ways of working which best met the needs of customers.

¹ http://sps2003/C6/Corporate%20Change/default.aspx

- 1.4 The review aims were to:
 - Identify options to develop single local integrated access points for LIS and other Council services, to best support customer need and demand
 - Identify options to release cash savings by more efficient and effective use of library buildings, including buildings rationalisation
 - Identify options for increased use of ICT and online service delivery for LIS
 - Identify options for revised opening hours at Perth Museum and Art Gallery (PMAG), the Fergusson Gallery, the AK Bell Library and Alyth Museum to reflect customer demand and help achieve the required cash saving.
- 1.5 The following programmes agreed by the Council provide the context for the review:
 - The Transformation Programme (Report No 11/56 17 February 2011² refers) which includes a service redesign of LIS and a review of opening hours of Council-operated cultural venues. The latter comprises PMAG; the Fergusson Gallery; the AK Bell Library which provides the flagship City library plus the Council's Archive and Local Studies services; and Alyth Museum. The LIS operates 14 libraries, 4 of which are based in the new Community Campuses, and 3 Mobile Libraries. School libraries are outwith the scope of this review.
 - The Service Needs and Property Issues (SNAPI) programme agreed 15 Sept 2010 (Report no. 10/485 refers) by Strategic Policy and Resources Committee³. This programme focused on remodelling service delivery in rural areas by maximising the new Community Campuses and other key buildings. It also agreed the Council's broader property asset management approach.
- 1.6 This review has been completed in line with the Council's governance requirements for service reviews (review Terms of Reference were agreed by Executive Office Team on 21 August 2012) with a Project Board chaired by the Head of Cultural and Community Services and Project Team which included representation from frontline staff teams, ECS Finance, Human Resources, IT and Property Services.

2 BACKGROUND/MAIN ISSUES

2.1 Libraries⁴ are universal services and important community assets. Public library services in Scotland are the responsibility of local authorities which have a statutory duty to secure the provision of adequate library facilities for all persons resident in their area. They provide access to knowledge, learning and ideas which increase opportunities and enrich lives. For example the Mobile Library service was the first of its kind in the UK, introduced in the 1920s and now all almost all local authority areas across the UK use the model to bring services to isolated communities. In recent years the Council

² http://www.pkc.gov.uk/CHttpHandler.ashx?id=6162&p=0

http://www.pkc.gov.uk/CHttpHandler.ashx?id=6863&p=0 This work is in the process of being reviewed and updated and is due to report in Summer 2013.

⁴ The first library opened in Perth in 1784

has made significant investment in Library provision through the Investment in Learning Programme (£363,489 on additional staffing and £402,000 on books and resources for the new Libraries over the years 2008 - 2012). This established 1 new and 3 replacement hub libraries within the Strathearn, Loch Leven, Breadalbane and North Inch Community Campuses. These libraries are open full time and all 4 were fully opened by 2010/11. In 2008/2009 there were 630,689 visits to Libraries and there has been a 23.7% increase in usage with $780,300^5$ visits to libraries in 2012/2013 (excluding on-line visits) and 18% of the resident population were borrowers.

- 2.2 Overall, evidence shows that library use across the UK is declining although the evidence found by this review and summarised in paragraph 2.1 suggests overall usage in Perth and Kinross has grown following the opening of the Campus Libraries and is now levelling off. A key challenge is to remodel services to meet changing customer expectations particularly because of new technology. Usage data shows that key users in Perth and Kinross are:
 - children and young people (just under a fifth of the resident population under 18 are active borrowers and libraries provide key Early Years and Families support through Rhymetime and Bookbug activities, Chatterbooks and targeted reading initiatives including the Summer Reading Challenge, and a range of parenting and early learning resources such as parenting lapsacs.)
 - adult learners (in 2012-2013 1,982 individuals participated in adult learning activities such as IT taster sessions)
 - **older people** (18% of the total adult active borrowers are 65+).

Appendix 1 shows usage data for each of the libraries and cultural venues for the past 4 years.

- 2.3 The Libraries and Information Service has 116 posts within its structure (76.21 FTE) of which 45 are full-time and 71 part-time roles. This includes professional, front-line customer service and support services posts. A number of these posts are currently vacant or are being covered by short, fixed term contracts as part of workforce planning measures introduced ahead of the review process.
- 2.4 Museums and galleries are also universal services which serve local communities, but which also have an important role in attracting tourists and visitors to the area, thereby supporting the local economy. In 2012/2013, 113,950 people visited Perth Museum and Art Gallery (PMAG), The Fergusson Gallery and Alyth Museum, all of which are in scope of this review. This represents a 3% increase on visitor numbers for 2009/2010 of 110,571. The collections held in each of these venues have National Recognition Status and the JD Fergusson Collection has and international profile. In 2012, the entrance at PMAG was refurbished to enhance the visitor experience with extended retail space and new digital displays. Further work

⁵ This figure includes mobile library use however does not include virtual visits to the library via the website. In 2012 – 2013 there were 54,841 virtual visits a 36.8% increase on the previous year and largely attributable to the launch of a new eBook and eAudio Book service in October 2012 as well as the increased range of online reference and learning resources launched during 2012-13.

- is planned for January 2014 and a recent grant award from Museums and Galleries Scotland will see the displays at Alyth Museum refreshed and enhanced.
- 2.5 There are 16 front of house posts (7.14 FTE) responsible for operating these cultural venues, of which 5 are full-time and 11 are part-time, all of which are in the scope of this review.
- 2.6 This review of Libraries and cultural venues has identified scope to:
 - Reshape opening hours for both libraries and cultural venues to better reflect customer needs, based on evidence of usage patterns and customer feedback.
 - Increase and enhance online delivery of some library services, in response to evidence of customer demand from the 2011 Big Listen.
 - Reshape the Mobile Library service with more flexible routes and timescales to make it more responsive and convenient for customers particularly in rural areas.
 - Redesign Library Services within Perth City where there is currently duplication of services following the opening of the North Inch Community Campus Library.
 - Remodel support from libraries to schools, where there is currently duplication between what the LIS provides and what schools provide.
 - Redesign staffing structures within Library Services to support more flexible service delivery outlined above.
- 2.7 Detailed findings in relation to each of the review aims are set out below.

3. PROPOSALS: REVIEW FINDINGS

3.1 Develop single local access points for LIS and other Council services to best support customer need and demand.

Review Findings

- 3.1.1 The review found very limited scope to further integrate or co-locate the smaller Community Libraries with other locally based Council services. This is for a number of reasons:
 - The increasing shift to online delivery models for key Council services such as Council Tax payments. The Customer First pilots at Breadalbane and Loch Leven demonstrated only very limited customer enquiries about these wider services are being made.
 - Lack of suitable accommodation which would be available in the short-medium term to co-locate libraries with other services.
 - Analysis of property costs showed that relinquishing current library buildings would not achieve any immediate major cash savings.

