

APPENDIX 1

Hammersmith and Fulham Libraries Mandate *More Than a Library*

What is our mission?

Hammersmith & Fulham libraries will provide an efficient, 21st century library service which promotes reading and offers opportunities for cultural enrichment, recreation, employment and learning for all residents, by:

- 1. Providing modern, welcoming and accessible library services at the heart of local neighbourhoods**
 - Working actively with internal and external potential partners to improve library buildings and ensure they are the cornerstone of our communities
 - Investigating the potential to create local library community hubs
 - Upgrading library ICT to meet modern requirements
 - Ensuring that high quality services are delivered cost effectively

- 2. Improving the library stock and ensuring that books and reading remain core priorities**
 - Maximising the spend on books and other library materials
 - Supporting reading development activities for children and adults

- 3. Ensuring that staff are customer focused with the key skills to deliver a 21st century library service to residents**
 - Developing staff roles to be customer facing
 - Developing a training programme for staff in core information and library skills
 - Increasing customer and resident satisfaction with library services

- 4. Providing access to Council services and events and activities supporting education and learning, employment opportunities and healthy lifestyles**
 - Working with key providers to develop programmes for all
 - Promoting access to council and other services from libraries at longer hours than traditional council office availability
 - Supporting work in schools to raise literacy standards and acting as a gateway for our communities for advice on employment, health and wellbeing

- 5. Engaging effectively with residents and marketing library services to existing and potential customers.**

- Supporting the development of 'Friends of' groups
- Developing opportunities for volunteers, including within our emerging community-run libraries
- Communicating regularly with residents about our More Than a Library Brand

“Literacy is a fundamental cornerstone of a modern society and we need to get youngsters off their sofas and into our libraries. This is why we are finding original ways to strengthen and protect as many of our libraries as we can. Residents across the three boroughs will soon have access to more books than anyone could realistically expect to read in a lifetime.”

Cllr. Greg Smith, Cabinet Member for Residents' Services, Hammersmith & Fulham Council

This document sets out the proposed mandate for the provision of Library and Archive Services in the London Borough of Hammersmith and Fulham.

Our vision

Libraries are central to our community, should be freely available to everyone and meet their present and future reading, learning and information needs.

Making over one million books available to residents and visitors across Hammersmith & Fulham, Kensington & Chelsea and Westminster, we believe that a single managed Library and Archive Service will provide a unique opportunity to sustain and improve this excellent and highly valued frontline service.

The Sovereignty Guarantee will safeguard how Hammersmith and Fulham's libraries are run, making sure local communities have a say in how long their library is open, what services it offers and how they are transformed (eg – Hammersmith Library's redevelopment).

Some key statistics and detail on the core offer are set out in Appendix 1.

In Hammersmith and Fulham, our libraries will:

- **help children and adults become proficient readers** for life and promote the love of reading for pleasure
- **support formal education at every stage** and be a major provider of informal and self-directed learning for all
- **create and provide access to digital resources**, and help people to bridge the digital divide through support and training
- **provide the gateway to the world's knowledge** (about anything and everything) and to local community information, with intelligent interpretation from expert staff

- **provide a physical, accessible, safe indoor presence in the heart of local communities**, a meeting place for local people and organisations, and a destination or venue for cultural events and activities
- **be a natural place where people will go to seek advice** and support and to do business with the council
- **keep the record of times gone by**, the history of local people and communities, helping to create identity and cohesion

Our priorities for 2012/13

- **Increase participation** by delivering a wide range of adult and children's reading, learning and cultural activities.
- **Transform Hammersmith Library** by investing up to £1.6 million in a More Than a Library approach, improving and extending customer access and reducing operating costs.
- **Complete the re-branding of Fulham library**, introducing Wi Fi and self serve.
- **Create a wider range and number of volunteering opportunities** in both the Council-run and community libraries.
- **Explore the development of community hubs** in libraries where customers can carry out a range of Council business with support from library staff.
- **Improve information, learning and skills support for residents and local businesses** via Work Zone based at Shepherds Bush Library, contributing to the regeneration of the local area (the scheme has already helped 355 people into work) A Learn Direct Centre opened in September which has already signed up 30 customers. The centre offers online training and accredited courses to help residents to develop their skills and career opportunities.
- **Develop our online services and digital content**, including e-books, e-learning courses, an improved website and customer interface, promotion of online resources and expansion of our use of social media, adding to the **257,266** online visits a year that we receive
- **Continue to provide a range of locally commissioned services for Hammersmith and Fulham's** diverse communities, including the Prison Service

- **Review next steps for our volunteer-supported Archives Service** reducing costs and digitizing collections where possible
- **Integrate the Home Library Service**, creating a local service that understands and responds better to community needs