Co-location options were investigated, for example housing Alyth Museum and Library on a single site or relocating the library to Blairgowrie Campus.

3.1.2 The review did identify good opportunities for strengthening collaboration between Council services and wider partners. For example the Citizens Advice Bureau can provide drop-in advice to customers in some library buildings to help meet increased demand for debt and benefits advice. Economic Development plans to extend the successful Employment Hub model beyond Perth to Breadalbane and other localities using library buildings.

3.1.3 Review Recommendations

Recommendation	Staffing Reduction	Current Fixed Term	Staffing at Risk	Savings Achieved
It is recommended that services continue to be developed on a site by site basis and in response to identified local community priorities.	NIL	NIL	NIL	NIL

3.2 Identify options to release cash savings by more efficient and effective use of library buildings, including buildings rationalisation

Review Findings

- 3.2.1 The Council operates and maintains all library buildings and cultural venues in the scope of this review with the exception of Coupar Angus Town Hall which is operated and maintained by Live Active Leisure and Birnam Library which is owned and operated by Birnam Arts.
- 3.2.2 The review found that the opening of the Community Campuses from 2009-10 has had various impacts. For example many Perth City library members now use North Inch Campus (which has seen a 36% increase in usage since it opened), in preference to AK Bell as it is nearer to where they live and this has contributed to a reduction in usage at the AK Bell of 24%. Since the opening of Strathearn Community Campus there has been a 5% reduction in usage at Comrie Library. The review also found that opening hours could be more effectively structured to meet customer need and that there is overall duplication of services in the City Centre where services could be redesigned to make better use of resources whilst ensuring a good level of full time services for customers is maintained.
- 3.2.3 In West Mill Street Library in the City Centre there been a 22% decrease in usage over the period April 2009 March 2013 and in 2012-13 there were just 265 active borrowers. Data from the first quarter of 2013-14 shows that 58% of active borrowers also visited another library. The data also shows that many customers travel to the library from out with the City Centre where other, alternative mobile and community library services are also available. A greater range of accessible materials (large print, audio etc.) is available in AK Bell and North Inch Libraries. It is therefore recommended that current provision at West Mill Street is relocated to AK Bell and North Inch Libraries in consultation with current users and that this building is closed.

- 3.2.4 In looking at the scope to rationalise the other community library buildings, the review found that in most cases risk of longer term costs to the Council would outweigh any immediate savings. If vacant properties cannot quickly be remarketed, they become deteriorating assets for local communities. In the case of Birnam Library, withdrawal of the library service would mean a significant reduction in Birnam Arts annual income which would destabilise an important community asset.
- 3.2.5 In addition to investigating the scope for rationalising buildings, the review looked at scope to reduce and consolidate opening hours. The review found that, particularly with the smallest community libraries which are open part time and sometimes for very short periods, some opening hours were confusing and not always convenient for customers.
- 3.2.6 The review has identified opportunities to rationalise opening hours in order to achieve required savings by the equivalent of approx. 1 day per week at each site. A pattern of Monday closure across the service would be consistent and clear for customers and would simplify existing staff rotas. This would also apply to Community Campus Libraries however school access will be maintained on Mondays through school staff supervision and use of self-issue. A revised opening hours schedule for all libraries detailing the recommended changes is at **Appendix 2.**
- 3.2.7 The review has identified a new staffing model to support the changes in opening hours and support service development. Staff on the review Project Team have been fully engaged in developing this model and full staff and trade union engagement will be carried out prior to implementation.
- 3.2.8 The review also identified opportunities to refocus the mobile library service to better meet the needs of remote rural communities and vulnerable adults including older people in residential and sheltered accommodation. A smaller more flexible mobile library vehicle will be based in each of the following areas enabling services to be more locally responsive to customer needs and to cover wider areas without the additional journey to and from Perth:
 - Kinross, Blairgowrie, Carse of Gowrie & surrounding areas;
 - Perth City, Scone & surrounding areas; and
 - Highland Perth, Strathearn & Auchterarder.

Key changes to the service will include:

- Extended services to older people in residential and care homes and sheltered housing where we expect to service up to 49 residential care homes and 42 sheltered housing schemes.
- Longer single stop in villages and small towns.
- Priority for stops and deliveries will be given to remote rural communities where our data indicates that these customers only use Mobile Library services.
- A tailored service to local schools, playgroups and nurseries encouraging the library habit and good reading practice in early years.
- Introduction of 3G Wi-Fi on all vehicles so that customers who do not have access to a PC or Broadband services can access online services.

Detailed proposals for the Mobile Library Service by locality are identified in **Appendix 3.**

3.2.9 Review Recommendations

	Recommendation	Staffing Reduction	Current Fixed Term	Staffing at Risk	Savings Achieved
1.	It is recommended that a redesign of staffing structures within Libraries and Information Services be implemented to support the new opening hours arrangements. The new structures will also improve opportunities for career progression and reflect the focus for locality based service development and delivery in the future.	6.6FTE (up to 15 posts)	5.25 FTE (12 posts)	1.35 FTE (up to 3 posts)	£163,943
2.	Implement revised opening hours schedule across all community libraries	1.09FTE (up to 6 posts)	NIL	1.09FTE (up to 6 posts)	£13,992
3.	Refocus Mobile Library Services including introduction of Wi-Fi on all Mobile Libraries	NIL	NIL	NIL	NIL
4.	Relocate current Library services from West Mill Street to AK Bell and North Inch Libraries and close the building	0.94 FTE (2 posts)	0.36FTE (1 post)	0.36FTE (1 post)	£28,204

3.3 Identify options for increased use of ICT and online service delivery for LIS

Review Findings

3.3.1 The review found evidence from the Big Listen and usage/trend data that increasingly customers want more flexibility in how they access services – ordering books, borrowing/renewing, paying fines/fees, doing research, accessing community information. In 2012/13 the LIS had 54,841 web-hits and an externally funded eBooks/eMagazines/eAudiobooks pilot has had strong early uptake with nearly 4,000 items borrowed in the first 5 months of the pilot. Customer logins made through the Library Wi-Fi increased by 15.6% in 2012/13.

- 3.3.2 The review found that there are no immediate cash savings from shifting to increased online service delivery. But evidence shows that online is an increasingly important channel for maintaining and growing the customer base. Usage trends need to be monitored over time and the LIS will continue to source external funding to support innovative online service developments.
- 3.3.3 Online services are not just more convenient for some customers but provide key benefits for people with disabilities or living in rural areas. Although not suitable for all purposes, the LIS is delivering an increased range of services online including eBooks, eAudiobooks, eMagazines and extended reference

⁶ Whilst the new staffing structure will have fewer posts overall, there will be a clearer progression from entry level posts to senior posts within the service, supported by training and development opportunities.

- resources. In addition, the Books on Wheels service deliver books and resources to individuals who are housebound and this service will extend to include eBook Reader loans in the future.
- 3.3.4 In addition, the review identified the need for some future capital investment to 'future proof' the service in terms of its stock management and lending system. Further work is needed to identify how to achieve Best Value in IT systems support given the complexity and scale of the IT systems in LIS. A new IT strategy for the next 3-5 years is required to investigate these issues in full and ensure investment needs are reflected in the Council's future capital programme.

3.3.5 Review Recommendations

Recommendation	Staffing Reduction	Current Fixed Term	Staffing at Risk	Savings Achieved
It is recommended that a new IT and Digital Participation Strategy is developed for the service, supported by a bid for Capital Funds to enable investment in future infrastructure improvements.	NIL	NIL	NIL	NIL

3.4 Identify options for revised opening hours at PMAG, the Fergusson Gallery, AK Bell and Alyth Museum

Review Findings

3.4.1 PMAG, the Fergusson and the AK Bell Library are currently year-round venues. Alyth Museum opens part-time from May-September. The AK Bell building is included as a cultural venue for the purposes of the review due to its key location and role within Perth City where it attracts tourists and provides an extended range of services including Café, Local Studies, Archives, Lecture Theatre, exhibition space and events.

The Council owns all 4 properties.

- 3.4.2 The review found that usage at PMAG and the Fergusson Gallery falls significantly in the winter, particularly December to March. These venues attract a mixture of tourism and local visits. The AK Bell typically attracts over 56,000 users each month which is largely consistent across the year and a significant number are non-residents or tourists. But usage at AK Bell has declined by 24% since the opening of the Community Campuses at North Inch, Loch Leven and Strathearn in particular. As paragraph 3.2.2 states, the review found duplication of City Centre library provision.
- 3.4.3 In the case of PMAG and the Fergusson, one option would be to close for the Jan-March period. This would achieve a saving of £10,410 from 2014/15 but it would potentially impact on the City Plan objective to build Perth City as a year-round destination. Another option is to close both buildings on Mondays year-round, but open on Sundays from April to October. Currently only PMAG

opens on Sundays over this period. This would achieve a saving of £20,318⁷ from 2014/15. Comparison with other museums in Scotland and the UK suggests that whilst there is some variation, Monday closures are common and therefore not unexpected from a visitor perspective. A year-round visitor offer and Saturday/Sunday opening during peak visitor periods would be maintained under this option. Under recommendation 2 in paragraph 3.2.9 the AK Bell will also be closed on a Monday.

- 3.4.4 Significant changes and improvements to the public programmes offered in both PMAG and the Fergusson are being introduced following customer feedback from the Big Listen 1 in 2011. Big Listen 2 has recently concluded with over 8,500 responses which will be used to plan programmes in response to the anticipated increase in visitor numbers during 2014. This together with increased investment in access to the collections online (all oil paintings within our collections are now available digitally via the innovative BBC UK project 'Your Paintings' which launched in 2012), will maintain and build audience levels for 2014 and beyond.
- 3.4.5 In the case of Alyth Museum, the review found that the museum played a key role in local tourism with visits made predominantly by tourists to the area, a significant proportion of whom are from overseas. The review concluded that due to the current pattern of limited opening hours there was little opportunity to consolidate or reduce opening hours in order to achieve a saving. Whilst there has been a 40% decline in visitor numbers over the period 2010/11 2012/13 (from 1,479 to 888) a review of marketing and promotion of the Museum, and of the public programmes offered to complement the social history collections, is being undertaken with a view to reversing the current usage trend and establishing a greater role in supporting the local tourist economy.

3.4.6 Review Recommendations

Recommendation	Staffing Reduction	Current Fixed Term	Staffing at Risk	Savings Achieved
It is recommended that opening	3.79FTE (up	2.23FTE	0.56 FTE	£62,162
hours at Perth Museum and Art	to 10 Posts ⁸)	(up to 6	(up to 3	
Gallery, AK Bell Library and the		Posts)	Posts)	
Fergusson Gallery are reduced by		,	,	
one day per week.				

3.5 Other issues identified by the review

3.5.1 The review identified how key targeted projects provided by LIS and through cultural venues add value to wider Council and CPP priorities. These include projects which support adult and family learning such as Bookbug, Rhymetime and Reader in Residence; services for vulnerable groups such as

⁷ There is a requirement to keep the buildings open over the winter period to enable curatorial staff to continue working. Environmental conditions also need to be maintained and managed to preserve the collections. A greater saving can therefore be achieved from a single day closure year round than from a full closure to the public over a three month period.

⁸ Until the formal staffing exercise is commenced and staff have the opportunity to match into or apply for posts only a worst case scenario has been presented.

Books on Wheels and the Imagination Library for carehomes; and early intervention/prevention projects such as those provided for young men in HMP Perth. Many of these activities are supported and delivered through partnership arrangements which bring in additional funding or in-kind resources to the service such as the Adult Literacy and Numeracy Partnership which funds the Reader in Residence post within the service to promote family Literacies. The recommendations of the review will not impact directly on the provision of these value-add activities however they are reliant on the continued support and involvement of key partners which are also facing pressures.

- 3.5.2 The review also identified the need to consolidate the LIS service provided to schools where there is duplication with other providers. This will include phasing out topic boxes for primary schools which are increasingly less relevant as Curriculum for Excellence teaching methods bed in (the LIS is one of the last in Scotland to offer this service), and reducing the number of storytelling and Rhymetime sessions because these are increasingly being provided in other ways. LIS will however continue to focus on and provide professional advice to school libraries, supported class visits and reader development activities such as Author Talks for pupils.
- 3.5.3 The review also identified that elsewhere in the UK some community-led services are being developed, for example community-based deposit collections or extended delivery services in addition to those provided by the Council. The Council's community capacity building teams would provide support to any groups in the future which are interested in pursuing this.

3.5.4 Review Recommendations

Recommendation	Staffing Reduction	Current Fixed Term	Staffing at Risk	Savings Achieved
It is recommended that the current provision for schools be reviewed to focus on professional advice and guidance with removal of the topic box service and a reduction in classroom based storytelling and Rhymetime activities.	1FTE	NIL	NIL (This area of the service is currently carrying a vacancy)	£12,699

4. STAKEHOLDER ENGAGEMENT

- 4.1 A communications plan for the review has been developed pending consideration by Committee. The review included full consideration of the findings of the 2011 Big Listen (which engaged with 3,736 users of Libraries and Cultural Venues); the early findings from Big Listen 2 (running Sept/Oct 2013); and, on-going customer comments and feedback which services get on a day-to-day basis. In addition discussion is on-going with the following key stakeholder groups:
 - Friends of West Mill Street
 - Community Campus Leaders

- The Gannochy Trust
- Friends of the Archives
- Perthshire Society of Natural Sciences
- The Fergusson Trust
- Key Perth & Kinross teams (for example Community Learning and Development and Educations Services) who also work with Stakeholders and Services and service users affected by this review
- Relevant national bodies
- 4.2 Following consideration by Lifelong Learning Committee a full communications plan will be implemented. All active borrowers in Library Services will be contacted about the changes and implementation timescales. Engagement with staff and trade unions on the proposed changes will also commence in November 2013.