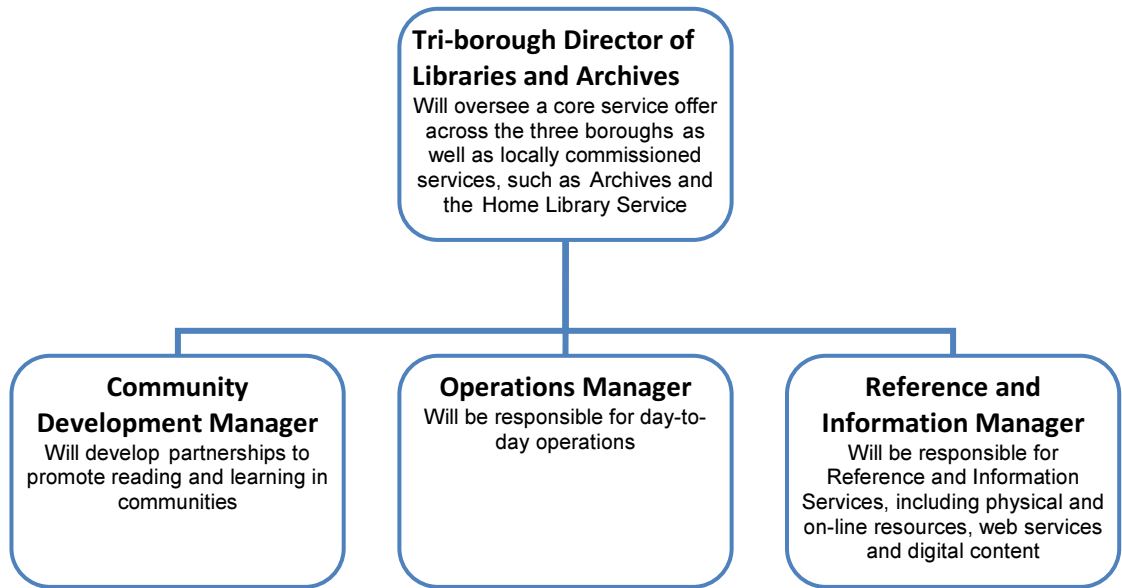
What difference will our customers see?

74% of residents are already satisfied with our libraries and the number of people 16 or over that view the library as very good or good is 83%. But we want even more visitors and residents to enjoy and make use of the service. We will create local libraries where our customers can get ideas, inspiration, books and facts, talk to staff and deal with the council.

- **Hammersmith and Fulham's libraries will become the gateway to a wider tri-borough service**, enabling users to access a wider range of books and other materials, including the specialist collections held by each borough. Customers will also be able to access the differing specialist expertise and experience of staff.
- **There will be consistent standards of service across the three boroughs**, ensuring customers receive a high quality experience regardless of where they are or whether they walk into a library, speak on the phone or visit the website.
- **Libraries will remain open and some services will be available 24/7**
- **A single library card** will give residents the ability to borrow or return items to any library
- From author talks to training opportunities and health information, **there will be a range of events and activities to suit everyone**
- **We will offer more than just access to Google**, providing improved reference and information services which will be available 24/7
- **Staff will be positive, well-motivated, listen and help.**
- **Closer involvement of communities** in the development of local Library and Archive Services

Our tri-borough plans for improvement

- A single integrated Library Service across all three councils will be lead by a **single management structure**:



- In Hammersmith and Fulham, our tri-borough **staff will deliver the new integrated core service** when fully operational, with further posts dedicated to supporting locally commissioned services.
- Sharing existing structures across the three boroughs will reduce the combined budget for the service from 8.6m to 7.5m, releasing **£1.1m worth of savings** (£270,000 of which will be apportioned to Hammersmith and Fulham)
- From 2012 we will review options for alternative approaches to the delivery of the service, including models of charitable trust, social enterprise, joint venture or private sector management, to determine whether these would add any further value to our plans.

To achieve all this, **we will deliver the new integrated Tri-Borough Library Service across three phases:**

2011/12											2012/13			
Ma r	Ap r	Ma y	Ju n	J ul	Au g	Se p	O ct	No v	De c	Q 4	Q 1	Q 2	Q 3	Q 4
PHASE 1				PHASE 2							PHASE 3			
Definition and scope of work stream agree				Operating model design for the creation of a single management structure							Implementation and roll-out of single operational structure			
Programme mobilized				Implementation of a single management structure							Realization of benefits from a single combined service			
Production and sign-off of business case				Realisation of benefits from a single a management structure							Detailed design for preferred delivery/trading option			
Approval to proceed to Phase 2				Detailed design to create a single operational structure and staff group for a combined library service							Approval to proceed to implementation			
Planning for Phase 2				Approval to proceed to Phase 3							Implementation and roll-out of new delivery model			
Mobilization for Phase 2				Planning for Phase 3							Realization of benefits of new delivery model			
Feasibility report for archives				Mobilization for Phase 3										
				Options appraisal for new delivery/trading options										