5. RECOMMENDATIONS

- 5.1 Table 1 (pages 12-13) identifies each of the recommendations discussed above with savings attached and the actions which will be taken to mitigate impact on customers, staff and communities.
- 5.2 It is recommended that the Lifelong Learning Committee:
 - (i) Agree the recommendations set out in Table 1 and within the report; and
 - (ii) Instructs the Executive Director to progress implementation.

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Approved

Name	Designation	Date
John Fyffe	Executive Director	10 September 2013

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Table 1: Key Recommendations with Savings

Note: all actions identified below need to be taken in order to achieve the savings identified

Recommended		Savings (£)	(£)				Balance				
Action							ō	Staff			
					Lost		Savings	.⊆	Staff at		
	Staff	ECS	TES	Supp &	Income	Saving	Target	Scope	Risk		
		Property	Property	Serv	(£)	(£)	(£)	(FTE)	(FTE)		Mitigating Actions
1. Redesign HS	163,943					163,943	117,057	76.21	1.35	•	Staff consultation and communication
Staffing											Spalings fixed torms contracts
Stalling										•	Conclude lixed term contracts
Structures										•	Ring-fenced recruitment
(para 3.2 rerers)										•	Promotion of Self-issue and online
					0			1		- '	library services
2. Rediice	23,942				(9,850)	13,992	103,065	26.5	1.09	•	Community Consultation and
Library										,	toff consultation and communication
Opening Hours										•	Otari coristantanon and communication
(para 3.2 refers)										•	Copolide Fixed term contracts
(1)										,	Solicidade I Med tellill collitacis
										•	Recontigure Mobile Library Services
										•	Promote Books on Wheels and online
	0	1	1				0			S	services
٠ د	22,506	3,774	1,593	331		28,204	74,861	0.94	0.36	•	Conclude Fixed term contracts
Close West								(Fixed		•	Staff consultation and communication
Mill Street								term)		<u>.</u>	plan
Library										•	Promote alternative services at AK Bell
(para 3.2 reters)										ιυ	and North Inch
										•	Promote Books on Wheels and online
										()	services
										•	Reconfigure Mobile Library Services
										•	Community Consultation and
4.	74,613				(12,451)	62,162	£12,699	21.02	0.56	•	Approve early retirement request
Reduce					•					•	Conclude fixed term-contracts
Opening Hours										•	Promotion of online Museum and
at PMAG,										O	Gallery information and digital
Fergusson and										O	collections
AK Bell										•	Staff consultation and communication
(para 3.4 rerers)										<u>.</u>	plan

			Mitigating Actions	 Promote On-line services 	 Conclude fixed term contracts 	Ring-fenced recruitment	 Promotion of Self-issue 	Staff consultation and communication	plan	 Reduce periodicals subscriptions and 	move to online only provision where	possible	 Work with schools to promote Library 	visits with pupils and professional	development opportunities for school	staff		
	Staff at	Risk	(FTE)							0							3.36	
	Staff	Scope	(FTE)							0								
Balance	of Savings	Target	(\mathcal{E})							0							0	
		Saving	(£)							12,699							6281,000	
	Lost	Income	(\mathcal{E})														(£22,401)	
		Supp &								12,699							£13,030	
3s (£)		TES	Property														£1,593	
Savings (£)		ECS	Property		_		_					_	_	_	_		£3,774	
		Staff															£282,004	
Recommended	Action									5.	Revision of	school support	activity	(para 3.5 refers)				Total

2) It is also assumed that there will be no compulsory redundancies as staff will access the Voluntary Severance Scheme.

Note
1) Savings do not take into account any redundancy costs, it is assumed any costs will be met from the Workforce Management
Funding within Council Reserves.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	Yes
Legal and Governance	Yes
Risk	Yes
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report supports the achievement of the following Community Plan Strategic Objectives:
 - Developing educated, responsible and informed citizens
 - Supporting people to lead independent, healthy and active lives
 - Creating a safe and sustainable place for the future

Corporate Plan

- 1.2 The Council's Corporate Plan 2013-18 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-
 - (i) Giving every child the best start in life
 - (ii) Developing educated, responsible and informed citizens
 - (iii) Promoting a prosperous, inclusive and sustainable economy
 - (iv) Supporting people to lead independent, healthy and active lives
 - (v) Creating a safe and sustainable place for future generations

This report relates to Objectives No (ii) and (v).

- 2.1 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:
 - Change and Improvement

2. Resource Implications

2.1 Financial

The recommendations in Section 4 of this paper detail the cash saving of £281,000 which can be achieved by 2014/15. There will be impacts on income targets (as identified in Table 1 on pages 12-13) and savings are shown net of income.

Identified savings do not take into account any potential severance costs; it is assumed any costs will be met from the Workforce Management Funding within Council Reserves subject to meeting the criteria for the Voluntary Severance Scheme.

2.2 Workforce

In a worst case scenario the total number of posts these proposals put at risk is up to 13 (3.36FTE):

Library Staffing Remodel

The proposals for a new structure within Libraries and Information Services put at risk 1.35FTE which may result in redundancy costs being incurred if possible suitable alternative employment within the service or across the wider Council is not available. There is currently a vacant post within LIS recruitment for which will be ring-fenced within the Service to mitigate this impact. A revised rota and the ending of a number of fixed term contracts will ensure that the proposed changes to opening hours at AK Bell Library will not impact on the contracted hours of work but may have an impact on working patterns.

Reduction in Opening Hours at PMAG and Fergusson Gallery

The proposed reduction in opening hours within Perth Museum and Art Gallery and the Fergusson Gallery puts 0.56FTE at risk and may result in a reduction of contracted hours for a small number of staff or redundancy costs being incurred if the reduction is not accepted and suitable alternative employment is not available.

The proposed early retirement of a member of staff at Perth Museum and Art Gallery will ensure that the proposed changes to opening hours will not impact on the contracted hours of staff.

Rationalisation and Consolidation of Opening Hours

The proposed rationalisation and consolidation of opening hours in Libraries puts 2.09FTE at risk and may result in redundancy costs being incurred if suitable alternative employment is not available. Due to the potential for

redeployment and possible uptake of schemes such as VSS it is not possible to identify individuals impacted on at this stage and so associated redundancy costs cannot be accurately quantified although this information for all staff in the scope of the review has been identified.

All other proposed changes can be contained by the introduction of a new timetable and will not impact on the contracted hours of work but may have an impact on working patterns.

All staff will be consulted on the proposed changes; any changes to the contractual status will require trade union and individual consultation.

2.3 Asset Management (land, property, IT)

The review identified the need for future capital investment to 'future proof' the service in terms of its stock management and lending system, and to identify how to achieve Best Value in IT systems support given the complexity and scale of the IT systems which run LIS. A separate IT review and strategy for the next 3-5 years is required to investigate these issues in full and ensure investment needs are reflected in the Council's future capital programme.

3. Assessments

3.1 Equality Impact Assessment

Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

Assessed as **relevant** and actions taken to reduce or remove the following negative impacts:

- Library provision with disabled access is available at both AK Bell and North Inch libraries, integrating all users and providing access to a wider range of resources
- Books on Wheels (housebound) service is available for individuals who are not able to visit AK Bell or North Inch Libraries.

3.2 Strategic Environmental Assessment

The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This section should reflect that the proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt

3.3 Sustainability

The Libraries review contributes to the Perth and Kinross Council Principles & Aspirations for Sustainable Development and in particular:

CONFIDENT, ACTIVE AND INCLUSIVE COMMUNITIES 27) Opportunities for cultural, leisure, community, sport and other activities

3.4 Legal and Governance

There are no legal issues associated with the review however support from legal services will be sought to support implementation of agreed recommendations.

3.5 Risk

A Risk Profile for the review is attached as **Appendix 4.**

4. Consultation

4.1 Internal

The following have been consulted:

- Head of Service, Early Years and Primary
- ➤ Head of Service, Secondary
- > Head of Service, Children and Families
- Interim Service Manager, Communities
- Service Manager, Sport and Active Recreation
- Service Manager (Contracts & Financial Management)

Review Project team members:

- Finance Manager, ECS
- Assistant Finance Manager, ECS
- Personnel Officer, HR Consultancy Team
- ➤ Interim Libraries and Information Services Manager
- Visitor and Commercial Services Co-ordinator
- Senior Library Assistant, Libraries and Information Services
- Corporate Change Manager, ECS
- > Team Leader, Business Applications, IT
- Corporate Asset Manager, TES

4.2 External

- > Friends of West Mill Street
- Community Campus Leaders
- > Friends of the Archives
- Perthshire Society of Natural Sciences

- > The Fergusson Trust
- Community Learning SMT
- Education Services SMT

5. Communication

5.1 All staff within the scope of the review have received regular communication from Line Managers up to and including the Head of Service, Cultural and Community Services on the progress of the review.

Trade Unions are aware of the review and are satisfied with its progression. Formal consultation with Trade unions will begin following agreement of review recommendations.

A Communications plan to cover the period of implementation of agreed recommendations has been developed.

6. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

7. APPENDICES

This section should list the appendices to the report.

Appendix 1 Libraries and Information Services and Arts and Heritage Services Usage 2009 - 2013

Appendix 2 Proposed Opening Hours

Appendix 3 Proposals for revised Mobile Library Service

Appendix 4 Risk Profile

Libraries and Information Services and Arts and Heritage Services Usage 2009 – 2013 (Footfall)

Community Campus Libraries

	2009-2010	2010-2011	2011- 2012	2012-2013	
AK Bell Library	304,084	285,738	268,323	208,609	
Alyth	10,790	9,334	7,362	7,190	
Aberfeldy	10,400	7,696			
Breadalbane		12,456	62,577	92,077	
Auchterarder	31,762	31,833	29,444	31,031	
Birnam	4,687	4,901	4,535	4,344	110
Blairgowrie	55,806	50,260	45,947	41,219	
Comrie	7,247	6,647	7,515	968'9	
Coupar Angus	5,993	2,967	4,496	5,052	
Crieff	72,874				
Strathearn		99,331	99,427	102,833	
Fairfield	197	288	178	159	5008
Kinross	75,629				
Loch Leven		117,927	114,273	108,022	
North Inch		69,521	71,992	94,627	
Pitlochry	12,988	12,931	11,978	11,842	
Scone	26,884	28,808	21,896	25,340	
West Mill St.	17,459	16,354	10,882	13,619	
Mobile 1	12,402	11,960	8,997	10,606	
Mobile 2	10,010	10,842	8,285	9,793	
Mobile 3	7,033	7,059	4,789	7,048	999
Libraries Total	666,245	747,397	782,897	780,307	
Perth Museum & Art Gallery	97,971	98,334	75,515	101,932	5008
	11,545	11,460	11,334	11,130	
Alyth Museum	1,055	1,479	933	888	
Horitage Total	110 571	111 273	87 782	113 950	
Helitaye i otai	10,01	111,410	201,10	110,000	

	113 950		2012-2013
al Footfall		87,782	2011-2012
PKC Heritage Total Footfall			Year
PKC +	070	S 74 1	2010-2011
	25.0	D'8'011	2009-2010

	706,087			2012-2013
Footfall	782,897			2011-2012
PKC Libraries Total Footfall				Year
PKCLibr	777,397			2010-2011
		3 KC 8 8 8	0+7'000	2009-2010

894,257	
870,679	
888,670	
776,816	

Libraries and Information Services Current and Proposed Opening Hours

Total	Reduction in Opening Hours	9	0 = 0	1	<u> </u>	i	/nrs	7	I
Total Hours	Open	45	37	18	11	39	32	10	10
	Sat	10-1pm	10-1pm	9.30- 12.30pm	9.30 – 12.30pm	10-1pm	10.00-1pm	10-12noon	10-12noon
	Fri	10-6pm	10-6pm	2-4pm 6-8pm	9.00am – 5pm (Closed 1pm – 2pm)	10-1pm 2-7pm	9.00-1 pm	10-12noon	10am-12pm 1pm - 5pm
	Thurs	10-7pm	10-7pm	2-4pm	1pm – 8pm	10-1pm 2-5pm	9.00-1 pm 2-5pm	CLOSED	6-8pm
Opening Times	Wed	10-6րm	10-6pm	CLOSED	CLOSED	10-1pm 2-7pm	9.00-1pm 2-7pm	2-4pm 6-8pm	CLOSED
	Lues	10-7pm	10-7pm	10-12.30pm 6-8pm	CLOSED	10-1pm 2-5pm	9.00-1pm 2-7pm	CLOSED	CLOSED
	Mon	10-6pm	CLOSED	10–12.30 pm 2-4pm	CLOSED	10-1pm 2-7pm	CLOSED	6-8pm	CLOSED
		Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours	Proposed Hours
Contact		Crieff Road ABERFELDY PH15 2FJ	01887 822405 <u>breadalbanelibrary@p</u> <u>kc.gov.uk</u>	23 Airlie Street ALYTH PH11 8AJ 01828 632731	alythlibrary@pkc.gov. uk	Chapel Wynd AUCHTERARDER PH3 1BL	or of to 1433 auchterarderlibrary@p kc.gov.uk	Station Road BIRNAM PH8 0DS 01350 727971	<u>birnamlibrary@pkc.go</u> <u>v.uk</u>
Library		Breadalbane	(Breadalbane Community Campus)	Alyth		Auchterarder		Birnam	

Total	in Opening Hours	7	0	2hre		ā	Znrs		10hrs	401.55	0
Total Hours	<u>.</u>	39	32	12	10	15	13	51	41	51	41
	Sat	9.30-1pm	10am-12pm	9.30- 12.30pm	9.30- 12.30pm	9.30- 12.30pm	9.30- 12.30pm	10-3pm	10-1pm	10-3pm	10-1pm
	Fri	9.30-7pm	10am-1pm	6-8pm	10-12.30pm	CLOSED	2pm – 6pm	10-6pm	10-6pm	10-6pm	10-6pm
	Thurs	9.30-1pm	10am-7pm	10-12.30pm	2-4.30pm 6-8pm	3-7pm	10-12noon 3-7pm	10-8pm	10-8pm	10-8pm	10-8pm
Opening Times	Wed	9.30-7pm	10am -7pm	6-8pm	CLOSED	CLOSED	CLOSED	10-8pm	10-8pm	10-8pm	10-8pm
Openin	Lues	9.30-5pm	10am-7pm	2-4.30pm	CLOSED	10-12noon 3-7pm	CLOSED	10-8pm	10-8pm	10-8pm	10-8pm
	Mon	9.30-7pm	CLOSED	CLOSED	CLOSED	10-12noon	CLOSED	10-6pm	CLOSED	10-6pm	CLOSED
		Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours	Proposed Hours
Contact		46 Leslie Street BLAIRGOWRIE PH10 6AW	01250 871305 Fax 872905 blairgowrielibrary@pk c.gov.uk	Drummond Street COMRIE PH6 2DS	01764 670273 comrielibrary@pkc.go v.uk	Town Hall Union Street COUPAR ANGUS	PH 13 9AE 01828 627090 couparanguslibrary@ pkc.gov.uk	Pittenzie Road CRIEFF PH7 3RS	01764 657705 strathearnlibrary@pkc .gov.uk	Muirs KINROSS KY138FQ	01577 867205 lochlevenlibrary@pkc. gov.uk
Library		Blairgowrie		Comrie		Coupar	Angus	Strathearn	(Stratheam Community Campus)	Loch Leven	(Loch Leven Community Campus)

Contact

Reduction in Opening Hours	8hrs		ig			101				26.5hrs			10.5hrs
Open	45	37	17	17	39		29		26.5		26.5hrs	50	39.5
Sat	10-1pm	10-1pm	9.30- 12.30pm	9.00-1.00pm	10-1pm		9.00-1pm			CLOSED	CLOSED	9.30-4pm	9.30 – 1pm
Fri	10-6pm	10-6pm	2-5pm	2pm – 4pm	10-1pm	2-5pm	9.00-1pm	Zpm-5pm	9.30-12noon	1-4pm	CLOSED	9.30-5pm	9.30-5pm
Thurs	10-7pm	10-7pm	2-4pm 6-8pm	10-12noon 2-7pm	10-1pm	2-7pm	9.00-1pm	Zpm-/pm	9.30-12noon	1-4pm	CLOSED	9.30-8pm	9.30-8pm
Wed	10-6pm	10-6pm	10-12noon 2-5pm	2pm-4pm 5pm -7pm	10-1pm	2-5pm	9.00-1pm	Zbm-7 pm	9.30-12noon	1-3pm	CLOSED	9.30-5pm	9.30-5pm
Tues	10-7pm	10-7pm	4-6pm	CLOSED	10-1pm	2-7pm	CLOSED		9.30-12noon	1-4pm	CLOSED	9.30-8pm	9.30-8pm
Mon	10-6pm	CLOSED	CLOSED	CLOSED	10-1 pm	2-7pm	CLOSED		9.30-12noon	1-4pm	CLOSED	9.30-5pm	CLOSED
	Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current	5	Proposed Hours	200	Current		Proposed Hours	Current Hours	Proposed Hours
	Gowans Terrace PERTH PH1 5BF	01738 454406 northinchlibrary@pkc. gov.uk	26 Atholl Road PITLOCHRY PH16 5BX 01796 474635	pitlochrylibrary@pkc.g ov.uk	Sandy Road	PH2 6LJ	orras absuza (terland fax) sconelibrary@pkc.gov.		West Mill Street PERTH	PH1 5QP 01738 638436	westmillstreetlibrary@ pkc.gov.uk	2-8 York Place PERTH PH2 8EP	0100
	North Inch (North Inch Community	Campus)	Pitlochry			Scone			West Mill	Street		AK Bell	

Cultural Venues – Current and Proposed Opening Hours

Total	Reduction in Opening Hours	24/L		24 Y	2	EN	
Total Hours	Open	42	35	42	35	16	16
	Sat	10-5pm	10 – 5pm	10-5pm	10-5pm	1-5pm	1-5pm
	Fri	10-5pm	10-5pm	10-5pm	10-5pm	1-5pm	1-5pm
	Thurs	10-5pm	10-5pm	10-5pm	10-5pm	1-5pm	1-5pm
Times	Wed	10-5pm	10-5pm	10-5pm	10-5pm	1-5pm	1-5pm
Opening Times	Lues	10-5pm	10-5pm	10-5pm	10-5pm	CLOSED	CLOSED
	Mon	10.00-5pm	CLOSED	10 -5pm	CLOSED	CLOSED	CLOSED
		Current Hours	Proposed Hours	Current Hours	Proposed Hours	Current Hours (May to Sept ONLY)	Proposed Hours (May to Sept ONLY)
Contact		George Street Perth	PH1 5LB 01738 632488	Marshall Place Perth	PH2 8NS 01738 783425	Commercial Street Alyth	PH11 8AF 01828 633474
	Cultural Venue		Perth Museum and Art Gallery		The Fergusson Gallery		Alyth Museum

Revised Mobile Library Service

Locality: - Highland Perth, Strathearn & Auchterarder

Additional Locality Services	A new order and drop off service will be	available for customers, who can choose and	reserve their books on-line and have them	delivered by the mobile.		Community collections will be sited in local	areas – potentially in local shops, local	community halls, local schools		WiFi on mobile libraries will allow real time	time access to the library catalogue and allow	customers without computer access to	request and reserve their own books	:		resources appropriate for that day's route. So	tor a schools day, it will carry a children's	collection, for a care nomes and sheltered	housing day, it will carry large print and audio	book collections.	CO	Evening & weekend Services The mobile library will be out in local		and at weekends, visiting towns and villages	when people are at home.		The mobile library will be based in its locality providing efficiencies and greater availability	and will only return to Perth for servicing.	Resource exchanges will be done from one of	the libraries in the locality. This will also allow	improved knowledge sharing about users reading needs and interests.	
Dispassion of Drionity routes	Mobile Library Routes will change with an	emphasis on a longer single stop in villages	and small towns rather than visiting every	street.		Priority will be given to remote rural	communities where our data indicates that	users are Mobile Library only users.	Many stops at individual homes may not	continue, as the mobile will concentrate on	stopping where there are pockets of	population.	to other lie tick of evertance lite live elidem odT	The mobile will still continue to visit all parts of	Higniand Pertn, Stratnearn & Auchterarder.	The mobile library will take on a new etroper			unough stops at residential and care normes	and shekered nodsing.	Residential & Care Homes –	Potential to visit up to 15 care homes		Sheltered / Retirement Housing	Potential to visit up to 10 snettered	COLIDIANCE	The mobile library will provide a tailored	service to local schools, playgroups and	nurseries encouraging the library habit and good reading practice in early years	good reading practice in early years.	Schools	ruential to visit up to 20 scribbis
Current Poutes & Services	The Mobile Library currently visits all rural	areas in Highland Perthshire and Strathearn.	Many stops are at individual homes and	existing routes have very low uptake - often	with less than 30 people coming on in a day,	and many users (over 50% on most routes)	use one of our community libraries as well.	The Mobile library also provides limited	services to schools, nurseries & playgroups,	residential & care homes and sheltered	housing. As the same van delivers all of these	services, resources are not targeted or always	appropriate to different users groups.	All visits are during daytime apart from a	weekly visit to Dunning, where the van has 6	different stops between 3.15 and 8pm and a	tortnightly visit to Muthill where the van also	has six stops between 2.30 and 7.30pm	The mobile library currently drives out from	and returns to Perth each day resulting in loss	of use to customers and high fuel costs.	Residential & Care Homes -	Currently serve two via mobile	Carreling serve two via mobile	Sheltered Housing	Currently serve 3 sheltered housing	complexes	Schools	Currently visit 7 schools		Nurseries & Playgroups Currently visit 2 nurseries/playgroups	-

Current Routes & Services	Planned Priority routes	Additional Locality Services
Mobile Library Routes cover the following	Nurseries & Playgroups	The mobile library will also assist with transfer
areas: -	Potential to visit up to 20	of requests between local libraries while
Fortingall / Glenlyon	nurseries/playgroups	travelling around the area.
Strathtummell		
Loch Tay	The mobile Library will continue to cover the	An additional service to take vulnerable adults
Strathtay	following areas, but with changes to how the	to the library once a week is being
Kinloch Rannoch	service is delivered: -	investigated, to run along the lines of the
Amulree / Gilmerton	Fortingall / Glenlyon	Bertie Bus service in Crieff.
Blair Atholl / Calvine	Strathtummell	
Forgandenny & Dunning	Loch Tay	
Dunkeld area	Strathtay	
Greenloaning / Blackford	Kinloch Rannoch	
St Fillans / Madderty	Amulree / Gilmerton	
Aberuthven / Muthill	Blair Atholl / Calvine	
	Forgandenny & Dunning	
	Dunkeld area	
	Greenloaning / Blackford	
	St Fillans / Madderty	
	Aberuthven / Muthill	
	A kay to the new weak of onerating mobile	
	libraries will be the ability to be flexible and to	
	adapt and respond to change.	

Locality: - Perth City, Scone & Surrounding areas

Current Routes & Services	Planned Priority routes	Additional Locality Services
The Mobile Library currently visits some urban	Mobile Library Routes will change with an	A new order and drop off service will be
areas and all of the surrounding villages and	emphasis on a longer single stop in villages	available for customers, who can choose and
small towns in or near Perth.	and small towns rather than visiting every	reserve their books on-line and have them
	street.	delivered by the mobile.
Many stops are at individual homes and		:
existing routes have very low uptake – often	Priority will be given to communities where	Community collections will be sited in local
with less than 30 people coming on in a day,	our data indicates that users are Mobile	areas – potentially in local snops, local
and many users (over 50% on most routes)	Library only users.	community halls, local schools
use one of our community libraries as well.	Many stops at individual homes may not	:
The Mobile library also provides limited	continue, as the mobile will concentrate on	WiFi on mobile libraries will allow real time
services to schools, nurseries & playgroups,	stopping where there are pockets of	time access to the library catalogue and allow
residential & care normes and snettered bousing As the same van delivers all of these	population.	customers without computer access to
services, resources are not targeted or always	The mobile will still continue to visit all	
appropriate to different users groups.	communities surrounding Perth.	The mobile will carry tailored collections of
There are currently no evening visits in the		resources appropriate for that day's route. So
Perth & surrounds area.	The mobile library will take on a new, stronger	for a schools day, it will carry a children's
The mobile library currently drives out from	role in delivering services to the elderly	collection, for a care homes and sheltered
and returns to Perth each day.	through stops at residential and care homes	housing day, it will carry large print and audio
: :	and sheltered housing.	book collections.
Residential & Care Homes -		
None currently visited by the mobile	Residential & Care Homes –	Evening & Weekend Services
	Potential to visit up to 19 care nomes	The mobile library will be out in local
Sheltered Housing		communities providing a service in evenings
Currently serve 4 sheltered housing	Sheltered / Retirement Housing Potential to visit up to 24 sheltered bousing	and at weekends, visiting towns and villages when people are at home
	complexes	
Schools		Resource exchanges will continue to be done
None currently visited by the mobile	The mobile library will provide a tailored	in Perth.
Nurseries & Playaroups	service to local schools, playgroups and	The mobile library will also assist with transfer
Currently visit 2 nurseries/playgroups	good reading practice in early years.	of requests between local libraries while
		travelling around the area.
Mobile Library Noutes cover the following areas: -	Potential to visit up to 22 schools	An additional service to take vulnerable adults
		to the library once a week is being
Almondbank / Methven Abernethy / Glenfard	Nurseries & Playgroups Potential to visit up to 40	investigated, to run along the lines of the Bertie Bus service in Crieff.
6		

Current Routes & Services	Planned Priority routes	Additional Locality Services
Stanley / Luncarty / Bankfoot Bridge of Earn	nurseries/playgroups	
Balbeggie	The mobile Library will continue to cover the	
Glencarse / St Madoes	following areas, but with changes to how the	
Letham / Tulloch	service is delivered: -	
	Almondbank / Methven	
	Abernethy / Glenfarg	
	Stanley / Luncarty / Bankfoot	
	Bridge of Earn	
	Balbeggie	
	Glencarse / St Madoes	
	Letham / Tulloch	
	A key to the new ways of operating mobile	
	libraries will be the ability to be flexible and to	
	adapt and respond to change.	

Locality: Kinross, Blairgowrie, Carse of Gowrie & Surrounding areas

Cochard Cottoo tacano	ممارين بانيوني ليمسمام	Additional Locality Commission
Callell Roules & Selvices	rigilled Filolity loutes	Auditional Locality Services
The Mobile Library currently visits all rural	Mobile Library Routes will change with an	A new order and drop off service will be
areas in Kinross, Strathmore and the Carse of	emphasis on a longer single stop in villages	available for customers, who can choose and
Gowrie. Many stops are at individual homes	and small towns rather than visiting every	reserve their books on-line and have them
and existing routes have very low uptake –	street.	delivered by the mobile.
often with less than 30 people coming on in a		
day, and many users (over 50% on most	Priority will be given to remote rural	Community collections will be sited in local
routes) use one of our community libraries as	communities where our data indicates that	areas – potentially in local shops, local
well.	users are Mobile Library only users.	community halls, local schools
The Mobile library also provides limited	Many stops at individual homes may not	
services to schools, nurseries & playgroups,	continue, as the mobile will concentrate on	WiFi on mobile libraries will allow real time
residential & care homes and sheltered	stopping where there are pockets of	time access to the library catalogue and allow
housing. As the same van delivers all of these	population.	customers without computer access to
services, resources are not targeted or always	:	request and reserve their own books
appropriate to different users groups.	The mobile will still continue to visit all parts of	:
All visits are during daytime apart from a	Kinross, Strathmore and Carse of Gowrie	The mobile will carry tailored collections of
fortnightly visit to Errol, where the van has 6	:	resources appropriate for that day's route. So
different stops between 4.30 and 8pm.	The mobile library will take on a new, stronger	for a schools day, it will carry a children's
The mobile library currently drives out from	role in delivering services to the elderly	collection, for a care homes and sheltered
and returns to Perth each day resulting in loss of use to customers and high fuel costs	through stops at residential and care homes and sheltered housing.	housing day, it will carry large print and audio
Residential & Care Homes -	Residential & Care Homes –	Evening & Weekend Services
None currently visited by the mobile	Potential to visit up to 15 care nomes	The mobile library will be out in local
		communities providing a service in evenings
Currently serve 4 sheltered housing	Potential to visit up to 8 sheltered housing	and at weekends, visiting towns and villages when people are at home.
complexes	complexes	
		The mobile library will be based in its locality
Schools	The mobile library will provide a tailored	providing efficiencies and greater availability
Currently visit 5 schools	service to local schools, playgroups and	and will only return to Perth for servicing.
;	nurseries encouraging the library habit and	Resource exchanges will be done from one of
Nurseries & Playgroups Currently visit 4 nurseries/blaygroups	good reading practice in early years.	the libraries in the locality. This will also allow improved knowledge sharing about users
	Schools	reading needs and interests.
Mobile Library Routes cover the following	Potential to visit up to 25 schools	
areas: -		The mobile library will also assist with transfer
(ion O / Claio N / Caitto N		of requests between local libraries while
Netilis / Meigle / Carsie	Nuiseries & Piaygroups	rraveiling around the area.

Current Routes & Services	Planned Priority routes	Additional Locality Services
Crook of Devon / Cleish / Milnathort	Potential to visit up to 19	
Invergowrie / Longforgan	nurseries/playgroups	An additional service to take vulnerable adults
Burrelton / Guildtown		to the library once a week is being
Kirkmichael / Glenshee / Straloch	The mobile Library will continue to cover the	investigated, to run along the lines of the
Inchture / Errol	following areas, but with changes to how the	Bertie Bus service in Crieff.
Kinnaird / Abernyte	service is delivered: -	
Portmoak / Scotlandwell		
	Kettins / Meigle / Carsie	
	Crook of Devon / Cleish / Milnathort	
	Invergowrie / Longforgan	
	Burrelton / Guildtown	
	Kirkmichael / Glenshee / Straloch	
	Inchture / Errol	
	Kinnaird / Abernyte	
	Portmoak / Scotlandwell	
	A key to the new ways of operating mobile libraries will be the ability to be flexible and to	
	adapt and respond to change.	



RISK PROFILE Libraries and Cultural Services Version 0.2 Date 17 April 2013

KEY:

CE = Control Effectiveness

	Key Controls	Action Plans for Control Improvements	nprovements
Significan	Significant Controls do not exist or have broken down	Will not achieve critical deadlines	deadlines
Significan	C Significant controls not operating effectively	May not achieve critical deadlines	Significant concern
Not all cor	B Not all controls are fully effective		Watching brief
Controls a	Controls are working effectively	Will achieve critical deadlines	adlines

Workshop Attendees					
L = Likelihood	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
I = Impact	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Critical

Action Details	Owner					Helen Smout		Helen Smout	Morag Kelly	Helen Smout
_	Target Date					September 2013		September 2013	Ongoing	December 2013
dual act / hood	1 . 5	2								
Residual Impact / Likelihood	- 1.	4								
	S	<u>m</u>	Ø	<u>m</u>	⋖					
Controls and Actions	Description	Control 1 Mobile library provision	Control 2 Community Campus provision	Control 3 Online provision	Control 4 AK Bell	Action 1 Development of robust communication plan and process	to support this with local communities	Action 2 Shared /alternative facilities (eg library and housing offices) will be assessed in relation to the requirement to provide information and access to consultations	Action 3 Work is ongoing in relation to roll out of online facilities and e books	Action 4 Mobile Library redevelopment will be undertaken which will provide targeted and flexible coverage
Inherent Impact / Likelihood	1 . 5	4								
Inh	- 1.	4								
Risk	Description	There is a risk that there will be reduced library facilities and services in Perth City and rural Perthshire which could result in;	CONSEQUENCES: • Community resistance	Adverse publicity Reputational damage - national	recognition status will be impacted on, which is not in keeping with the new City Status agenda	 Political protest (local councillors and MSPs) Increased usage and usage in affected 	 Disengaged workforce there will be a failure to meet access 	needs for public information and statutory consultation • higher proportion of single staffed working arrangements as a result of fewer staff being employed • external exhibitions may not consider using Perth due to limited opening	 schedule Local history links will be lost which cannot be replicated centrally in Perth CAUSES: Poor communication and consultation 	 Lack of political support Changes to work patterns/locations of staff Reduction in available services

Action Details	Owner		Helen Smout	Jennifer Kinnear	Kenny McWilliam/ Lyndsay Jess	
	Target Date		June 2013	ongoing	August 2013	
Residual Impact / Likelihood	L 1-5	က				
Residual Impact / Likelihoo	l 1-5	4				
	CE	В				
Controls and Actions	Description	Control 1 Online museum provision	Action 1 Development of robust communication plan and process to support this with local communities	Action 2 Further develop online provision	Action 3 Identify alternative cost neutral ways to show art and museum exhibits	
rent act / hood	L 1-5	4				
Inherent Impact / Likelihood	l 1-5	4				
Risk	Description	There is a risk that there will be reduced museum and art gallery facilities across Perth and Kinross	 CONSEQUENCES: Depletion of staffing hours below a critical mass will result in poor attendance numbers and confusion in regard to opening hours 	 External exhibitions may not consider using Perth due to limited opening schedule Seasonal working for staff may result in 	high turnover of staff Art fund programme for incoming events may be impacted upon Community resistance Adverse publicity/reputational damage Political protest Disengaged workforce	 CAUSES: Poor communication and consultation Lack of political support Changes to work patterns/locations of staff Reduction in available services
	No.	2			33	